

CITY OF SAGINAW

MICHIGAN



2007/2008 Approved Budget

CITY OF SAGINAW, MICHIGAN

Honorable Carol B. Cottrell
Mayor



Darnell Earley
City Manager

Approved by City Council

May 21, 2007

Honorable Wilmer Jones Ham, Mayor Pro-Tem

Greg Branch, Council Member

Willie Haynes, Council Member

Larry Coulouris, Council Member

Amanda Kitterman, Council Member

William Federspiel, Council Member

Amos O'Neal, Council Member

Andrew Wendt, Council Member

2007-2008 APPROVED BUDGET

CITY OF SAGINAW, MICHIGAN

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2007-2008 APPROVED BUDGET

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

May 21, 2007

Honorable Mayor and City Council:

In accordance with Section 43 of the City Charter and M.C.L.A. 141.421 et seq, the Uniform Budgeting and Accounting Act, submitted to you is the City Manager's Fiscal Year 2008 Approved Budget. The format of this budget document, you will notice, continues with improvements that have been made in past years. The purpose and intent is to publish a budget document that acts as a policy statement, an operations guide, and a financial plan as well as a communication tool.

The major highlights of the fiscal year 2008 Approved Budget include:

A General Fund budget totaling \$33,269,978 - this represents a decrease of \$362,394 over the FY 2007 General Fund budget of \$33,632,372.

A recommended tax levy of 14.1233 mills – in 2008 the tax levy is projected to decrease .0897 from 2006. The General Fund property tax receipts will be limited by the gross revenue ceiling limitation in the City Charter.

Millage Rate	2007-2008
City Operating	5.1701
Trash Collections	2.9532
Police & Fire Special Asmt.	<u>6.0000</u>
Total	14.1233

Rate of Growth of Property Tax Base - Proposal A (a 1994 amendment to the state constitution) requires that the increase in taxable value be capped at the Consumer Price Index or 5%, whichever is less. For the 2007 tax year the Proposal A cap is 3.7%. As a result of all these factors the net taxable value increased by 1.73% from 727,926,061 to 740,549,396.

General Fund staffing complement - the General Fund complement is anticipated to increase by three positions in FY 2008. A part-time Secretary will be added to the Office of the City Clerk. Two Income Tax Auditors will be added to the Income Tax Office in the Department of Fiscal Services, as part of the ongoing revenue enhancement initiative. Police and Fire employee complements remain the same. Since the General Fund continues to operate under limited financial resources, it has not been able to expand its complement in other Departments.

Non-General Funds accounts for 76% of the \$134,834,778 City budget. Water and Sewer Utility Enterprise Funds make up 58% of the total Non-General Fund spending with a combined budget of \$58,108,009.

This year’s budget message covers three major topic areas: Budget Preparation and Presentation, FY 2008 Budget Highlights, and a brief comment on unfunded liabilities. The 2008 Budget represents a status quo spending plan. Except where inflationary differences and organizational changes have been noted, no other areas reflect significant budgetary changes.

The 2008 Budget also reflects the strategic planning efforts and priorities as discussed in ongoing strategic planning sessions. Our intent for 2008 is to retain services at current levels, balance the budget and not have to eliminate any positions. We have achieved that objective. In comparison to last year’s budget, \$500,000 of the undesignated fund balance has been appropriated to balance the FY 2008 Budget. This is \$224,112 less than was used in FY 2007. We also anticipate FY 2007 audited expenditures to be less than revenues, thereby accruing to the Fund Balance. This budget use is in compliance with the Uniform Budget and Accounting Act.

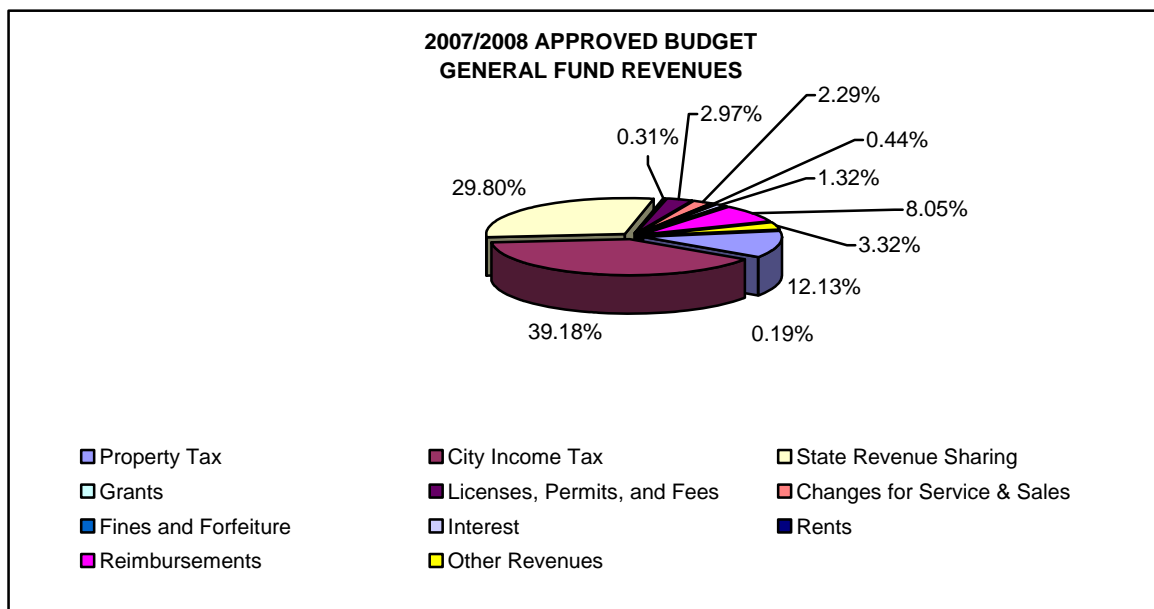
Budget Preparation and Presentation

The FY 2008 Budget uses a format recommended by the Government Finance Officers Association of the U.S. and Canada and used by cities throughout the two countries. The document has been further refined for FY 2008 to make the budget useful as a management tool and policy document. The City’s Strategic Plan has been incorporated with objectives and measures. The budget process is challenged by the fact that the City is currently negotiating with labor union contracts. The Budget contains no wage increases based on the prospective collective bargaining agreements.

FY 2008 Budget Highlights

General Fund Revenues

The following chart indicates the various General Fund Revenue Sources for 2007/2008 and the proposed relative percentage supplied by each.



Tax Rate

The 2008 Budget calls for a total City tax levy of 14.1233 mills. This represents a .0897 decrease in the overall millage rate from 2006. It is important to note that the ceiling of \$3,828,778 as per the City of Saginaw Charter is reached and thereby decreasing the general corporate millage rate. This is the result of increased taxable value within the City of Saginaw's real property due to higher than anticipated residential values; an increase in Commercial Personal values; and an increase in expiration of Industrial Facilities Tax Abatement certificates, resulting in transfer of taxable value from the Industrial Facilities Tax Roll to the Ad Valorem Tax Roll.

Property Tax Millage Rates

The City Council has authority for the 2007/2008 fiscal year to levy a tax rate of up to 14.1233 without a vote of the citizens, as indicated below.

Millage Rate History	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
City Operating	5.6106	5.5412	5.4185	5.2598	5.1701
Trash Collection	2.9532	2.9532	2.9532	2.9532	2.9532
Police & Fire Special Asmt.	<u>0.0000</u>	<u>0.0000</u>	<u>0.0000</u>	<u>6.0000</u>	<u>6.0000</u>
	8.5638	8.4944	8.3717	14.2130	14.1233

Tax Shift

The Taxable Value of residential properties increased from \$442,314,586 to \$461,076,412, an increase of 4.2%. Further analysis of the \$21,325,038 increase in taxable value shows that the increase in real property was \$18,739,999, and the increase in personal property was \$2,585,039.

Income Tax

The Uniform City Income Tax Ordinance empowers the City to collect an income tax of one and one-half percent or three-quarters percent, depending on the individuals residency status and/or place of employment. Income Tax revenue for FY 2008 has been budgeted at \$13,034,978 (a 3.6% decrease over the FY 2007 budget of \$13,500,000). This revenue relies heavily upon the financial health of businesses operating in the Saginaw area.

Additionally, in FY 2008 the City will continue to take an aggressive approach towards the collections of delinquent income tax through the hiring of two additional Income Tax Auditors in the Department of Fiscal Services. Through the investment of approximately \$100,000, the City would generate more than \$800,000 in outstanding revenues. In previous years, the City utilized contracted services to perform such duties.

Cost Allocation Plan

In 2007 the City contracted with Maximus, Inc. to develop a cost allocation plan that would spread the indirect costs of the City equitably throughout City departments and divisions. In 2008, as the City strives to continuously improve the budget process, the cost allocation plan will be implemented. The implementation of this plan will ensure that costs are spread equitably and administered accurately.

Water Rates and Hydrant Charges

The hydrant charges to the Fire Department were eliminated in the FY 2008 budget. The City will continue to undergo a water rate study that will address the residential and commercial user charges for the City.

Health Care Costs

The City is making a concerted effort to manage health care costs for employees. The City has worked with Blue Cross/Blue Shield to reduce rates, and it has contracted with Public Employee Benefits Solutions to analyze existing contracts and assist with further cost savings.

Recycling

Recycling is not included in the current budget. In order to include recycling there would have to be an increase in the rubbish bills.

Unfunded Liabilities/Retiree Health Care

The City of Saginaw provides post-employment health care coverage under a traditional insured plan to retired employees, their qualified spouses, and other dependents as mandated by collective bargaining agreements. Historically the City has recognized the cost of this benefit on a “pay-as-you-go” basis for those current recipients of the benefit, as well as pre-funding a portion of these future benefits.

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

Pension Funding

The 2008 Budget for the City includes all required contributions for employee pension obligations.

Reorganization

In the 2008 Budget, the City Clerk’s Office organizationally will be a separate department of the City.

As part of the five point continuous improvement plan, the Police Department will continue to operate with 12-Hour Shifts. It is anticipated that the 12-Hour Shift Plan will result in a reduction of overtime incurred. The 12-Hour Shift Plan will be evaluated for the 2008/2009 Budget.

Capital Improvements

Included in the FY 2008 Budget are the following major capital improvements:

Capital Improvement Project	Amounts
SVSU/Davis Road Watermain	\$1,840,000
Woodbridge Watermain	\$1,100,000
Water Treatment Plant Security Upgrade	\$1,200,000
Lab Remodel/Chemical Feed Upgrade	\$1,300,000
WWTP Project – Phase C	\$3,375,000
City at Large Sewer Relining	\$1,000,000
Gratiot Road Watermain	\$1,875,000
Police Vehicles (7)	\$186,447

City Strategic Plan

In January of 2006, City Council Members and Senior Staff met in a strategic retreat. Continuing in the same efforts established in 2006, City Council Members and Senior Staff met with an independent Consultant in a two-day session to develop City goals and objectives. As part of these sessions the following five goals and objectives were established and in the 2008 funding have been earmarked to meet these goals and objectives:

City of Saginaw – Goals and Objectives	Amount designated from 2008 Proposed Budget
Crime and Public Safety Issues	\$26,008,958
Neighborhood Revitalization and City Beautification	\$4,994,794
Recreational Offering and Youth Activities	\$125,000*
Maintain and Enhance City Revenue Efforts	\$100,000
Organizational Development	\$104,178**

*The City is in pursuit of a \$100,000 grant through DNR.

**Represents the same amount earmarked for the Revenue Enhancement objective. In addition, the Organizational Development Objective does not include costs for the Proposed Complement adjustment.


Conclusion

As City Manager, my task is to produce a budget document that incorporates long-term financial planning. As with previous budgets, the FY 2008 Budget continues a trend that means continued reconsideration of the way municipal services are delivered and the level of services, which can be provided with available resources. Administrative procedures and departmental policies are continually being implemented to hold the line on expenditures. The Council must consider the services to be provided and also look at new methods for generating revenues to pay for these services. Simply said, because of declining revenues services in future budget years will have to either be reduced or new revenues put in place.

Additional revenues will be critical to the City during the next few years if the City is to maintain an essential level of service delivery to its citizens. Key areas to be considered are in the areas of retirement benefits for police and fire, increasing fees to reasonable levels, reviewing water and sewer rates and strong consideration given for removing the property tax cap.

Many budgetary policy choices will continue to face the City Council in future years. The entire administration stands ready to assist with recommendations as the decision process proceeds. The goal of ensuring quality services where prudent while pursuing an improved financial condition for the City will be a continuing priority. I am confident that this goal is manageable and achievable.

Respectfully submitted

A handwritten signature in cursive script that reads "Darnell Earley". The signature is written in black ink on a light-colored background.

Darnell Earley
City Manager

2007/2008 POLICIES AND INITIATIVES

City Manager and Council goals and objectives dictate budgetary decisions and resource allocation. Every year, through the budget process, the City Manager and Council goals and objectives are evaluated and determined appropriateness in light of limited resources. The culmination of the budget review process and strategic planning sessions redefines the policies and initiatives by which the City's goals and objectives will be accomplished in the upcoming budget year. The City of Saginaw must continue to examine its goals and objectives, as well as the method to accomplish such, to determine the best course for this City to ensure a thriving and vibrant future.

The 2007/2008 Budget focuses its attention on maintaining the current levels of services that the City provides to its residents, business owners, and the region. The City of Saginaw's total tax rate for Fiscal Year (FY) 2008 is 14.1233. This represents a City operating mills of 5.1701 (limited to 7.383 mills according to the State of Michigan's Headlee Act) with an additional 2.9532 mills for rubbish collection, and a special assessment of 6.0000 mills for public safety. The City did not levy for debt service.

Citywide:

The total number of budgeted full-time positions is 468 for 2007/2008 compared to 467 for 2006/2007, a net increase of one position. Two positions were added to the Department of Fiscal Services as well as a promotion of a part-time employee to full-time status. Likewise in General Government a Secretary was added to the Office of Elections. This increase has been partially offset by the elimination of the Treasurer/Assistant Finance Director in the Department of Fiscal Services. Since 2005, the number of permanent full time budgeted positions has been reduced from 558 to 468, a reduction of 90 positions. Work performance and productivity have increased while services have not been eliminated or reduced.

The 2007/2008 Approved Budget allocations for all funds are \$134,834,778 compared to \$118,670,706 for 2006/2007. This is an increase of \$16,164,072, or 12.0%. Construction projects in the Sewer and Water Funds, in the amount of \$14,804,593, account for the majority of the increase. Other factors that contribute to increase costs in the 2008 budget are higher healthcare costs for active and retired employees, and higher energy related costs.

HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2007/2008 Budget document. To find the exact location of this information, please refer to the **Table of Contents**. The major portions of this document are described as follows:

City Manager's Budget Message

The City Manager's Budget Message highlights the major changes in City Services, policies, and requirements contained in the 2007/2008 Budget.

Policies and Initiative

This section illustrates City Manager and Councilmanic goals and objectives, which provide direction and budgetary decisions and allocations. Also, new and redirected policies are presented.

Additional Introductory Information

This introductory information consists of a pictorial presentation of the **City Organizational Chart, Elected Officials**, and **Statistical and Supplemental Data** 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 2007/2008 and prior years.

Budget Detail

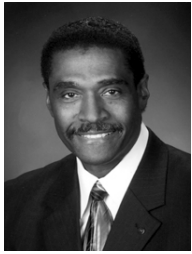
These sections contain information on FY 2007/2008, as well as historical revenue and expenditure information for the General Fund, Special Revenue Funds, Enterprise Funds, Internal Service Funds, and Fiduciary Funds operating budgets. Within each is a brief description of the services, strategic goals and objectives, and relevant performance indicators. This detail of fund and corresponding department budgets is represented according to:

- Description of individual programs
- Performance measures and accomplishments
- Summary of resources (projected revenue) and appropriations (proposed expenditures) – total fund budget.
- Line-item detail – provides detail of revenues and expenditures for FY 2004-2006 actual, FY 2007 Adjusted Budget, FY 2007 projections, and FY 2008 approved budget. Revenue line items identify specific funding sources. Expenditure line items are categorized as personnel, operating, capital outlay, and miscellaneous.

Capital Improvement Plan

This section contains a multi-year plan to provide for equipment acquisition, improvement to public facilities, and infrastructure and new construction.

**CITY OF SAGINAW
ELECTED
OFFICIALS**



**City Manager
Darnell Earley**



**Mayor
Carol B. Cottrell**



**Mayor Pro-Tem
Wilmer Jones-Ham**



**Council Member
Greg Branch**



**Council Member
Larry Coulouris**



**Council Member
William Federspiel**



**Council Member
Willie Haynes**



**Council Member
Amanda Kitterman**

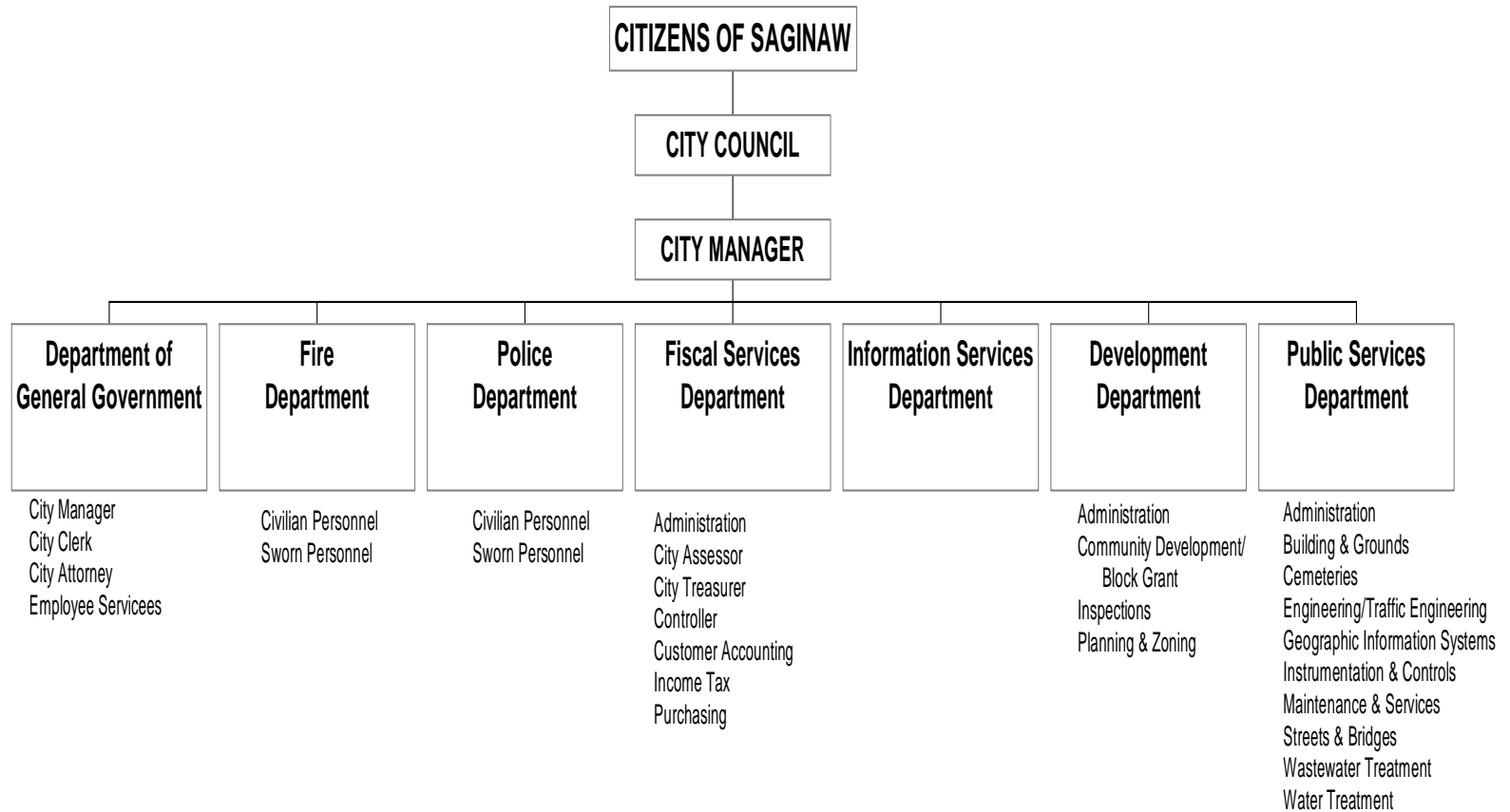


**Council Member
Amos O'Neal**



**Council Member
Andrew Wendt**

City of Saginaw



CITY OF SAGINAW STATISTICAL AND SUPPLEMENTAL DATA

The City is required to undergo an annual single audit in conformity with the provisions of the Single Audit Amendments of 1996. The U. S. Office of Management and Budget (OMB) Circular A-133, Audits of State, Local Governments and Non-Profit Organizations, revised June 24, 1997, which rescinds OMB Circular A-128, also applies.

PROFILE OF THE GOVERNMENT

The City of Saginaw, Michigan, is the mature urban core of Saginaw County and has a population of 61,799 (2000). Saginaw has 17.6 square miles and is 90 miles north of Detroit and 20 miles by river or road from Saginaw Bay/Lake Huron. The 21-mile long Saginaw River courses through town. The City of Saginaw is actually a consolidation of the former cities of Saginaw and East Saginaw in 1890. The present Charter was adopted in 1935 and the first Council-Manager form of government and council members elected in January of 1936.

The City of Saginaw operates under a Council-Manager system. In this system, the City Council is composed of nine members elected at-large in non-partisan elections for four-year, overlapping terms. The Mayor is a member of Council, who serves as its chairperson as well as fulfilling various ceremonial functions.

The Council establishes policies, enacts ordinances, approves rules and regulations, and give policy direction. The city has 32 boards and commissions, involving about 200 volunteers.

The City Manager, appointed by the City Council, supervises departments that include Public Services (public works, parks, streets, engineering, cemeteries, solid waste, motor vehicles, water treatment, parking, parking ramps, etc.), Development (CDBG, inspections, economic development), Police, Fire, Fiscal Services, City Clerk and City Attorney. The City of Saginaw has about 500 full-time employees.

ECONOMIC CONDITION AND OUTLOOK

Saginaw County continues to experience economic growth and development. While much of the focus in the past has been on General Motors Corporation and GM supported operations, the County has seen significant growth in other segments of the economy. Diversification from the automobile-driven economy is being accomplished at a steady non-disruptive pace as momentum is growing in the Saginaw Valley to shake off its rust belt reputation and take on something for the next generation of workers. It is an economy in transition; you might say that it is changing from the automobile industry to a hub for regional health care. Saginaw County also has a strong manufacturing background and was recently ranked one of the top five best places to live for cost of living.

Following is a brief summary of some recent developmental activity in Saginaw County.

COMMERCIAL/DEVELOPMENT

The Bay-Tittabawassee Road corridor, which is the major retail hub of the Tri-City area, continues to grow. Famous Dave's Barbeque restaurant opened its doors this year, as well as a new 13 acre park including bicycle paths near the Super Wal-Mart and Sam's Club. Construction began on a new Residence Inn by Marriott and has recently opened.

Throughout Saginaw County there has been development in both rural and urban areas. A \$500,000 investment in a historic building in Old Saginaw City has resulted in the reopening of the Schuch Hotel now renamed Perry's Schuch Hotel. The building now houses a bar and restaurant on the main level and loft apartments in the upper levels.

ENTERTAINMENT

The Dow Event Center is home to the Saginaw Spirit, a hockey team comprised of young players who are developing their skills with hopes of making it to the National Hockey League. The Spirit hosted the 2007 Bell OHL All-Star Classic. SMG, the Event Center management group, continues to schedule a variety of touring concerts, theater productions, and ice-skating shows, as well as locally produced programs that appeal to the residents of the area.

SERVICE/RECREATIONAL

Saginaw County's residents have access to the latest in medical and diagnostic technology. The four medical centers have more than 1,700 beds and offer a full range of treatments and preventive services.

Saint Mary's of Michigan is a regional destination and specializes in treating burns, heart disease, cancer and neural problems. It has recently completed construction of a new four story, 48,000 square foot addition which provides needed expansion space for surgical services and related support departments.

St. Mary's Ambulatory Care Center on Towne Centre in Saginaw Township has also built a 7,300 square foot expansion to its second floor adding significant space to the pain treatment center and the digestive care department.

Covenant HealthCare offers complete medical service for the County and controls the majority of the inpatient acute care beds. It is a leader in providing surgery, obstetric and trauma services and is the area's only pediatric and neonatal intensive care units. Covenant has recently opened a new \$24 million Emergency Care Center which is centrally located between its two medical centers in Downtown Saginaw.

HealthSource Saginaw is a tax-subsidized facility offering physical rehabilitation, substance abuse treatment and long-term nursing care. In August of 2004, the residents of Saginaw County passed a millage proposal for HealthSource Saginaw for the purpose of renovation, remodeling, equipping, and construction of the building. The Lutz Veterans Affairs Medical Center offers free or low-cost care for veterans and focuses mostly on outpatient care.

Among the latest large-scale developments is the Riverfront Medical Arts Condominiums, a multi-million dollar facility to be located adjacent to the Michigan CardioVascular Institute, one of Michigan's top leaders in cardiovascular procedures. The Riverfront Medical Arts Condominiums will house various medical and professional offices.

The Children's Zoo at Celebration Square continues its \$25 million expansion over twenty-five years. Among exhibits opening recently was the Crawl Space which features various bugs such as insects, spiders, scorpions, centipedes, and millipedes. The Mid-Michigan Children's Museum is another step closer to breaking ground on its new 30,000 square foot facility which will feature eleven different hands-on galleries that will be regularly updated.

RESIDENTIAL

Saginaw County continues to be one of the most affordable housing markets in the United States and was recently ranked as the second-most affordable region for householders in the nation by the National Association of Home Builders. The average selling price of a home in 2005 was \$106,000, which is still below the national average, and up from the range of \$85,000-\$90,000 in 2004 (Source: Michigan Association of Realtors). Homes are less expensive than in other states, but still appreciate significantly.

The desirability of the area is further enhanced by the many choices of locations, both urban and rural. New neighborhoods are developing and growing in the County and mortgage interest rates remained low during 2006.

EDUCATION

There are numerous opportunities for higher education in Saginaw County. Saginaw Valley State University offers Bachelor's and Master's degree programs in a wide variety of disciplines. Delta College offers Associate's degree programs as well as certificates. Together, they enrolled over 10,000 students during the fall semester of 2005. Saginaw Valley State University has completed over \$214 million in planned infrastructure upgrades during the past fourteen years while Delta College has recently completed the second phase of renovations totaling \$42.8 million.

Other County colleges include Davenport University and a Central Michigan University extension center.

BUDGETARY CONTROLS

The level of budgetary control (that is, the level at which expenditures cannot legally exceed appropriated amounts) is established in accordance with a resolution of the City Council. The City maintains secure budgetary controls with the objective of ensuring compliance with legal provisions embodied in the annual appropriated budget approved by the Council.

Budgets are legally adopted on a fund and activity basis for the General Fund and at a fund level for other Funds.

The Financial Services Department implemented the current Financial Management System and has developed it into an extremely efficient system. It provides on-line access to account transactions and activity balances. It also conducts budget checks to verify that sufficient funds are available within an approved budget prior to processing payments. Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is employed by the City.

CASH MANAGEMENT

Cash temporarily idle during the year was invested by the County Treasurer in interest-bearing demand deposits and certificates of deposit from domestic banks. The investments made are of higher quality and lower risk when compared to other investment opportunities available in today's market.

The County Treasurer's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. The reduction of risks is realized by diversifying the types of investments held. The competitive yield is realized by pooling the investments and varying the maturities.

RISK MANAGEMENT

The City's insurance carriers are Genesis Insurance Company for general liability coverage and St Paul Insurance for vehicle damage and liability. The City is insured up to \$21 million with a \$100,000 deductible per occurrence for general liability and for \$15,000 per vehicle/\$30,000 per occurrence with a \$1,000 deductible for automobile liability. There were no reductions of insurance coverage from the prior year.

The self-insurance program for general liability is accounted for in the Self Insurance Internal Service Fund. The revenues for this fund's operation are reimbursements from various funds and a transfer from the General Fund. Funds are charged for general liability insurance based on total budget. Losses, deductibles, legal and administrative fees are paid from this fund. The liability for known claims is estimated by ASC, a third-party claims administrator.

Other types of risk are covered by commercial insurance. There were no insurance settlements that exceeded coverage in the last three years.

The self-insurance program for health insurance is accounted for in the Employee Benefits Agency Fund, with any expenses charged to the applicable departments within the City's other funds, and the Public Employee Healthcare Fund (trust fund). An independent administrator (Blue Cross) is hired to process the daily claims. The City is responsible for individual claims up to \$50,000 and Blue Cross is responsible for paying the claims above this amount. There were no reductions of insurance coverage from the prior year. The City is also responsible for paying administrative charges and for actual prescription claims. The revenues for this Fund's operation are reimbursements from various funds. The liability of the end of the year is based on claims already incurred and reported and on estimates of incurred but not reported claims as provided by Blue Cross.

OTHER INFORMATION

Economic Factors and Next Year's Budget and Rates

The following factors were considered in preparing the City's budget for the 2006 fiscal year:

The City is anticipating that the State Shared Revenue received from the State of Michigan will remain at approximately the same level as FY 07.

All of the City's seven (7) collective bargaining units did not have ratified agreements in place at the time of preparation of the fiscal 2008 budget. Accordingly, no wage increase was included in the budget for those individuals pending outcome of negotiations.

Certain fringe benefits are fixed in terms of actual dollar amounts per employee, while others vary as a percentage of the employee's compensation. Fixed fringe benefits include: illustrative premiums for health, dental, life, and vision insurance. Variable benefits include: social security tax, workers' compensation insurance, retirement contributions, retiree health savings contributions, and disability insurance.

The unemployment rate for the County of Saginaw as of September 30, 2005 was 8.1 percent, which is a decrease from a rate of 8.7 percent a year before. The County's September 30, 2005 rate is higher than the State's unemployment rate of 5.9 percent and the national rate of 5.1 at the same time period.

Inflationary trends in the region were expected to compare favorably to national indices. Non-personnel costs were generally budgeted to increase by inflationary trend.

From the 2000 Census, the total number of families in the City of Saginaw was 15,105, with an average household size of 2.60. The average household income was \$26,485.

The top taxpayers (in Taxable Value) for the City of Saginaw for 2007 are as follows:

General Motors	\$45,768,523
Delphi Corporation	33,476,478
Consumers Energy	16,452,212
Enterprise Automotive Systems	7,487,900
Linear Motion	5,311,224
CMI-Schneible Co	4,748,700
Machining Enterprises, Inc.	4,382,400
SSP Associates Inc	4,225,963
Eaton Corporation	3,982,928
Corvus Nodular Interests II, LLC	3,564,841

BUDGET AND FINANCE

SCOPE OF THE BUDGET

The City of Saginaw budget policies are governed by the City Charter, the Uniform Budgeting and Accounting Act for Local Units of Government in Michigan, and generally accepted accounting principles. These laws provide for budget control, establish tax levy and assessment valuation limits, and provide for bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow general 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 budget for the City is compiled by the Department of Fiscal Services- Administration Division. The fiscal year for the City of Saginaw is July 1 to June 30. The actual budget preparation process gets underway in early November. One important element of this process is a cooperative effort between the Department of Fiscal Services and other departments within City government.

During the second week of November, the Budget Preparation Manual is 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 examines historical trends of line-item costs using a five-year cost analysis to determine the needs of the department/office for the upcoming year. The department's requests are input onto computerized budgetary spreadsheets that categorically incorporate requests into a singular format, distinguishing expenditures in the following manner: Personnel, Operating, Debt Service, and Capital Outlay. Once all the data is prepared, it is returned to the Department of Fiscal Services – Administration Division. The Budget Officer reviews all requests for accuracy and completeness and submits them to the Director of Fiscal Services. Subsequent to the Director's review, the draft and recommendations are forwarded to the City Manager for his review. In late March – early April 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 Department of Fiscal Services prepares the revenue projections for presentation to the City Manager, who will evaluate the budget gap between revenue projections and expenditure requests. The City Manager then provides guidance to the Department of Fiscal Services as to the most viable means to balance the budget. Decisions regarding revenues and expenditures, after the balancing of the budget, are then incorporated into the proposed budget document.

Pursuant to the City Charter Chapter VII, Section 43, the City Manager's Proposed 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 by no later than thirty days prior to the end of the fiscal year.

Budget Calendar

November -December	<ul style="list-style-type: none"> • Citywide meeting with all Department/Division/ Office for Budget Kickoff • Distribute budget instructions, calendar, and narratives • Prepare and distribute revenue and expenditure manuals • Snapshot of Personnel and Pension modules of the City's Financial System
Decemeber-January	<ul style="list-style-type: none"> • Personnel manuals distributes to Departments • Budget Officer meets with Departments
February	<ul style="list-style-type: none"> • Prepare a preliminary summary statement of projected revenues vs. proposed expenditures • Preliminary summary of projected revenues and proposed expenditures presented to City Manager for review
March	<ul style="list-style-type: none"> • City Manager meets with Departments
April	<ul style="list-style-type: none"> • 1st and 2nd rounds of budget review with City Manager and Department of Fiscal Services-Administration Division • City Manager's Proposed Budget presented to City Council
May	<ul style="list-style-type: none"> • Councilmanic budget hearing and adoption

Revenue Projections

Using actual and projected data, various analyses are performed by the Department of Fiscal Services' Administration Division to project revenues. Revenue estimates are based on four different projection methods which incorporate growth rates over the pervious 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 reasonability. These tests are conducted at the revenue line item (detail) level, and only the projections methods deem valid and reasonable are utilized. In addition, in accordance with the Uniform Budget Act, all one-time revenue sources are given appropriate consideration.

Budgets and Budgetary Accounting

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

All unencumbered appropriations lapse at the end of the fiscal year unless specific requests to reserve funds for capital items are made by the departments and approved by the City Controller. 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.

The General Fund, Community Development, Major Streets, Local Streets, Rubbish Collection, Police Grants, Drug Forfeiture, Andersen Center Operation and Boat Launch Operation 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 and Internal Service Funds are budgeted annually for internal control purposes only. Budgetary information for these funds is not required in the financial statements. Budgetary control for the Capital Projects Fund is on a project basis because most exceed one fiscal year. Any funds not expended during the current fiscal year are carried forward until spent or reallocated. City Council does not formally adopt budgets for the Municipal Streets, Marina Grant, G.M. Tower Payments and Economic Development Special Revenue Funds or the Trust and Agency Funds.

Cash and Cash Equivalents

Cash and cash equivalents for all funds includes 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 Statement of Cash Flows, the City considers all highly liquid investments held by trustees with a maturity of three months or less when purchased to be cash equivalents. In addition, all cash and investments with the City Treasurer are also considered to be cash equivalents since they are available on demand.

Employee Sick Leave, Vacation/PTO and Compensatory Time

The liability for unused sick and vacation/PTO hours as earned by employees at various rates has been recorded as long-term liabilities in the governmental and business-type activities. AFSCME, SEIU and non-union management employees are paid for all of their accumulated PTO days, up to a maximum of 1312 hours, upon death, termination or retirement. Fire fighters are paid for all of their accumulated PTO days, up to a maximum of 2148 hours, upon death, termination or retirement. POAM union employees are paid for one-half of their accumulated unused sick days upon death or retirement up to a maximum of 1,312 hours in addition to their unused vacation hours. Certain employee groups are allowed to accumulate overtime hours and later use these accumulated hours as time off in lieu of a cash payment.

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.

Reservations and Designations of Fund Equities

Reservations of fund balance are established to identify (1) claims against resources of the entity that have not materialized as liabilities at the balance sheet date, or (2) the existence of assets that, because of their non-monetary nature or lack of liquidity, represent financial resources not available for current appropriation or expenditure, for example: encumbrances, prepaid items, inventories, specific projects and long-term advances to other funds. Such reserves are not intended as valuation allowances, but merely demonstrate the current unavailability of the subject assets to pay current expenditures. Designations of fund balance have been made for capital projects, Self Insurance Fund, Rubbish Fund, Parking Fund and budget stabilization. These portions of fund balance are intended to be used for these purposes and are not available for appropriation or expenditure. Restrictions of net assets in the Enterprise Funds represent amounts that are required to be segregated in accordance with City ordinances. These portions of net assets are intended to be used for these purposes and are not available for appropriation or expense.

BUDGET SUMMARY RESOURCE ALLOCATION

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

GENERAL FUND

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

SPECIAL REVENUE FUNDS

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

Major, Local and Municipal Streets 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 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 the City levied a special property tax earmarked to support 51 Police Officer and Firefighters. This fund accounts for the tax levy proceeds.

Rubbish Collection Fund:

Under authority of State law, the City levies a special property tax earmarked to support the cost of operating a weekly rubbish collection and disposal service. This fund accounts for the tax levy proceeds, household rubbish fees and composting fees. It also records the expenditures for rubbish collection, hauling and disposal, recycling, composting and trash cleanup.

Andersen Center Operation Fund:

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

Boat Launch Operation Fund:

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

Community Policing Fund:

This fund accounts for revenues and expenditures of Police Officers assigned to various City neighborhoods. This program provides the residents with a greater sense of protection and gives them the responsibility for developing and implementing program solving strategies for their neighborhoods.

Police Training Fund:

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

Youth Initiative Fund:

This fund accounts for grant funds received from the U.S. Department of Justice. The funds will be used to engage youths and their facilities in programs that will enhance their self-awareness and self esteem, and reduce their use of substances through participation in substance abuse programs.

Drug Forfeiture Fund:

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

Auto Theft Prevention Fund:

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

Community Development Block Grant Fund:

The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program.

Debt Service Fund:

The Debt Service Fund is used to account for the accumulated resources used for the payment of general obligation bond principal and interest. The current payments are related to the 1994 Judgment Bonds.

ENTERPRISE FUNDS

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

Parking Fund:

Revenues and expenses related to the operation of the parking system are recorded in the Parking Fund. Assets of the parking system are also recorded.

Sewer Fund:

The Sewer Fund is used to account for the revenues and expenses associated with the provision of sewerage services to residential, commercial, and industrial establishments of the City as well as several municipalities surrounding the City.

Water 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 service provided to one department by another on a cost reimbursement basis.

Central Stores Fund:

This operation inventories and supplies to operating departments postage needed in everyday operations. All incoming, outgoing and inter-departmental mail is processed by this operation. Costs are recovered through user charges.

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.

Geographical Information System Fund:

This fund is used to account for the development and operations of a City-wide geographic information system. Money for the operation of this fund is supplied from contributions from other City funds.

Information Service Fund:

Computer and information services are provided to 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 Fund:

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

Motor Pool 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.

PTO Liability Fund:

This fund was established to start funding the unfunded sick and vacation liability that has accrued to City employees over the years. Payoffs upon retirement for unused days will continue to be charged to other funds until this fund has sufficient dollars accumulated. Amounts are charged to other City funds based on the actual value of accrued sick and vacation/PTO days for each employee.

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.

Workers' Compensation Fund:

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

FIDUCIARY FUNDS

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

Public Employee Healthcare Fund:

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 \$115 million.

Police and Fire Pension Fund:

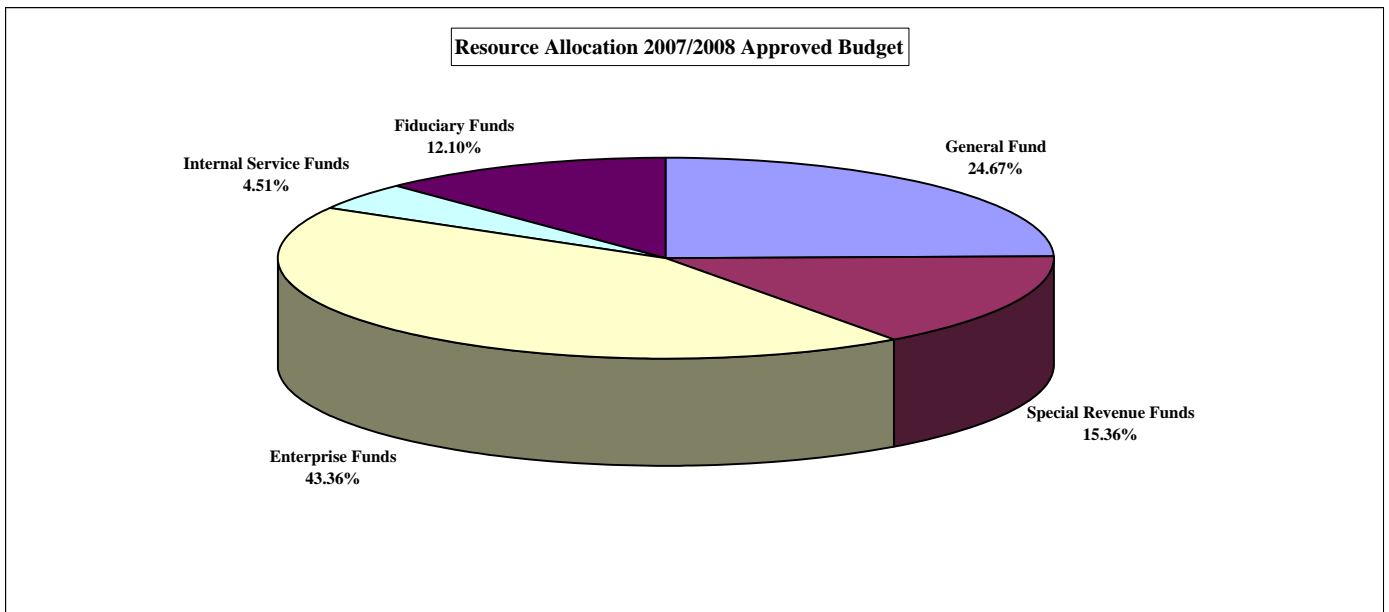
Assets accumulated for the payment of retirement benefits for City Police and Fire personnel are recorded in this fund. Benefits for retired members are paid from this fund and active members contribute to the pension system through payroll deductions. The City contributes to the fund by an annual appropriation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

Agency Funds:

These funds are used to account for property taxes collected by the City for other units of government until the tax proceeds are remitted to them. Funds retained from contractors during construction projects and employee and employer payroll withholdings and benefits are also recorded here.

**RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATION	
GENERAL FUND	\$ 33,269,978	GENERAL FUND	\$ 33,269,978
SPECIAL REVENUE FUNDS	20,710,739	SPECIAL REVENUE FUNDS	20,710,739
ENTERPRISE FUNDS	58,458,583	ENTERPRISE FUNDS	58,458,583
INTERNAL SERVICE FUNDS	6,086,800	INTERNAL SERVICE FUNDS	6,086,800
FIDUCIARY FUNDS	16,308,678	FIDUCIARY FUNDS	16,308,678
TOTAL RESOURCES	<u>\$ 134,834,778</u>	TOTAL APPROPRIATION	<u>\$ 134,834,778</u>



SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to decrease \$362,394, or -6.0% from the 2007 Budget. Property Tax revenue is expected to be the same as in 2007. City Income Tax revenues, totaling \$13,034,978, are anticipated to decrease \$465,022, or -3.6% in 2008. This decrease is primarily due to the reduction in the number of employers within the City of Saginaw. State Revenue Sharing is expected to decrease \$307,083, or -3.1% from the 2007 budgeted levels. The decrease is primarily due to the State's decreasing in revenue sharing monies to municipalities throughout the State of Michigan. Grant revenue is projected to increase \$86,490, or 82.8%, over the 2007 budgeted levels. This increase is attributable to the increase in funding from federal, state, and local grants for Police overtime. Charge for Services revenues, totaling \$762,348, are anticipated to decrease \$196,902, or -25.8% due to the loss in revenue for Abandoned Vehicles and Vehicle Storage Fees. In 2005, a State law was passed requiring that all monies acquired under the sale of abandoned vehicles would be sent to the Department of Treasury. Fine and Forfeiture are expected to increase \$14,000, or 9.7% over 2007 budget levels. Reimbursement revenues, totaling \$2,678,372, are projected to increase \$327,000, or 12.2%, in 2008. This increase is primarily due to anticipate revenue for the implementation of Medicare Part D as well as services provided by the Police Department. Other Revenue is projected to increase \$87,923, or 8.0%, in 2008.

SPECIAL REVENUE FUNDS

Major and Local Streets

The Major and Local Streets revenue is expected to decrease, in total, \$304,181, or -4.7%, from 2006/2007. This decrease is primarily due the decrease in State Funding.

Public Safety Fund

The Public Safety Fund is projected to increase \$363,560, or 9.1% over 2007 budgeted levels. This increase is due to a slight increase in the amount received for property taxes.

Rubbish Collection

Rubbish Collection revenue is expected to increase \$204,087, or 5.3% higher in 2008. This increase is due to a slight increase in the amount received for property taxes.

Andersen Enrichment Center

The Andersen Enrichment Center revenue is projected to be \$58,784, or 27.8% higher in 2008. This increase is primarily due to the amount of monies expected to come from the Saginaw Enrichment Commission to offset the cost of two positions.

Downtown Development Authority

Revenues for the Downtown Development Authority are expected to be \$134,769, or 85.16%, higher in 2008. This increase is due to an increase in funding from the Community Development Block Grant as well as the anticipated sale of land and/or buildings.

Economic Development

Revenues for Economic Development are expected to be \$335,000, or 91.1%, higher in 2008. This increase is due to an increase in federal funding as well as the Saginaw Community Foundation.

J.A.G Grant

Revenues in the J.A.G. Grant will decrease \$27,872 in 2008. The decrease is due to the completion of the grant in September 2007.

Drug Forfeiture Fund

Revenues in the Drug Forfeiture Fund will decrease \$112,919, or -80.6% from 2007.

Youth Initiative Fund

The Youth Initiative Fund will increase \$200,904, or 61.8%, due to an anticipated increase in monies from Saginaw County.

Community Development Block Grant

The Community Development Block Grant will decrease \$221,259, or -8.4%, due to a decrease in federal funding.

ENTERPRISE FUNDS

Parking System

Parking System revenue will decrease \$51,647, or -14.7% from the budgeted 2007 levels. The decrease is primarily due to decrease in the amount of revenues received for parking tickets.

Sewer Surplus

Sewer Surplus revenue is projected to increase by \$2,329,593, or 49.7%, in 2008.

Water Surplus

Water Surplus revenue is projected to decrease by \$1,095,808, or 18.7%, in 2008.

Sewer Operations & Maintenance

The Sewer Operations & Maintenance revenue is projected to increase \$978,794, or 4.76% in 2008. This increase is primarily due to an increase in federal funding.

Sewer Bond Construction

Sewer Bond Construction revenue will increase \$3,375,000, in 2008. This is primarily due to bond proceeds received for the Wastewater Plant project Phase B in 2008.

Water Bond Construction

Water Bond Construction revenue will increase \$9,100,000, in 2008. This is primarily due to bond proceeds received for various construction projects that will be started in 2008.

INTERNAL SERVICE FUNDS**Central Stores**

Central Stores revenue will increase \$204,025. In 2007, Central Stores costs were initially reflected within the individual departmental budgets. The fund will be utilized in 2008.

Geographical Information Systems

The Geographical Information Systems is projected to increase \$92,012, or 19.0%. This is primarily due to increase in monies from

Motor Pools Operations

Revenues for the Motor Pool Operations will increase \$421,524, or 14.13%, in 2008. This increase is primarily due to the increase in monies from other funds due to the implementation of the fleet management module in HTE in 2007.

FIDUCIARY FUNDS**Police and Fire Pension**

Police and Fire Pension revenue is projected to increase \$351,800, or 2.7%, from 2007 budgeted levels. This increase is attributable to an increase in gain on investments as well as interest.

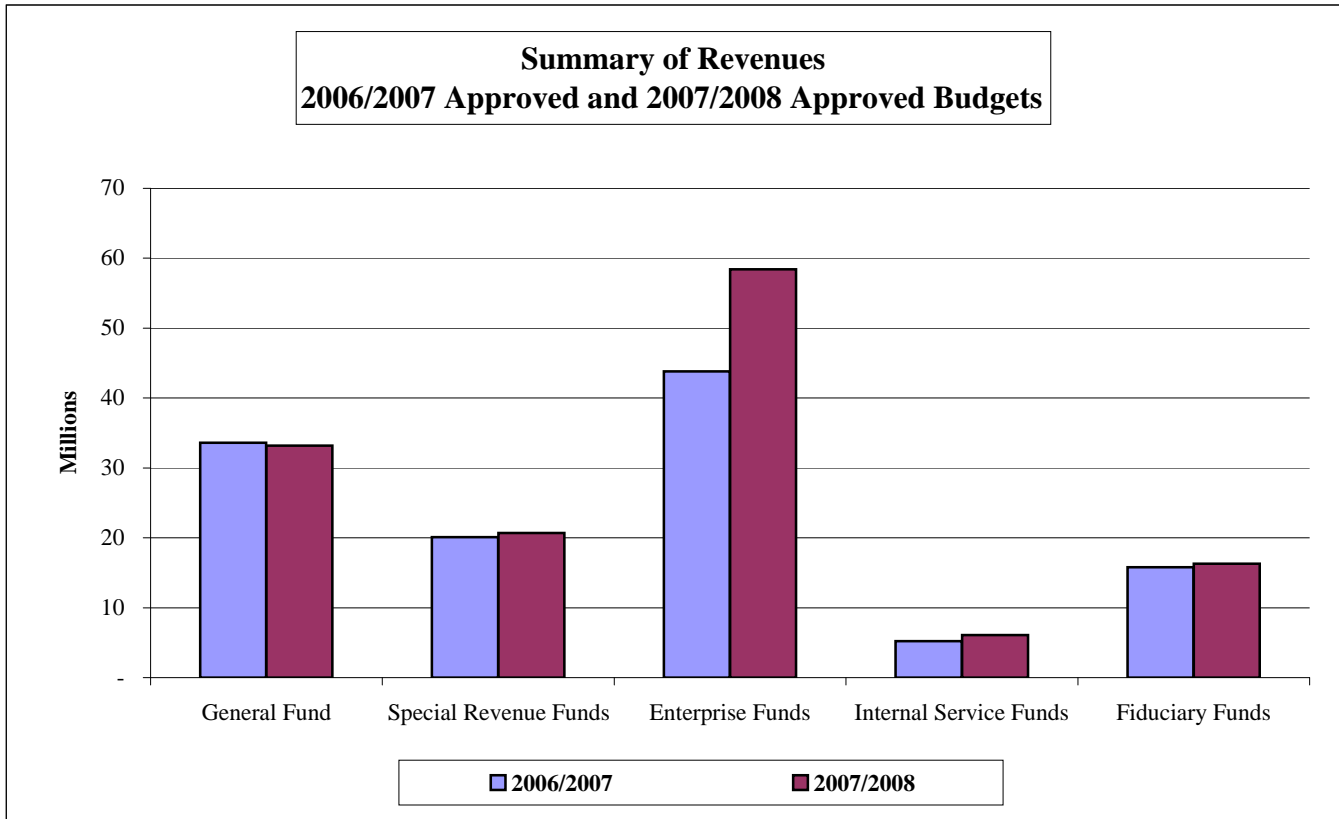
**SUMMARY OF REVENUES
2007/2008 APPROVED BUDGET**

FUND	2006/2007 APPROVED BUDGET	2007/2008 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>				
Property Tax	4,035,187	4,035,187	0	0.00%
City Income Tax	13,500,000	13,034,978	(465,022)	-3.57%
State Revenue Sharing	10,220,601	9,913,518	(307,083)	-3.10%
Grants	18,000	104,490	86,490	82.77%
Licenses, Permits, and Fees	988,850	988,250	(600)	-0.06%
Changes for Service & Sales	959,250	762,348	(196,902)	-25.83%
Fines and Forfeiture	131,000	145,000	14,000	9.66%
Interest	349,000	440,800	91,800	20.83%
Rents	62,000	62,000	0	0.00%
Reimbursements	2,351,372	2,678,372	327,000	12.21%
Other Revenues	1,017,112	1,105,035	87,923	7.96%
TOTAL GENERAL FUND	<u>33,632,372</u>	<u>33,269,978</u>	<u>(362,394)</u>	<u>-1.09%</u>
<u>SPECIAL REVENUE FUNDS</u>				
MAJOR STREETS	5,304,765	4,974,449	(330,316)	-6.64%
LOCAL STREETS	1,559,111	1,585,246	26,135	1.65%
PUBLIC SAFETY FUND	3,631,360	3,994,920	363,560	9.10%
RUBBISH COLLECTION FUND	3,671,290	3,875,377	204,087	5.27%
ANDERSEN CENTER FUND	152,800	211,584	58,784	27.78%
GM TOWER PAYMENT	0.00	51,250	51,250	100.00%
BOAT LAUNCH FUND	26,602	35,950	9,348	26.00%
COMMERCE CENTER DDA	29,229	30,000	771	2.57%
DOWNTOWN DEVELOPMENT AUTH.	23,490	158,259	134,769	85.16%
ECONOMIC DEVELOPMENT	10,000	345,000	335,000	97.10%
BROWNFIELD AUTHORITY SRRF	29,455	29,455	0	0.00%
BAKER PERKINS LDFA	37,952	23,868	(14,084)	-59.01%
SILS ISLAND DDA	3,078	3,078	0	0.00%
SAGINAW TOOL & DIE LDFA	32,061	32,061	0	0.00%
SEXTON LDFA	23,548	23,548	0	0.00%
THOMSON LDFA	176,988	176,988	0	0.00%
TREASURE ISLAND LDFA	7,397	7,397	0	0.00%
COMMUNITY POLICING FUND	323,512	323,262	(250)	-0.08%
POLICING TRAINING FUND	24,000	21,000	(3,000)	-14.29%
J.A.G. FUND	45,032	17,160	(27,872)	-162.42%
DRUG FORFEITURE FUND	253,068	140,149	(112,919)	-80.57%
YOUTH INITIATIVE GRANT FUND	124,096	325,000	200,904	61.82%
COMM. DEV. BLOCK GRANT FUND	2,866,201	2,644,942	(221,259)	-8.37%
CDBG RESIDENTIAL LOANS	560,000	460,978	(99,022)	-21.48%
CDBG RENTAL LOANS	40,000	40,000	0	0.00%
BLOCK GRANT HOME PROGRAM FUND	663,601	668,258	4,657	0.70%
SECTION 108 LOAN	15,000	15,000	0	0.00%
SEDC REVOLVING LOAN	202,000	200,000	(2,000)	-1.00%
SEDC MICRO LOAN	0.00	6,921	6,921	100.00%
AUTO THEFT PREVENTION FUND	220,878	208,039	(12,839)	-6.17%
DEBT SERVICE - JUDGMENT BONDS	80,770	81,600	830	1.02%
TOTAL SPECIAL REVENUE FUNDS	<u>20,137,284</u>	<u>20,710,739</u>	<u>573,455</u>	<u>2.77%</u>

**SUMMARY OF REVENUES
2007/2008 APPROVED BUDGET**

FUND	2006/2007 APPROVED BUDGET	2007/2008 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>				
PARKING SYSTEM	402,221	350,574	(51,647)	-14.73%
SEWER SURPLUS	2,351,159	4,680,752	2,329,593	49.77%
WATER SURPLUS	6,964,560	5,868,752	(1,095,808)	-18.67%
WAVE POOL	2,000	2,500	500	20.00%
SEWER OPERATIONS & MAINTENANCE	19,769,676	20,757,470	987,794	4.76%
WATER OPERATIONS & MAINTENANCE	14,319,626	14,315,535	(4,091)	-0.03%
SEWER BOND CONSTRUCTION	0.00	3,375,000	3,375,000	100.00%
WATER BOND CONSTRUCTION	8,000	9,108,000	9,100,000	99.91%
TOTAL ENTERPRISE FUNDS	<u>43,817,242</u>	<u>58,458,583</u>	<u>14,641,341</u>	<u>25.05%</u>
<u>INTERNAL SERVICE FUNDS</u>				
CENTRAL STORES	0.00	204,025	204,025	100.00%
PUBLIC WORKS BUILDING FUND	378,192	392,008	13,816	3.52%
GEOGRAPHICAL INFORMATION SYSTEMS	391,204	483,216	92,012	19.04%
INFORMATION SERVICES FUND	1,494,729	1,617,729	123,000	7.60%
RADIO OPERATION FUND	225,381	241,181	15,800	6.55%
MOTOR POOLS OPERATIONS	2,562,117	2,983,641	421,524	14.13%
PTO LIABILITY	165,000	165,000	0	0.00%
TOTAL INTERNAL SERVICE FUNDS	<u>5,216,623</u>	<u>6,086,800</u>	<u>870,177</u>	<u>14.30%</u>
<u>FIDUCIARY FUNDS</u>				
UNFUNDED LIABILITIES	430,000	430,000	0	0.00%
SELF-INSURANCE FUND	1,525,389	1,525,389	0	0.00%
WORKERS' COMPENSATION FUND	1,247,418	1,240,000	(7,418)	-0.60%
FOREST LAWN CEMETERY	19,000	19,000	0	0.00%
OAKWOOD CEMETERY	6,000	6,000	0	0.00%
POLICE AND FIRE PENSION FUND	12,484,100	12,835,900	351,800	2.74%
SAGINAW HOUSING COMMISSION	146,720	243,239	96,519	39.68%
BLISS PARK EXPENDITURE ENDOW.	8,558	9,150	592	6.47%
TOTAL FIDUCIARY FUNDS	<u>15,867,185</u>	<u>16,308,678</u>	<u>441,493</u>	<u>2.71%</u>
TOTAL REVENUES	<u>118,670,706</u>	<u>134,834,778</u>	<u>16,164,072</u>	<u>11.99%</u>

**CITY OF SAGINAW
SUMMARY OF REVENUES**



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SUMMARY OF EXPENDITURES

GENERAL FUND

The General Fund expenditures will decrease \$362,394, or -6.0%, from the 2007 Budget. General Government will decrease \$113,660, or -5.3% due to a decrease in PTO Payout in the Employee Services. The Department of Fiscal Services will increase \$100,025, or 3.8% in 2008. This is primarily due to the addition of two Income Tax Auditors. The Police Department will decrease \$876,180, or 7.58%. This decrease is primarily attributed to a decrease PTO Payout in the Police Patrol Division. In 2007, the PTO Payout was budgeted at \$513,934. The Fire Department increased by \$170,390 or 1.8% from the 2007 budgeted levels. This increase is primarily due to higher healthcare costs for both active and retiree employees as well as Motor Pool Charges. The Department of Development will increase slightly by \$13,344, or 1.1%. The Public Services Department will decrease \$18,361, or -.5%. The Other General Fund Expenditures will increase \$362,048, or 12.7%. This primarily due to an increase in retiree healthcare costs.

SPECIAL REVENUE FUNDS

Major and Local Streets

The Major and Local Streets is expected to decrease, in total, \$304,181, or -4.7%, from 2006/2007. This decrease is primarily attributed to the shifting on four full time employees to the Catch Basin Division in the Sewer Fund as well as ten temporary employees to the Sewer and Water Funds.

Public Safety Fund

The Public Safety Fund is projected to increase \$363,560, or 9.1% over 2006/2007 budgeted levels. This increase is primarily due to higher healthcare costs.

Rubbish Collection

Rubbish Collection is expected to increase \$204,087, or 5.3% higher in 2008. This increase is due to higher employment agency fees as well as the payment of an installment contract for the Komatsu loader.

Andersen Enrichment Center

The expenses for the Andersen Enrichment Center are projected to be \$58,784, or 27.8% higher in 2008. This increase is primarily due to the hiring two additional employees - a Marketing Director and a Communication/Building Director. In 2007 the Communication/Building Director was a contracted employee of the City.

Downtown Development Authority

The Downtown Development Authority is expected to be \$134,769, or 85.16%, higher in 2008.

Economic Development

Economic Development is projected to increase \$335,000, or 91.1%, in 2008. This increase is primarily due to an increase in the number of Neighborhood Revitalization Projects.

J.A.G Grant

Expenditures in the J.A.G. Grant will decrease \$27,872 in 2008. The decrease is due to the completion of the grant in September 2007.

Drug Forfeiture Fund

Expenditures in the Drug Forfeiture Fund will decrease \$112,919, or -80.6% from 2007. This decrease is due to a decrease in Personnel Services.

Youth Initiative Fund

The Youth Initiative Fund will increase \$200,904, or 61.8%.

Community Development Block Grant

The Community Development Block Grant will decrease \$221,259, or -8.4%, due to a decrease in federal funding.

ENTERPRISE FUNDS

Parking System

Parking System will decrease \$51,647, or -14.7% from the budgeted 2007 levels. The decrease is primarily due to a shifting of 25% of one employee's salary to the Catch Basin Division within the Sewer Fund as well as a decrease in Motor Pool Charges.

Sewer Surplus

Sewer Surplus is projected to increase by \$2,329,593, or 49.7%, in 2008 due to the increase in costs for the implementation of the various construction projects.

Water Surplus

Water Surplus is projected to decrease by \$1,095,808, or 18.7%, in 2008 due to the decrease in Capital Outlay.

Sewer Operations & Maintenance

The Sewer Operations & Maintenance is projected to increase \$978,794, or 4.76% in 2008. This increase is primarily due a shift in four full-time employees and five temporary employees from the Street Fund, increase in healthcare costs, and Capital Outlay for the implementation of the new computer system .

Sewer Bond Construction

Sewer Bond Construction will increase \$3,375,000, in 2008. This is primarily due to the commencement of the Wastewater Plant project Phase C in 2008.

Water Bond Construction

Water Bond Construction will increase \$9,100,000, in 2008. This is primarily due to increase in various construction projects that will be started in 2008.

INTERNAL SERVICE FUNDS**Central Stores**

Central Stores will increase \$204,025. In 2007, Central Stores costs were initially reflected within the individual departmental budgets. The fund will be utilized in 2008.

Geographic Information Systems

The Geographic Information Systems is projected to increase \$92,012, or 19.0%. This is primarily due to increase in healthcare costs as well as training expenses.

Motor Pools Operations

The Motor Pool Operations will increase \$421,524, or 14.13%, in 2008. This increase is primarily due to the increase in healthcare costs as well as Capital Outlay. The purchase of seven Police vehicles are included in the Capital Outlay expense.

FIDUCIARY FUNDS**Police and Fire Pension**

Police and Fire Pension is projected to increase \$351,800, or 2.7%, from 2007 budgeted levels. This increase is attributable to an increase in some of the custodial fees as well as a slight increase in the contribution of police and fire pension benefits

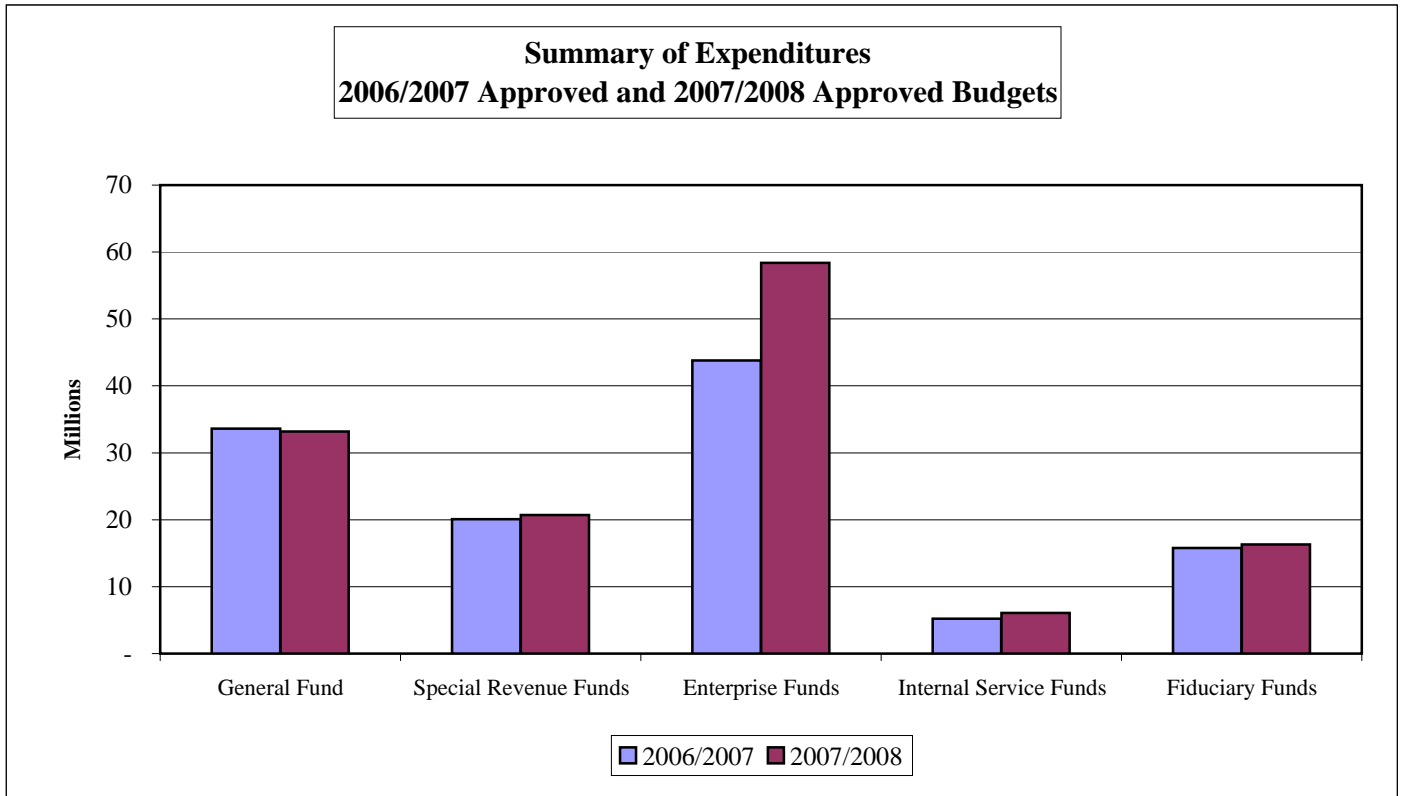
**SUMMARY OF EXPENDITURES
2007/2008 APPROVED BUDGET**

FUND	2006/2007 APPROVED BUDGET	2007/2008 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
GENERAL FUND				
General Government	2,243,864	2,130,204	(113,660)	-5.34%
Fiscal Services	2,504,114	2,604,139	100,025	3.84%
Police	12,442,380	11,566,200	(876,180)	-7.58%
Fire	9,280,998	9,451,388	170,390	1.80%
Development	1,157,272	1,170,616	13,344	1.14%
Public Services	3,511,993	3,493,632	(18,361)	-0.53%
Other Expenditures	2,491,751	2,853,799	362,048	12.69%
TOTAL GENERAL FUND	33,632,372	33,269,978	(362,394)	6.03%
SPECIAL REVENUE FUNDS				
MAJOR STREETS	5,304,765	4,974,449	(330,316)	-6.64%
LOCAL STREETS	1,559,111	1,585,246	26,135	1.65%
PUBLIC SAFETY FUND	3,631,360	3,994,920	363,560	9.10%
RUBBISH COLLECTION FUND	3,671,290	3,875,377	204,087	5.27%
ANDERSEN CENTER FUND	152,800	211,584	58,784	27.78%
GM TOWER PAYMENT	0.00	51,250	51,250	100.00%
BOAT LAUNCH FUND	26,602	35,950	9,348	26.00%
COMMERCE CENTER DDA	29,229	30,000	771	2.57%
DOWNTOWN DEVELOPMENT AUTH.	23,490	158,259	134,769	85.16%
ECONOMIC DEVELOPMENT	10,000	345,000	335,000	97.10%
BROWNFIELD AUTHORITY SRRF	29,455	29,455	0	0.00%
BAKER PERKINS LDFA	37,952	23,868	(14,084)	-59.01%
SILS ISLAND DDA	3,078	3,078	0	0.00%
SAGINAW TOOL & DIE LDFA	32,061	32,061	0	0.00%
SEXTON LDFA	23,548	23,548	0	0.00%
THOMSON LDFA	176,988	176,988	0	0.00%
TREASURE ISLAND LDFA	7,397	7,397	0	0.00%
COMMUNITY POLICING FUND	323,512	323,262	(250)	-0.08%
POLICING TRAINING FUND	24,000	21,000	(3,000)	-14.29%
J.A.G. FUND	45,032	17,160	(27,872)	-162.42%
DRUG FORFEITURE FUND	253,068	140,149	(112,919)	-80.57%
YOUTH INITIATIVE GRANT FUND	124,096	325,000	200,904	61.82%
COMM. DEV. BLOCK GRANT FUND	2,866,201	2,644,942	(221,259)	-8.37%
CDBG RESIDENTIAL LOANS	560,000	460,978	(99,022)	-21.48%
CDBG RENTAL LOANS	40,000	40,000	0	0.00%
BLOCK GRANT HOME PROGRAM FUND	663,601	668,258	4,657	0.70%
SECTION 108 LOAN	15,000	15,000	0	0.00%
SEDC REVOLVING LOAN	202,000	200,000	(2,000)	-1.00%
SEDC MICRO LOAN	0.00	6,921	6,921	100.00%
AUTO THEFT PREVENTION FUND	220,878	208,039	(12,839)	-6.17%
DEBT SERVICE - JUDGMENT BONDS	80,770	81,600	830	1.02%
TOTAL SPECIAL REVENUE FUNDS	20,137,284	20,710,739	573,455	2.77%

**SUMMARY OF EXPENDITURES
2007/2008 APPROVED BUDGET**

FUND	2006/2007 APPROVED BUDGET	2007/2008 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>				
PARKING SYSTEM	402,221	350,574	(51,647)	-14.73%
SEWER SURPLUS	2,351,159	4,680,752	2,329,593	49.77%
WATER SURPLUS	6,964,560	5,868,752	(1,095,808)	-18.67%
WAVE POOL	2,000	2,500	500	20.00%
SEWER OPERATIONS & MAINTENANCE	19,769,676	20,757,470	987,794	4.76%
WATER OPERATIONS & MAINTENANCE	14,319,626	14,315,535	(4,091)	-0.03%
SEWER BOND CONSTRUCTION	0.00	3,375,000	3,375,000	100.00%
WATER BOND CONSTRUCTION	8,000	9,108,000	9,100,000	99.91%
TOTAL ENTERPRISE FUNDS	<u>43,817,242</u>	<u>58,458,583</u>	<u>14,641,341</u>	<u>25.05%</u>
<u>INTERNAL SERVICE FUNDS</u>				
CENTRAL STORES	0.00	204,025	204,025	100.00%
PUBLIC WORKS BUILDING FUND	378,192	392,008	13,816	3.52%
GEOGRAPHICAL INFORMATION SYSTEMS	391,204	483,216	92,012	19.04%
INFORMATION SERVICES FUND	1,494,729	1,617,729	123,000	7.60%
RADIO OPERATION FUND	225,381	241,181	15,800	6.55%
MOTOR POOLS OPERATIONS	2,562,117	2,983,641	421,524	14.13%
PTO LIABILITY	165,000	165,000	0	0.00%
TOTAL INTERNAL SERVICE FUNDS	<u>5,216,623</u>	<u>6,086,800</u>	<u>870,177</u>	<u>14.30%</u>
<u>FIDUCIARY FUNDS</u>				
UNFUNDED LIABILITIES	430,000	430,000	0	0.00%
SELF-INSURANCE FUND	1,525,389	1,525,389	0	0.00%
WORKERS' COMPENSATION FUND	1,247,418	1,240,000	(7,418)	-0.60%
FOREST LAWN CEMETERY	19,000	19,000	0	0.00%
OAKWOOD CEMETERY	6,000	6,000	0	0.00%
POLICE AND FIRE PENSION FUND	12,484,100	12,835,900	351,800	2.74%
SAGINAW HOUSING COMMISSION	146,720	243,239	96,519	39.68%
BLISS PARK EXPENDITURE ENDOW.	8,558	9,150	592	6.47%
TOTAL FIDUCIARY FUNDS	<u>15,867,185</u>	<u>16,308,678</u>	<u>441,493</u>	<u>2.71%</u>
TOTAL EXPENDITURES	<u>118,670,706</u>	<u>134,834,778</u>	<u>16,164,072</u>	<u>11.99%</u>

**SUMMARY OF EXPENDITURES
2007/2008 APPROVED BUDGET**



EXPENDITURES BY CATEGORY 2007/2008 APPROVED BUDGET

The Expenditure Category Analysis chart on the following page compares the 2006/2007 Approved Budget to the 2007/2008 Budget by category for all fund types.

Personnel Services is the largest expenditure type, representing 45.3% of the total budget for all funds for FY 2007/2008. Personnel Services will increase \$967,876, or 1.6% from the 2006/2007 Personnel Service budget. This increase is primarily the result of the addition of two Income Tax Auditors in the Department of Fiscal Services, the addition of a part-time Communication/Building Director and Marketing Director in Public Services as well as a slight increase in healthcare benefit costs from the 2007 levels. This increase will be offset by the elimination of the Engineering Assistant III as well as two part-time Groundskeepers in Public Services.

Operating Expenses, the second largest expenditure category, is 33.4% of the total budget for all funds for FY 2007/2008. The 2007/2008 Approved Budget reflects a \$10,338,129 or 29.8% increase in Operating Expenses over 2006/2007 levels. This increase is due to the following: various projects that will be completed through Economic Development; higher than anticipated employment agency costs in the Rubbish Fund; an increase in Motor Pool Charges in the General Fund; the incorporation of the Central Stores and the purchase of seven vehicles in the Motor Pool Fund, both, of which, are apart of the Internal Service Fund; and higher custodial fees in Police and Fire Pension Fund.

Capital Outlay accounts for \$14,251,407, or 10.6%, of the 2007/2008 Approved Budget for all funds. This category will decrease \$1,294,240, or 8.33% from FY 2006/2007. This decrease is primarily attributable to a decrease in the amount of monies allocated for the completion of projects through the Major Streets and Sewer and Water Surplus Funds. This decrease is offset with an increase in the Sewer and Water Bond Construction Funds for the commencement of Phase C - Wastewater Plant construction project and update of the computer system at the Water Plant.

Miscellaneous, which accounts for 10.7%, of the total budget for all funds for FY 2008, is approved at a level that is \$3,153,275, or 18% less than the FY 2006/2007. This decrease is primarily attributable to the decrease in the appropriation of grants in the Community Development Block Grants as well as a lower appropriation of funds to increase fund equity.

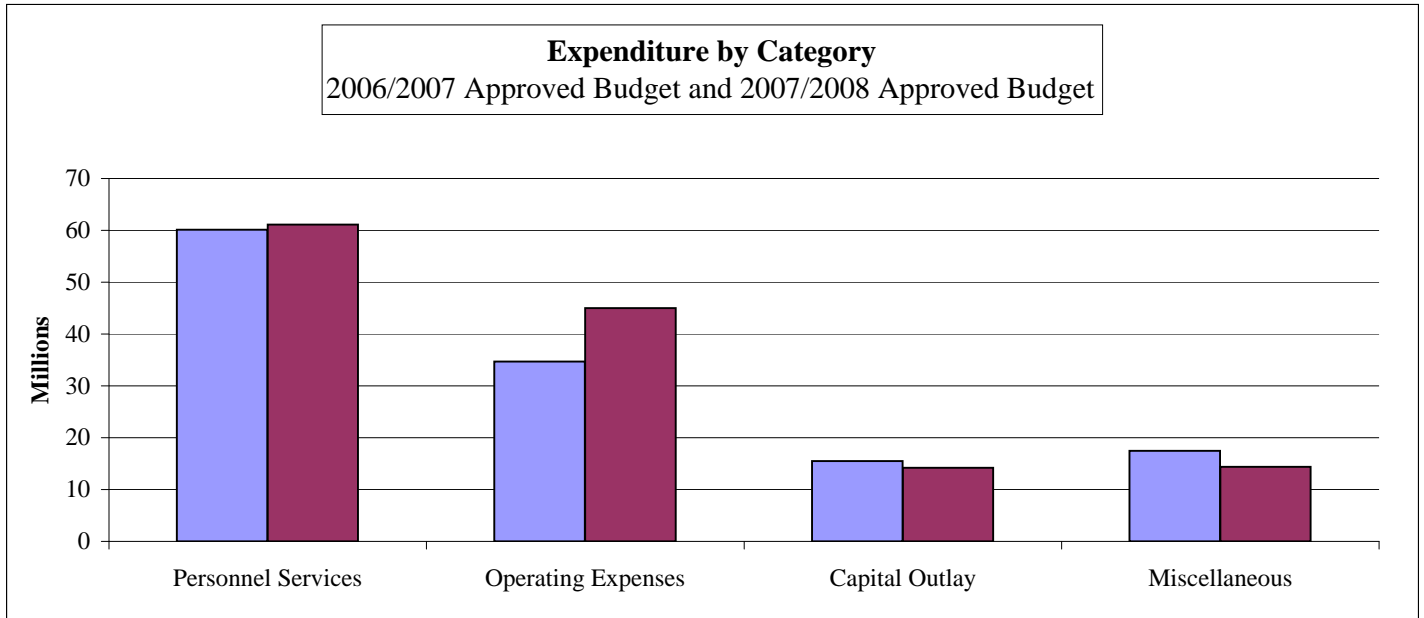
**EXPENDITURES BY CATEGORY ANALYSIS
2007/2008 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	<u>2006/2007 ADJUSTED BUDGET</u>		<u>2007/2008 APPROVED BUDGET</u>		<u>CHANGE</u>		
	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>%*</u>	<u>%**</u>
Personnel Services	60,188,688	47.03%	61,156,564	45.36%	967,876	0.76%	1.61%
Operating Expenses	34,690,649	27.11%	45,028,778	33.40%	10,338,129	8.08%	29.80%
Capital Outlay	15,545,647	12.15%	14,251,407	10.57%	(1,294,240)	-1.01%	-8.33%
Miscellaneous***	17,551,304	13.71%	14,398,029	10.68%	(3,153,275)	-2.46%	-17.97%
TOTAL FUNDS	127,976,288	100%	134,834,778	100%	6,858,490	5.36%	N/A

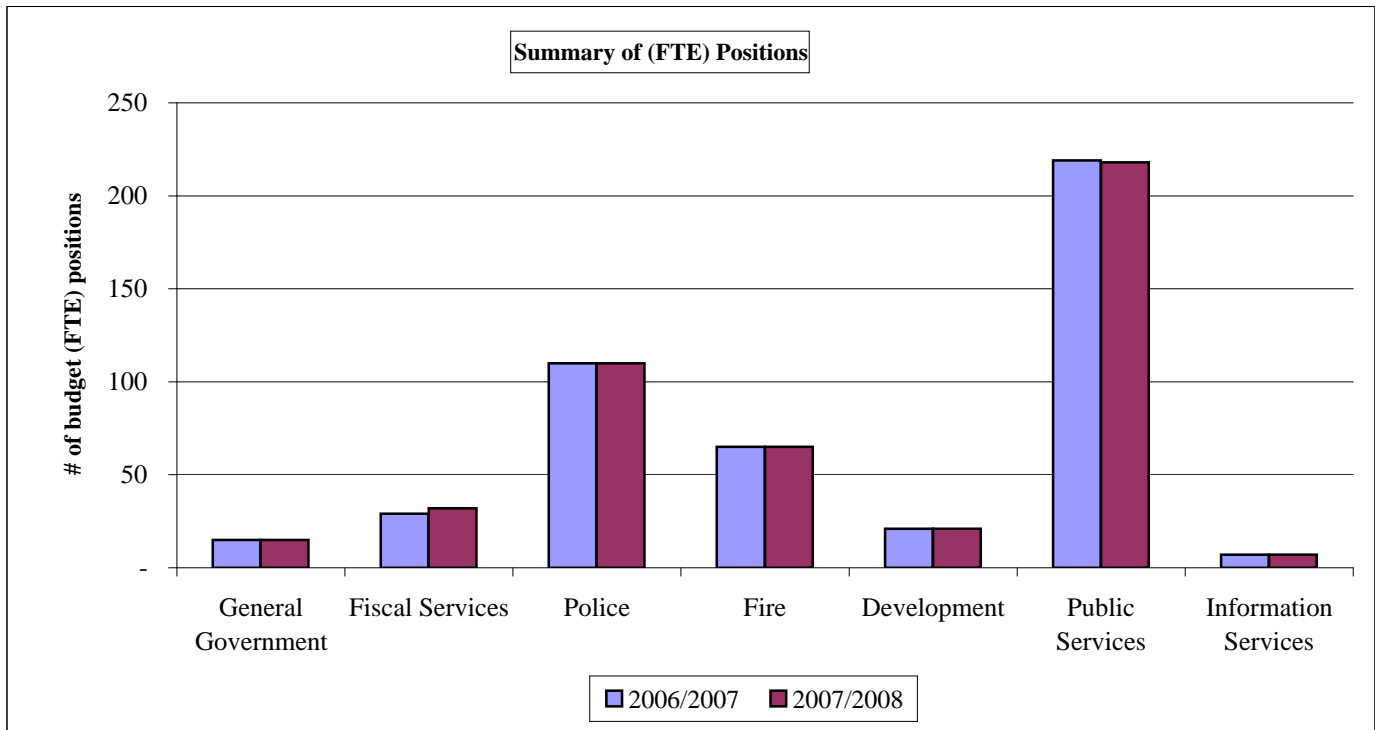
* Change in each expenditure category as a percentage of the total 2006/2007 Adjusted Budget.

** Change in each expenditure category as a percentage of total 2006/2007 expenditure category.

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



**SUMMARY OF (FTE) POSITIONS
2007/2008 APPROVED BUDGET**



The above summary compares positions in the 2007 Approved Budget with those in the 2008 Approved Budget by offices, departments, and divisions. The total full-time budgeted positions in 2007 was 467 compared to 468 in the 2008 Approved Budget, a net increase of one positions. The largest departmental increase was in the Department of Fiscal Services with the addition of two Income Tax Auditors as well as a part-time Appraiser Assistant promoted to a full time Property Appraiser II in 2008. The next largest departmental increase was in the General Government with the addition on a Secretary to the Office of Elections.

In the Department of General Government, 60% of the Administrative Assistant in the Office of Employees Services will be transferred to Workers Compensation Fund. In addition, one vacant Personnel Generalist will be reclassified to a Director of Employees Services. A part-time Secretary will be added to the Elections Office. In the Office of the City Attorney, the Assistant City Attorney has been reclassified to Chief Deputy Assistant City Attorney.

The Department of Fiscal Services added two Income Tax Auditors to the Income Tax Office in 2008. Likewise, a Deputy Controller was added to the Controller's Office. This addition was offset by the elimination of the Treasurer/Assistant Fiscal Services Director in the Administration Division. In the Office of the City Assessor, the part-time Appraiser Assistant was promoted to a full time Property Appraiser II.

In 2008 the complement for the Fire Department remain the same. In Fiscal Year 2007 this department was granted permission from City Council to add an additional two firefighter positions due to the military deployment of both firefighters.

The Department of Public Services eliminated four positions - an Engineering Assistant III, a Superintendent of Streets, and two vacant part-time Groundskeepers. This elimination will be offset by the addition of a Superintendent of Right-of-Way, a part-time Communication/Building Director and a part-time Marketing Director. Also within the Department of Public Services, the Engineering Assistant I and II have been reclassified to Engineering Assistants. Likewise, all the Utilities Persons have been reclassified to Crossover Operators.

**SUMMARY OF (FTE) POSITIONS
2007/2008 APPROVED BUDGET**

DEPARTMENT	2004 Actual	2005 Actual	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
GENERAL GOVERNMENT	19.00	19.00	14.00	15.00	15.00	15.00
FISCAL SERVICES	28.00	30.00	29.00	29.00	29.00	32.00
POLICE	126.00	118.00	104.00	110.00	110.00	110.00
FIRE	77.00	76.00	76.00	65.00	65.00	65.00
DEVELOPMENT	0.00	26.00	24.00	22.00	21.00	21.00
PUBLIC SERVICES	269.00	222.00	219.00	219.00	219.00	218.00
INFORMATION SERVICES	8.00	8.00	8.00	7.00	7.00	7.00
HOUSING COMMISSION	31.00	32.00	0.00	0.00	0.00	0.00
TOTAL POSITIONS	<u>558</u>	<u>531</u>	<u>474</u>	<u>467</u>	<u>466</u>	<u>468</u>

NOTE: This analysis only takes into consideration Full-Time Equivalents (FTE). Part-Time, Seasonal, and Temporary positions are not included in this analysis. Under each of the respective funds, the total employee complement (FTE, PTE, Seasonal and Temporary) is represented.

UNDESIGNATED FUND BALANCE ANALYSIS

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. In FY 2008, the General Fund has appropriated \$500,000 of its undesignated fund balance.

The Parking Fund, Workers Compensation Fund and Self-Insurance Funds were in unfavorable undesignated fund balance positions at June 30, 2006. Through such measures as user charge increases and prudent internal expenditure controls the City expects to improve these unfavorable undesignated fund balance positions in the future.

The \$211,245 deficit in the unrestricted retained earnings balance for the Parking Fund as of June 30, 2006 was attributable to several factors, to include a decline in the parking ticket revenue and poor collection practices. The decline in revenue is being addressed through technology improvements that should help streamline the ticket writing process. Collections have been addressed over the past two fiscal years, and the City is aggressively pursuing past due tickets. Additionally, expenditures have been scrutinized for potential savings.

The Self-Insurance and Worker's Compensation Funds both had deficits as of June 30, 2006. In both cases, the deficits were primarily due to the fact that the internal rates charged by those funds were too low. The rates have been reviewed and updated, and are reviewed during the course of each fiscal year for adequacy.

**UNDESIGNATED FUND BALANCE ANALYSIS
2007/2008 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Undesignated Fund Balance (Deficit) - June 30, 2006	3,594,154	923,150	20,403,109	1,246,891	0
FY 2007 Projected Revenues	33,806,737	19,071,087	32,390,590	7,767,537	25,336,535
FY 2007 Projected Expenditures (w/ Encumbrances)	33,981,866	18,842,777	37,407,701	6,257,429	13,299,577
Est. Undesignated Fund Balance (Deficit) - June 30, 2007	3,419,025	1,151,460	15,385,997	2,756,999	12,036,957
FY 08 Estimated Revenues:					
Property Taxes	4,035,187	6,121,194	0	0	0
City Income Taxes	13,034,978	0	0	0	0
State Revenue Sharing	9,913,518	4,882,000	0	0	0
Grants	104,490	4,290,920	964,300	0	0
Licenses, Permits, and Fees	988,250	0	200	0	0
Charge for Services	762,348	1,776,890	32,309,498	7,781,128	25,000
Fines and Forfeitures	145,000	54,471	165,000	0	0
Interest	440,800	209,976	733,500	115,000	4,516,592
Rents	62,000	0	0	0	0
Reimbursements	2,678,372	0	0	0	0
Other Revenues	605,035	3,375,288	24,286,085	956,061	9,001,697
Total FY 08 Estimated Revenues	32,769,978	20,710,739	58,458,583	8,852,189	13,543,289
Total Resources Available for Appropriation	36,189,003	21,862,199	73,844,580	11,609,188	25,580,246
FY 08 Expenditure Appropriations:					
General Government	2,130,204	0	0	0	0
Fiscal Services	2,604,139	0	0	0	0
Police	11,566,200	5,029,530	0	0	0
Fire	9,451,388	0	0	0	0
Highways and Streets	0	6,559,695	0	0	0
Garbage and Rubbish	0	3,875,377	0	0	0
Public Works	0	0	58,105,509	0	0
Development	1,170,616	4,917,003	0	0	0
Public Services (GF)	3,493,632	0	0	0	0
Other General Services	2,853,799	329,134	353,074	8,852,189	13,543,289
Total FY 08 Expenditure Appropriations	33,269,978	20,710,739	58,458,583	8,852,189	13,543,289
Estimated Undesignated Fund Balance - 12/30/2008	2,919,025	1,151,460	15,385,997	2,756,999	12,036,957



**GENERAL FUND REVENUE (101)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	4,035,187	GENERAL GOVERNMENT	2,130,204
CITY INCOME TAXES	13,034,978	FISCAL SERVICES	2,604,139
STATE REVENUE SHARING	9,913,518	POLICE	11,566,200
GRANTS	104,490	FIRE	9,451,388
LICENSES, PERMITS, & FEES	988,250	DEVELOPMENT	1,170,616
CHARGE FOR SERVICES	762,348	PUBLIC SERVICE (GF)	3,493,632
FINES AND FORFEITURES	145,000	OTHER GENERAL FUND	2,853,799
INTEREST	440,800		
RENTS	62,000		
REIMBURSEMENTS	2,678,372		
FUND BALANCE	500,000		
OTHER REVENUES	605,035		
TOTAL RESOURCES	<u><u>33,269,978</u></u>	TOTAL APPROPRIATIONS	<u><u>33,269,978</u></u>

CITY OF SAGINAW
SCHEDULE OF AD VALOREM TAXABLE VALUE

	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	72,773	104,870	140,870	118,773	118,773
Commercial	75,988,909	77,085,623	78,148,860	80,479,980	85,587,616
Industrial	42,045,875	42,973,223	43,296,339	46,621,391	44,668,255
Residential	358,651,709	365,427,337	374,317,566	388,116,469	403,269,702
Total Real	<u>476,759,266</u>	<u>485,591,053</u>	<u>495,903,635</u>	<u>515,336,613</u>	<u>533,644,346</u>
Personal Property					
Commercial	35,252,600	38,096,403	38,553,596	41,582,426	47,149,374
Industrial	107,536,500	117,329,700	106,750,600	146,661,900	88,485,700
Utility	19,457,700	19,681,300	20,380,850	18,241,000	18,720,800
Total Personal	<u>162,246,800</u>	<u>175,107,403</u>	<u>165,685,046</u>	<u>206,485,326</u>	<u>154,355,874</u>
Total Real & Personal	<u>639,006,066</u>	<u>660,698,456</u>	<u>661,588,681</u>	<u>721,821,939</u>	<u>688,000,220</u>
BY TAXPAYER CLASS					
Agricultural	72,773	104,870	140,870	118,773	118,773
Commercial	111,241,509	115,182,026	116,702,456	122,062,406	132,736,990
Industrial	149,582,375	160,302,923	150,046,939	193,283,291	133,153,955
Residential	358,651,709	365,427,337	374,317,566	388,116,469	403,269,702
Utility	19,457,700	19,681,300	20,380,850	18,241,000	18,720,800
Total	<u>639,006,066</u>	<u>660,698,456</u>	<u>661,588,681</u>	<u>721,821,939</u>	<u>688,000,220</u>
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	98,362	99,786	102,078	105,157	77,958
Commercial	90,909,193	93,217,849	95,061,305	95,064,902	96,361,425
Industrial	44,860,660	45,112,282	49,008,656	48,980,153	48,939,004
Residential	413,964,808	428,229,633	442,314,586	461,076,412	477,680,156
Total Real	<u>549,833,023</u>	<u>566,659,550</u>	<u>586,486,625</u>	<u>605,226,624</u>	<u>623,058,543</u>
Personal Property					
Commercial	45,770,900	41,335,600	42,377,998	41,796,637	45,810,753
Industrial	71,968,600	68,297,000	62,754,000	65,211,400	55,373,600
Utility	14,844,100	14,669,100	14,982,400	15,691,400	16,306,500
Total Personal	<u>132,583,600</u>	<u>124,301,700</u>	<u>120,114,398</u>	<u>122,699,437</u>	<u>117,490,853</u>
Total Real & Personal	<u>682,416,623</u>	<u>690,961,250</u>	<u>706,601,023</u>	<u>727,926,061</u>	<u>740,549,396</u>
BY TAXPAYER CLASS					
Agricultural	98,362	99,786	102,078	105,157	77,958
Commercial	136,680,093	134,553,449	137,439,303	136,861,539	142,172,178
Industrial	116,829,260	113,409,282	111,762,656	114,191,553	104,312,604
Residential	413,964,808	428,229,633	442,314,586	461,076,412	477,680,156
Utility	14,844,100	14,669,100	14,982,400	15,691,400	16,306,500
Total	<u>682,416,623</u>	<u>690,961,250</u>	<u>706,601,023</u>	<u>727,926,061</u>	<u>740,549,396</u>

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GENERAL FUND REVENUE

Total 2008 General Fund resources are budgeted at \$33,269,978, which represents a decrease of \$536,759, or 1.6%, from 2007 projected resources of \$33,806,737.

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, 2007 levy was assessed at \$623,058,543 and personal property taxable value was assessed at \$117,490,853.

The City of Saginaw's operating tax rate for FY 2008 is 5.1701 mills (limited to 7.50 mills) with an additional 2.9532 mills for rubbish collection. A special assessment of 6.0000 mills is also levied for public safety. The City did 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 the increase in the consumer price index or five percent (5%), whichever is less, until ownership of the property is transferred. The citizens of Saginaw subsequently approved an additional four mills for public libraries when Proposal A eliminated their millage from the school's millage and another three mills to operate a public transportation system.

Taxes are due and payable on July 1 at the City Treasurer's Office and become delinquent after 30 days. To all real and personal taxes paid on or after August 1, there shall be added interest at the rate of $\frac{1}{2}$ of 1 percent for every month, or fraction thereof, from August 1 until the date of payment. A penalty of $\frac{1}{2}$ of 1 percent is added after July 31. From March 1 and thereafter, real taxes are collected by the Treasurer of Saginaw County, who adds and keeps a collection fee of four percent (4%) on the unpaid balance, and in addition, adds interest at the rate of one percent (1%) per month from March 1 until the date of payment. Unpaid taxes, together with all charges thereon, become a continuing lien on the property assessed. The general tax law provides that real estate with delinquent taxes shall be sold at a state land sale.

Tax Limitation

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

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

year, unless and until a different tax rate limitation is provided by charter. State equalized valuations have been used in place of local assessed valuations.

On November 6, 1979, pursuant to an initiatory referendum, the City Charter was amended by the electors of the City of Saginaw to reduce the maximum property tax which 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 in by a 3/4ths vote of the full Council.

On November 5, 2002 and May 3, 2005, 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 both special elections.

LOCAL INCOME TAXES

The City of Saginaw receives approximately 40% of its General Fund revenue from local income tax. Economic conditions continue to have a negative impact on this revenue source. For the 2008 budget, the revenue from income taxes is expected to decrease slightly.

STATE SHARED REVENUES

The City of Saginaw receives approximately 30% of its General Fund revenue from state revenue sharing. The State of Michigan has experienced significant budget problems, which it attempted to partially remedy by cutting payments of shared sales tax revenues to local units of government. The City's 2008 budget showed an overall increase of 0.7%, amounting to approximately \$76,007. It is our belief that any additional and continued cuts in state shared revenue will severely impact the City's ability to provide services.

GRANTS

For FY 2008, the City has budgeted \$104,490 for federal grant funding related to overtime and gas reimbursements for drug enforcement.

LICENSES, PERMITS, & FEES

The City has budgeted \$988,250 for licenses, permits, and fees for FY 2008. This represents an increase of \$201,639 over the projected 2007 revenue. This includes business licenses, building permits, and cable television franchise fees. The greatest portion of this revenue, cable television franchise fees, composes 50.6%, or \$500,000, of the total budgeted revenue.

CHARGE FOR SERVICES

The total charges for services for FY 2008 increased by 16.2%, or \$106,068. Charges for services include cemetery charges of \$451,200 and Public Act 425 revenues of \$176,089. Future State of Michigan Public Act 425 Agreements or corresponding service agreements are being negotiated with other communities as they increase business and residential development. These agreements will provide a direct revenue flow to the General Fund. The most promising 425 Agreement revenue stream is local income tax.

FINES AND FORFEITURES

The revenue in this category includes ordinance fines and transfer affidavit fees. The revenue in this category is anticipated to decrease from the 2007 projected revenue by \$116,630, or 44.6%.

INTEREST REVENUE

Interest revenue is projected to decrease by \$129,448, or 22.7% from 2007 projections primarily due to less cash on hand to invest. Additionally, interest on delinquent city income tax is anticipated to go down as the income tax revenue declines.

REIMBURSEMENTS

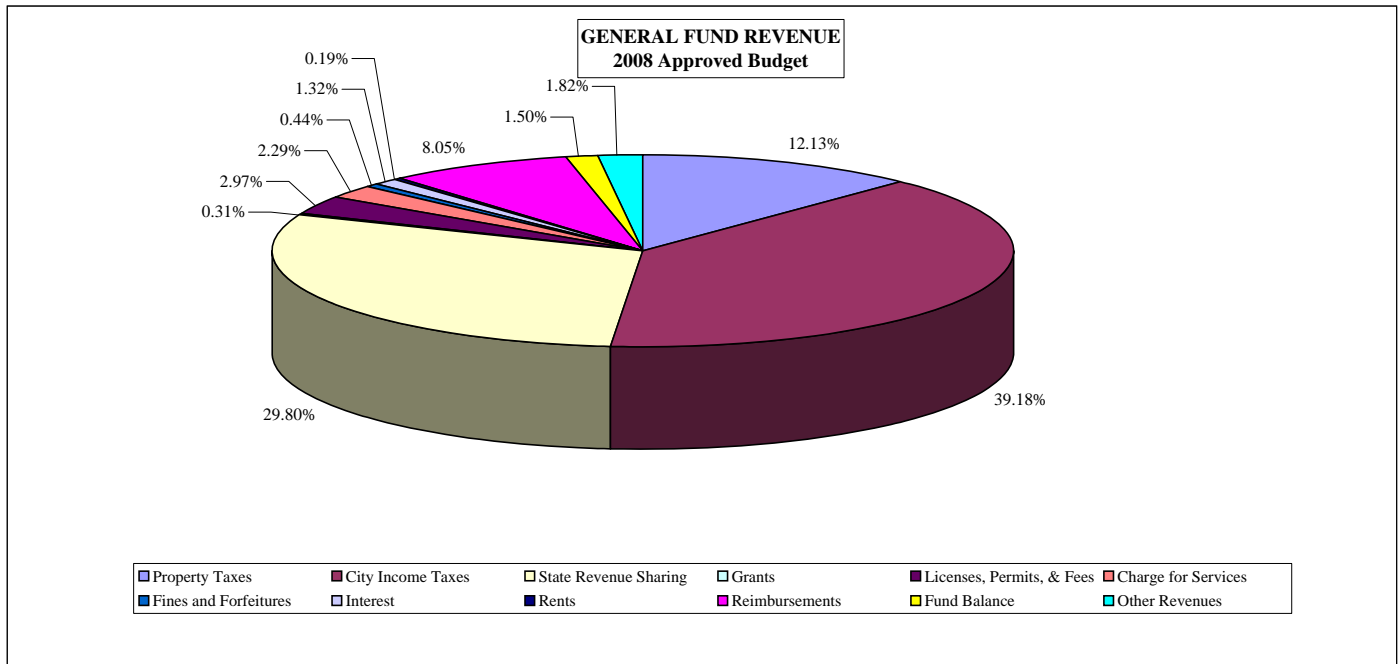
The General Fund charges internal cost allocations to other funds as a part of its internal cost allocation plan. In 2001, the City hired Maximus to prepare a cost allocation plan. This plan has been updated for FY 2008. For FY 2008, a total of \$2,351,372 has been budgeted for indirect cost allocations.

OTHER REVENUES

Other revenues will decrease \$183,022 from 2007 projected levels. This includes miscellaneous revenue related to police department services, donations, and the sale of assets.

**REVENUE ANALYSIS SUMMARY
GENERAL FUND REVENUE (101)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
Property Taxes	3,807,222	4,129,142	4,152,534	4,279,652	4,035,187	4,997,694	4,035,187
City Income Taxes	12,918,086	13,228,923	13,004,240	13,549,513	13,500,000	13,406,280	13,034,978
State Revenue Sharing	10,430,488	10,497,714	10,320,832	10,164,682	10,220,601	9,837,511	9,913,518
Grants	19,096	147,030	18,000	166,593	18,000	92,399	104,490
Licenses, Permits, & Fees	998,103	970,180	1,262,810	988,978	988,850	786,611	988,250
Charge for Services	768,657	812,384	1,072,727	765,049	899,250	656,280	762,348
Fines and Forfeitures	213,444	269,729	216,750	168,143	131,000	261,630	145,000
Interest	200,344	252,217	291,126	486,842	349,000	570,248	440,800
Rents	67,235	0	107,000	62,500	62,000	500	62,000
Reimbursements	1,873,323	1,870,133	2,236,371	2,333,746	2,351,372	2,409,528	2,678,372
Fund Balance	0	0	630,288	0	724,112	0	500,000
Other Revenues	1,674,665	3,481,078	880,500	532,863	293,000	788,057	605,035
TOTAL RESOURCE	32,970,663	35,658,530	34,193,178	33,498,561	33,572,372	33,806,737	33,269,978



GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF FISCAL SERVICES

DEPARTMENT OF POLICE

DEPARTMENT OF FIRE

DEPARTMENT OF DEVELOPMENT

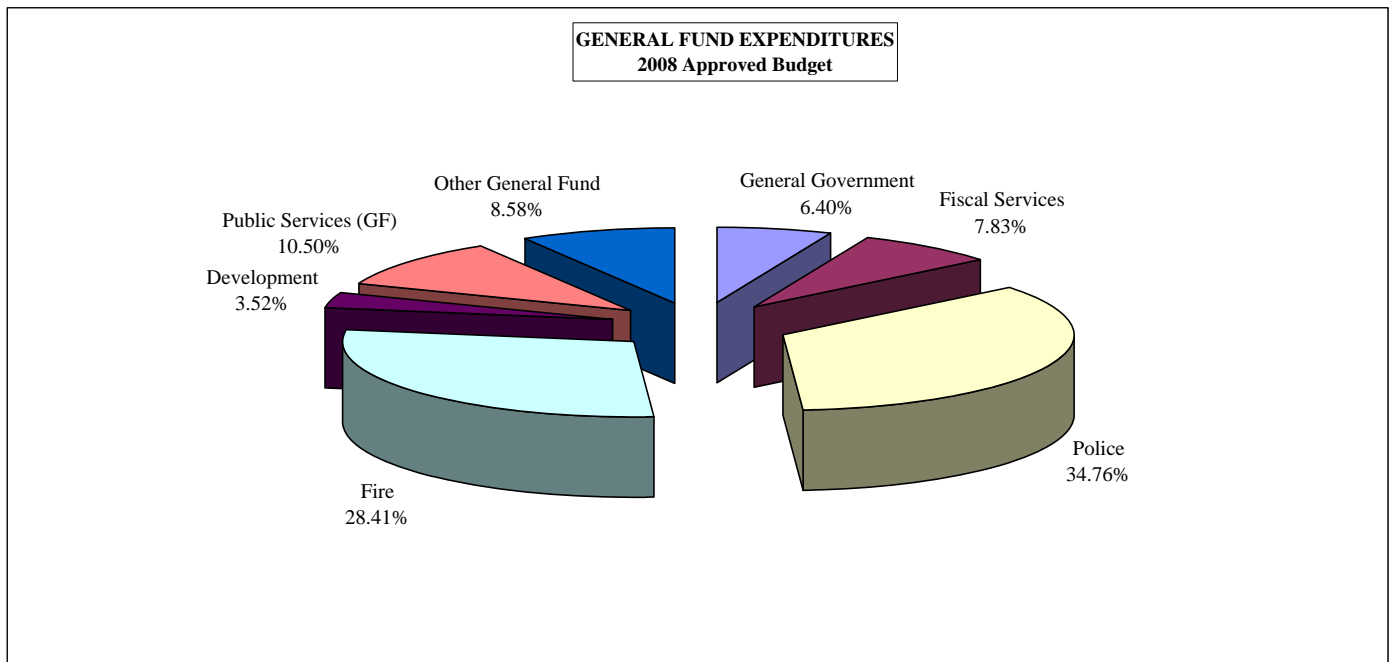
DEPARTMENT OF PUBLIC SERVICES

OTHER GENERAL FUND

**GENERAL FUND EXPENDITURES (101)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
General Government	1,928,789	2,157,736	2,133,750	1,787,222	2,233,864	2,036,347	2,130,204
Fiscal Services	1,874,153	2,172,790	2,227,747	1,990,488	2,504,114	2,153,864	2,604,139
Police	12,340,831	12,841,306	12,746,474	12,918,338	12,446,206	11,332,238	11,566,200
Fire	8,956,517	9,275,274	9,900,556	10,101,550	9,283,157	9,293,121	9,451,388
Development	1,271,149	1,062,887	1,007,267	963,201	1,157,272	1,183,470	1,170,616
Public Services (GF)	2,995,801	2,838,610	3,579,373	2,626,965	3,534,293	4,061,505	3,493,632
Other General Fund	2,822,623	2,410,819	2,598,011	2,467,462	4,923,332	3,921,321	2,853,799
TOTAL GENERAL FUND	32,189,863	32,759,422	34,193,178	32,855,226	36,082,238	33,981,866	33,269,978

Personnel Services	24,651,599	24,457,487	24,953,672	25,124,041	26,863,268	22,775,269	24,322,324
Operating Expenses	4,686,150	5,864,193	6,214,111	5,111,785	6,244,823	7,022,323	6,073,755
Capital Outlay	29,490	26,924	427,384	151,936	387,030	262,950	20,100
Miscellaneous	2,822,623	2,410,819	2,598,011	2,467,462	4,923,332	3,921,321	2,853,799
TOTAL GENERAL FUND	32,189,862	32,759,423	34,193,178	32,855,224	38,418,453	33,981,863	33,269,978



FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 0101 – City Council

STRATEGIC NARRATIVE

The City Council is the legislative body of the City. The Council establishes policies, approves contracts, enacts ordinances and approves rules and regulations, which supplement the ordinances. The Council is comprised of nine members elected at large in non-partisan elections for four-year overlapping terms. The Mayor is selected from among the Council membership for a two-year term and serves as the presiding officer of the Council and as representative of the Council for ceremonial purposes.

The Council holds public hearings on various subjects, such as zoning changes, the budget, and special assessment rolls; receives and acts upon petitions; and makes appointments to various boards and commissions. Regular meetings are held bi-weekly on Monday evenings at 6:30 p.m. Often, afternoon Committee of the Whole meetings are held on Mondays to discuss special subjects. All meetings, except as provided in the Open Meetings Act, are open to the public. A calendar of the regular Council meetings is adopted each year in December for the upcoming twelve months.

FY 2007/2008 OBJECTIVES

- To adopt policies and programs that allow the city to realize the five strategic goals and objectives articulated by the City Manager and offered to Council as a road map for the future of Saginaw.
- Move forward with the implementation of a five-year fiscal health plan.
- To aggressively lobby federal and state government legislative officials on issues that would improve the overall urban conditions of Saginaw.

FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 0105 – City/County/School Liaison

STRATEGIC NARRATIVE

The City/County/School Liaison Committee was formed to coordinate mutual efforts between the City of Saginaw, School District of Saginaw and County of Saginaw to enhance the quality of life for its citizens in areas including, but not limited to: recreation, health, public safety, outdoor playgrounds, real estate transactions and job placement. These entities propose to strive to produce a city and county in which citizens can truly be proud to live, work, attend school, and play.

The City of Saginaw received funds from the Committee to coordinate the annual Job Fair.

FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 1710 – City Manager

STRATEGIC NARRATIVE

The City Manager is responsible for 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.

FY 2007/2008 OBJECTIVES

- Working with the Labor–Management Leadership Team to implement an organizational development plan that transforms how the city delivers services.
- More fully utilize information systems into the daily operations of communication and management practices of all departments.
- Create a set of performance measurements for all service delivery areas in order to improve the efficiency and effectiveness of city operations.

FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 1711 – Cable TV

STRATEGIC NARRATIVE

Saginaw Government TeleVision (SGTV) has been on the air since January 1988. The cable access station airs public service programs, a 24-hour message board that features city programs and activities, bi-weekly City Council and Committee of the Whole meetings and other programming. The station is one of three PEG channels (Public, Educational and Governmental access) provided under the franchise agreement between the City of Saginaw and Charter Communications, Inc.

FY 2007/2008 OBJECTIVES

- Explore the replacement of eliminated SGTV camera operator position.
(Possible alternatives include: college student or volunteer)
- Coordinate with other PEG channels to expand SGTV programming and archives.
- Continue with station upgrades to include digital tape deck.

FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 1725 – Employee Services

STRATEGIC NARRATIVE

The Office of Employee Services is an administrative arm of the City Manager, responsible for providing centralized control and management of support services to all City departments and divisions. Such services include Employment, Labor Relations, Contract Administration, Policy Formulation, Training, Classification and Pay, Human Resource Planning, Employee actions, Payroll and Benefits, Workers' Compensation, Employee Health Services and Safety.

FY 2007/2008 OBJECTIVES

- To continue fair and equitable administration of City policies, procedures, practices and collective bargaining agreements.
- To provide the City Manager with assistance and support in efforts to staff all departments and divisions with emphasis on efficient operations and cost effective service delivery.
- To work with various union and employee groups (i.e. Health Care Committee, Labor Management Leadership Team, etc.) to gather, share and analyze information on escalating health insurance and benefit costs. To facilitate health/drug coverage reimbursements/payments through the City's 125/105 accounts and deal effectively with present and future retiree benefit costs.
- To be proactive in planning for the future of the organization by effectively and efficiently administering employee actions that include payroll and benefit programs.

FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 1730 – City Clerk

STRATEGIC NARRATIVES

The City Clerk's Office serves as the City's Bureau of Information and Complaints. It documents and assigns all citizen complaints, and maintains contracts/agreements, reports, petitions and informational documentation related to the City. The City Clerk attends all meetings of Council, Charter Commission and Civil Service Commission and preserves all minutes and records of their proceedings; she/he preserves codes/ordinances; manages the City's license requirements; coordinates the annual single lot assessments and provides an internal centralized risk management service through coordination of insurance coverage and handling of claims both on behalf of or against the City.

FY 2007/2008 OBJECTIVES

- Create database for filing and organizing various City documents and items provided at Council meetings.
- Complete indexing and binding of Council minutes from past years.
- Consolidate/Centralize Records from other Departments to the City Clerk's Office.
- Create database to track history of City ordinances.
- Review City Claim and Incident Work with departments to develop an updated and precise equipment list for insurance purposes and review buildings and equipment to make sure adequately insured.
- Work with the Information Services Department to redevelop the HTE Code Enforcement System for Citizen Complaints.
- Work with the Zoning & Development Coordinator to systematize encroachment and sign permits in HTE.
- Work with department heads in reviewing ordinances.

FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 1731 - Elections

STRATEGIC NARRATIVES

Administration of local, county, state and federal elections requires assurance that there is compliance with the applicable laws, rules and regulations. Executing elections involves maintenance of voter registration files, election statistics, ballot preparation, issuance of absent voter ballots, delivery/set-up of voting equipment and supplies, election board appointments and their proper training.

FY 2007/2008 OBJECTIVES

- Work with Precinct Committee in reviewing polling locations for potential additional precincts to comply with State Law on number of registered voters permissible per precinct and to comply with the Help America Vote Act.
- Attend seminars and conferences offered by the State of Michigan to keep updated with the changes in the election law and to become more educated and familiar with the voting process.
- Further train precinct workers to keep precise and accurate Election Day records and replace unsatisfactory workers as needed.

FUND: 101 – General Fund
DEPARTMENT: General Government
ACTIVITY: 1734 – City Attorney

STRATEGIC NARRATIVE

The City Attorney protects the legal interests of the City by bringing and defending civil and administrative actions; by prosecuting criminal ordinance violators; and by rendering legal advice and counsel on behalf of the City of Saginaw.

FY 2007/2008 OBJECTIVES

- To continue to reduce or stabilize legal fees and other related costs in connection with legal work incurred by the City of Saginaw.
- To continue revenue enhancement efforts in the areas of income tax, demolition reimbursements, business licenses, parking tickets, rental registration fees and personal property taxes.
- To continue to focus on risk management issues and provide effective legal representation in an effort to reduce the City's liability.
- To continue to provide effective and efficient legal services as requested by the City Manager and City Council.
- To continue to enforce ordinances and prosecute violators.

**GENERAL GOVERNMENT
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>0101 CITY COUNCIL</u>							
Personnel Services	21,042	19,016	14,570	20,597	17,216	17,343	18,114
Operating Expenses	41,783	60,665	57,196	30,404	65,650	55,110	80,690
Capital Outlay	0	0	0	0	0	0	0
TOTALS	62,826	79,681	71,766	51,001	82,866	72,453	98,804
<u>0102 CHARTER COMMISSION</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	10,000	1,370	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	10,000	1,370	0
<u>0105 CITY/COUNTY/SCHOOL LIAISON</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	15,571	6,692	15,000	11,898	15,000	11,678	15,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	15,571	6,692	15,000	11,898	15,000	11,678	15,000
<u>1710 CITY MANAGER</u>							
Personnel Services	327,865	434,950	341,630	322,189	250,533	227,812	225,949
Operating Expenses	73,200	72,092	81,312	60,903	82,446	69,834	69,093
Capital Outlay	0	0	650	1,151	3,650	150	0
TOTALS	401,065	507,042	423,592	384,243	336,629	297,796	295,042
<u>1711 CABLE TV</u>							
Personnel Services	36,275	37,866	33,073	38,472	38,981	29,022	41,956
Operating Expenses	900	5,232	8,037	1,011	8,120	4,781	7,970
Capital Outlay	0	0	0	0	0	0	0
TOTALS	37,175	43,098	41,110	39,483	47,101	33,803	49,926
<u>1725 EMPLOYEE SERVICES</u>							
Personnel Services	407,900	472,558	426,269	422,532	479,778	460,645	436,465
Operating Expenses	50,573	78,909	85,188	39,777	100,542	107,024	84,908
Capital Outlay	0	0	725	1,766	928	270	0
TOTALS	458,472	551,467	512,182	464,075	581,248	567,939	521,373

**GENERAL GOVERNMENT
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>1730 CITY CLERK</u>							
Personnel Services	250,220	251,961	264,917	207,559	274,807	290,738	267,887
Operating Expenses	41,083	58,735	69,524	35,415	68,985	79,832	70,671
Capital Outlay	0	0	171	375	716	632	0
TOTALS	291,303	310,697	334,612	243,348	344,508	371,202	338,558
<u>1731 ELECTIONS</u>							
Personnel Services	102,019	70,555	23,977	65,866	41,241	107,333	66,262
Operating Expenses	76,618	104,269	80,903	55,082	120,638	65,176	93,566
Capital Outlay	0	0	19,371	0	0	0	20,100
TOTALS	178,637	174,824	124,251	120,948	161,879	172,509	179,928
<u>1734 CITY ATTORNEY</u>							
Personnel Services	384,303	332,585	347,983	352,541	361,578	385,030	331,286
Operating Expenses	99,437	151,651	263,558	119,686	303,055	122,566	300,287
Capital Outlay	0	0	(304)	0	0	0	0
TOTALS	483,740	484,236	611,237	472,227	664,633	507,596	631,573
TOTAL GENERAL GOVERNMENT							
Personnel Services	1,529,624	1,619,491	1,452,419	1,429,755	1,464,134	1,517,923	1,387,919
Operating Expenses	399,165	538,245	660,718	354,175	764,436	517,371	722,185
Capital Outlay	0	0	20,613	3,292	5,294	1,052	20,100
TOTAL EXPENDITURES	1,928,789	2,157,736	2,133,750	1,787,222	2,233,864	2,036,347	2,130,204

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
GENERAL GOVERNMENT							
Office of City Council	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Office of the City Manager	3.00	4.00	2.05	2.05	2.00	2.00	2.00
Cable TV	2.00	2.00	1.00	1.00	1.00	1.00	1.00
Employee Services	5.00	5.00	4.00	4.00	5.00	4.40	4.40
Office of the City Clerk	3.00	3.00	3.60	3.60	4.00	3.40	3.40
Election	2.00	1.00	1.40	1.40	1.00	1.60	1.60
Office of City Attorney	5.00	5.00	5.00	5.00	4.00	4.00	4.00
TOTAL POSITIONS	29.00	29.00	26.05	26.05	26.00	25.40	25.40

The 2008 Approved Budget adds one part-time Secretary to the Elections Office. In the Office of the City Clerk, the City Clerk position will be reclassified to a non-union position as well as elevated to a department head position. In addition, the vacant Personnel Generalist in the Office of Employee Services was reclassified to the Director of Employee Services. 60% of the Administrative Assistant in the Office of Employee Services will continue to be allocated to the Worker's Compensation Fund. In the Office of the City Attorney, the Assistant City Attorney will be reclassified to the Chief Assistant City Attorney.

FUND: 101 – General Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 1740 – Fiscal Services Administration

STRATEGIC NARRATIVE

Fiscal Services Administration is responsible for financial planning, control and reporting for the City of Saginaw. The Department's role is to provide sound fiscal practices in budgeting and accounting for all City funds. Administration works toward establishing a financially strong fiscal policy that allows reserves for future economic emergencies and provide solutions for unfunded liabilities.

Coordinating the responsibilities of the following divisions is a primary function of Administration: Assessing, Controller, Customer Accounting (Water/Sewer billing), Purchasing and Treasury.

FY 2007/2008 OBJECTIVES

Community Development

- Focus on the reorganization of the Fiscal Services Department. This includes the evaluating duties necessary to complete critical tasks while staying within the budgeted allocations.
- Continue the ongoing analysis of fiscal health in the City and develop a plan to meet costs, given revenue constraints. This will analyze the tax and fee structures, obligations on city residents, predictability of current tax structure and provide for proactive generation of revenue and expenditure adjustments.
- Work to create opportunities to present the City's financial position to residents of the City of Saginaw, agencies, etc. The intent is to assist in building a more informed support of City initiatives.
- Evaluate and update a departmental training program centered around improving operational efficiencies and software utilization.
- To address key issues related to the processing of data. This will help the Fiscal Services Department provide accurate, timely information to Departments and Council members.

FUND: 101 – General Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 1741 – Controller

STRATEGIC NARRATIVE

The Controller maintains the City's accounting system in accordance with generally accepted accounting principals 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 and processing payroll, reconciling cash receipts and for examining, approving and processing all claims for payment. The Controller assists in the preparation of the Comprehensive Annual Financial Report and provides financial history to assist outside divisions and the Budget Director in the preparation of the annual budget. The Controller also assists in the physical inventory of fixed assets and updates the records in the financial operating system.

FY 2007/2008 OBJECTIVES

Development and Training

- To develop written policies and procedures for all accounting functions. This will ensure consistency and efficiency of procedures and provide reference for the staff.
- Internal staff training that allows for accounting efficiencies.

Relevant Financial Reporting

- Complete annual audit within five months of fiscal year, strive to receive GFOA Certificate of Achievement and perform monthly period closings by the 15th of the following month. This will provide for relevant data to support planning and decision-making..
- Reconcile all bank accounts to the general ledger by the 15th of the following month. This will ensure that all cash transactions are recorded to properly reflect the City's cash position and ensure that funds are not misappropriated.

Enhance Automation

- Work with outside divisions to analyze and develop reports and processes that utilize the functionality of the City's software systems. These teams include the Revenue Enhancement Team, Labor Management Team, Payroll Team and Technical Users' Group. This will allow for better accounting coordination with governmental accounting rules.

FUND: 101 – General Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 1742 - Purchasing

STRATEGIC NARRATIVE

The Purchasing Office provides the centralized purchasing of equipment, supplies and materials for all City operations and the Block Grant rehabilitation program. Solicits all bids, quotes and proposals for City Departments and Divisions. Monitors and maintains all vendors, contract compliance, licenses and insurance records.

FY 2007/2008 OBJECTIVES

- Continued modification and updating of the purchasing procedures incorporating the changes incurred by the HTE software technology and ordinance changes. This will allow for maximizing the use of technology in a uniform manner.
- Continue training all applicable employees on the purchasing system and specifically those responsible for requisitions and receiving. This will provide accuracy and proficiency to all who utilize the purchasing process. The Information Service Department has also contributed substantially in this area
- Continue updating contract compliance program and continue updating vendor files. This is conducive to better efficiency as it relates to communications with vendors.
- To initiate a procurement card system that will adhere to all City purchasing policy and procedures, facilitating the purchase of goods and services for all City Departments. This will reduce the cost of purchasing.
- Continue to develop policies and procedures that will maximize uniform purchasing. This will allow a “Just In Time” delivery system to service departments at reduced cost. The State of Michigan Procurement program may also be utilized for certain items in this area.
- Continue to utilize the City’s web site to allow perspective bidders to print copies of bid documents thus virtually eliminating the cost of copying and mailing bids. This will reduce the cost of mailing and the time necessary to physically process and issue bid documents in the Purchasing Division.
- Develop an enforcement tool that maximizes department compliance with City Ordinance and Administrative Regulations by 2008. This will enhance creditability in the purchasing process and promote citizen trust.
- Develop a process to evaluate bid specifications with departments and analyze the accuracy of the end results. This will promote competition and enhance quality and best pricing.
- Develop a tool that monitors vendor performance thereby allowing the City Council, City Manager and Department Heads to maximize the use of City funds (Quality Assurance).

FUND: 101 – General Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 1743 - Treasury

STRATEGIC NARRATIVE

The City Treasurer's Division administers the collection and distribution of all municipal funds for the City of Saginaw. The City is the property tax collection agency for various taxing entities (State of Michigan Education Tax, Saginaw County, Saginaw Intermediate School District, Saginaw Public Schools, Delta College, Saginaw Transit Authority, and Saginaw Public Libraries). This Division oversees the safekeeping and investing of City of Saginaw funds and is the official Treasurer of the City's Police and Fire Retirement System. The Treasurer's Division manages the Tax billing and Cash Receipts modules of H.T.E.

FY 2007/2008 OBJECTIVES

- Training all applicable employees on the cash receipts module and payment processing equipment. This will provide accuracy and efficiency to all who utilize the receipting system.
- Develop policies and procedures that will maximum the output of the Treasury Division. This will provide consistent resolutions to customer service concerns and reduce the number of complaints.
- Utilize the City's web site by educating the public on S.O.N.A.R and other website public information to maximum use and allow all customers and citizens to print copies of property tax information thus reducing copy, postage and fax cost. This will also reduce the number of inquiry calls, therefore allowing staff to focus on other assignments.
 - Develop a form to allow outside departments to inform the Treasury Division of all pending funds to be received in the future. This will promote timely deposits of funds and accurate postings to revenue accounts.
 - The City receives 100% of levied real property taxes. Taxes not paid as of March 1 of each year are purchased by Saginaw County. Personal property taxes are not purchased by Saginaw County and therefore implementing improved collection procedures will improve delinquency collections.
 - Enhance direct debit payments by 2009 and develop debit and card payments by 2009. This will give citizens more payment options and reduce bank service fees.

FUND: 101 – General Fund
DEPARTMENT: Fiscal Services
ACTIVITY: - 1744 - Assessor

The primary function of this division is to maintain uniform and equitable real and personal property assessments on all tangible property in compliance with the State of Michigan, Constitution, General Property Tax Act and the City of Saginaw Charter.

This division maintains property records, assists in the spreading of special assessments; maintains records and assessments of all Ad Valorem Real and Personal property, Industrial Facilities Tax Exemptions (IFT), Act 328 Certificates, Tax Increment Finance Authority Districts, Brown Field Districts, Neighborhood Enterprise (NEZ) Certificates, and Renaissance Zone Districts. This division also maintains principal residence exemptions, property transfer affidavits, splits and combinations and provides assessment appeal through the Board of Reviews and Michigan Tax Tribunal; and all other related functions as required by city ordinances, state laws, rules and regulations.

The 2007 State Equalized Valued (SEV) for Ad Valorem Real Property increased 1.34%. Personal Property SEV decreased 4.23% resulting in a net gain of .48% in overall SEV. Likewise, Taxable Values (TV) increased 2.95% for Real Class; and Personal Property increased 4.24%, causing an overall net gain of 1.73% for the 2007 tax year.

FY 2007/2008 OBJECTIVES

- To appraise property at 50% of market value. In many instances the SEV's of properties are too low. When a property transfers the Taxable Value uncaps to become SEV. The resulting Taxable Value will be set too low resulting in an inappropriate tax bill. Appraising property at 50% of market value will ensure future tax levies are adequate.
- To complete a citywide reappraisal. The project has been ongoing for six years and we expect the residential portion to be complete for the 2008 valuation year. Completing a reappraisal will ensure all property is assessed in the City of Saginaw using proper valuation methods.
- To convert valuation methods from a 1930's City of Saginaw valuation manual to an automated software program that utilizes a state approved manual. In comparison a standard 1-story house has a base rate of \$55.00 a square foot per the state approved manual, but only \$2.60 in the City of Saginaw's 1930 manual. Updating to a software program with an incorporated cost manual will increase the integrity of the values generated and will streamline the calculation process allowing for much greater efficiency.
- To begin a state recommended 4-5 year appraisal cycle. Most parcels in the city are only reviewed in response to a permit purchased. Therefore, many parcels have not been reviewed in 20+ years, resulting in omitted property and incorrect assessments. Assessors cannot increase assessments for maintenance items (siding, roofing) but assessors can track the value and apply it when the property transfers. The 4-5 year cycle will remove current inequities and increase the integrity of the values generated. It will also promote a positive image of the City of Saginaw's operations.

FUND: 101 – General Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 1745 – Income Tax

STRATEGIC NARRATIVE

The Income Tax Department administers and processes the collection of all income tax revenue for the City of Saginaw according to Saginaw's Uniform Income Tax Ordinance, enacted September 28, 1964. The Income Tax Department processes 35,000 payments, 40,000 individual tax returns, 3,000 employer withholding accounts, and 4,000 corporate and partnership tax returns annually.

FY 2007/2008 STRATEGIC OBJECTIVES

- The software for city electronic filing is now developed and available to cities. The software is still in its infancy. Grand Rapids will be testing its capabilities and efficiencies during the 2007 tax season. We will calculate the return on investment later in the year after more information is available to ensure it makes sense for Saginaw.
- Our electronic withholding service is available via the Internet through Insource Solutions Group at www.municonnect.com/Saginaw. Our goal is to encourage all employers and payroll companies to utilize the technology. This will provide more security, accuracy and better cash flow. This will also allow current personnel to spend more time on billing.
- An in-house collection process utilizing warrants has been established and proven to be an effective means of collection. To continue this process permanently, two additional full-time staff members are required.
- With decreased State Revenue Sharing, other cities are struggling with budget concerns and will soon be putting a local income tax on the ballot. We will need to position ourselves to take advantage of this as a revenue opportunity. We could offer our services on a consultant basis or as an outsource site for a pre-determined amount.
- To streamline and reorganize procedures for processing corporate, partnership and fiduciary tax returns. This would allow the input of corporate income tax returns to come up to current.
- To increase the collection of interest and penalty by 33% to \$175,000. This can be achieved by additional payment plans being created to settle outstanding tax debts and continued compliance efforts.
- To continue working with the United Way to enhance tax education efforts through VITA.

STRATEGIC MEASURES

FY 2006/2007

FY 2007/2008

Individual Compliance	2003/2004 completed	2005
Withholding Compliance	2003/2004 completed	2005
Corporate Compliance	2001-2003	2004 - 2005
Data Clean Up	80%	100%
Individual Billing Frequency	12	12
Corporate and Withholding	4	8
Payment Plans	1500	1600
Penalty & Interest	130,000	175,000

**DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>1740 ADMINISTRATION</u>							
Personnel Services	206,719	185,365	192,252	180,295	297,672	185,157	190,986
Operating Expenses	156,598	62,885	62,282	27,198	73,592	82,662	74,202
Capital Outlay	6,477	0	0	0	710	372	0
							0
TOTALS	369,793	248,250	254,534	207,493	371,974	268,191	265,188
<u>1741 CITY CONTROLLER</u>							
Personnel Services	268,003	296,907	364,741	357,759	418,437	362,770	526,301
Operating Expenses	124,913	219,816	139,797	172,140	153,904	160,200	151,454
Capital Outlay	0	0	0	0	200	188	0
TOTALS	392,915	516,723	504,538	529,899	572,541	523,157	677,755
<u>1742 PURCHASING</u>							
Personnel Services	103,745	109,278	111,683	111,617	140,134	124,179	161,272
Operating Expenses	17,676	18,231	18,419	10,041	17,283	19,090	17,663
Capital Outlay	0	0	0	0	380	370	0
TOTALS	121,422	127,509	130,102	121,658	157,797	143,639	178,935
<u>1743 TREASURER - INCOME TAX</u>							
Personnel Services	510,038	559,198	345,571	335,771	366,836	298,230	299,075
Operating Expenses	102,529	311,842	132,853	121,808	133,656	124,716	133,284
Capital Outlay	0	0	0	0	200	188	0
TOTALS	612,568	871,041	478,424	457,579	500,692	423,134	432,359
<u>1744 ASSESSORS</u>							
Personnel Services	288,371	266,566	323,687	284,152	364,418	295,684	383,917
Operating Expenses	89,084	142,701	115,501	70,410	111,770	102,325	123,145
Capital Outlay	0	0	0	0	540	521	0
TOTALS	377,455	409,267	439,188	354,562	476,728	398,531	507,062

**DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>1745 INCOME TAX</u>							
Personnel Services	0	0	246,275	197,381	264,044	237,582	398,538
Operating Expenses	0	0	174,686	121,916	158,338	159,443	144,302
Capital Outlay	0	0	0	0	2,000	188	0
TOTALS	<u>0</u>	<u>0</u>	<u>420,961</u>	<u>319,297</u>	<u>424,382</u>	<u>397,212</u>	<u>542,840</u>
TOTAL FISCAL SERVICES							
Personnel Services	1,376,876	1,417,314	1,584,209	1,466,974	1,851,541	1,503,601	1,960,089
Operating Expenses	490,800	755,476	643,538	523,514	648,543	648,436	644,050
Capital Outlay	6,477	0	0	0	4,030	1,826	0
TOTAL EXPENDITURES	<u><u>1,874,153</u></u>	<u><u>2,172,790</u></u>	<u><u>2,227,747</u></u>	<u><u>1,990,488</u></u>	<u><u>2,504,114</u></u>	<u><u>2,153,864</u></u>	<u><u>2,604,139</u></u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
FISCAL SERVICES							
Fiscal Services - Administration	3.00	3.00	2.10	2.10	3.00	2.00	2.00
Office of the Controller	5.00	5.00	5.00	5.00	5.00	6.00	6.00
Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Treasury Office	8.00	8.00	5.50	5.50	5.50	5.50	4.20
Office of the Assessor	5.00	5.00	6.00	6.00	6.00	6.00	7.00
Income Tax Office	0.00	0.00	4.00	4.00	4.00	4.00	6.00
Customer Accounting	5.00	5.00	5.00	5.00	5.00	5.00	5.00
TOTAL POSITIONS	28.00	28.00	29.60	29.60	30.50	30.50	32.20

In the 2008 Approved Budget, three new positions will be added to the Department of Fiscal Services - two Income Tax Auditors to the Income Tax Office as well as a Deputy Controller to the Office of the Controller. In the Office of the Assessor the part-time Assessing Assistant will become full-time and reclassified to a Property Appraiser II. In addition, in the Office of Fiscal Service Administration a vacant Treasurer/Assistant Finance Director will be eliminated.

FUND: 101 – General Fund
DEPARTMENT: Police
ACTIVITY: 3010 – Police Administration

STRATEGIC NARRATIVE

Police Administration will perpetually evaluate and implement continuous improvements in its communications, customer service, and operations to ensure that the best police service is rendered to this city. The department will endeavor to work together with neighborhood groups in solving issues specific to their respective areas. Our mission is to continue the progress that has been made in partnering with the community to reduce the fear and incidence of crime, to enhance the quality of life, and to render the highest standards of professional law enforcement.

FY 2007/2008 OBJECTIVES

- To continue to be an integral part of the Saginaw County Crime Prevention initiative.
- To continue to meet monthly with neighborhood groups and organizations in order to facilitate problem solving and enhance community relations.
- To ensure that the General Orders, Policies and Procedures reflect the Department’s values, mission and goals.
- Lead the overall organizational effort to enhance customer service.
- Ensure best practices are implemented throughout the organization.

FUND: 101 – General Fund
DEPARTMENT: Police
ACTIVITY: 3011 – Police Patrol

STRATEGIC NARRATIVE

The Patrol Division's primary mission is to provide public safety by answering calls for service, preventing and suppressing criminal activity, apprehending criminals, preserving peace and order, and protecting life and property. To facilitate a safe environment in which to live and work, the Patrol Division In FY 2007/2008, will continue to assiduously expand upon the District Policing program to reduce the perception and fear of crime and continually improve overall relations between citizens and police. Training in the areas of customer service and community relations will provide officers with skills needed to enhance the confidence, trust, and respect of the police department.

The Safe Streets Unit will work more closely with Patrol personnel to reduce criminal activity through proactive crime prevention efforts designed to rid our neighborhoods of activities that adversely affect the quality of life. In addition, crime mapping will provide officers and citizens with crime analysis information vital to our crime fighting effort.

FY 2007/2008 OBJECTIVES

- To meet and work with neighborhood groups and organizations in an effort to increase public trust of the police department, develop greater community cohesion, and increase the quality of life within the neighborhoods.
- To reduce the number of traffic accidents by 10%.
- To increase gun arrests by 25%.
- To increase street level drug arrests by 10%.

FUND: 101 – General Fund
DEPARTMENT: Police
ACTIVITY: 3012 – Police Administrative Services

STRATEGIC NARRATIVE

The Administrative Services Division oversees and monitors personnel management, training programs, recruiting, grant projects, research and development, and fiscal management efforts. During FY 2007/2008, Administrative Services will focus on officer skill development, promoting positive community relations, maintaining a high level of department standards through the Inspectional Services Section, and fostering labor relations that benefit employees, thus enabling the Department to carry out its mission. Officers will receive continued technical support training for in-car and desktop computers.

FY 2007/2008 OBJECTIVES

- To incorporate the department's values, mission and goals in the General Orders, Policies and Procedures.
- Update and continue the established annual 40-hour in-service training program for all sworn officers.
- To maintain authorized and grant-funded staffing level of sworn officers at all times.
- Conduct a comprehensive review and revision of the General Orders, Policies and Procedures.
- Develop and implement standardized training for Patrol and Investigation Divisions.
- To conduct and oversee internal investigations concerning citizen complaints about the department and/or employees.
- Provide training for supervisors that includes evaluating employees, labor relations, the Field Training Program and customer service oriented training.

FUND: 101 – General Fund
DEPARTMENT: Police
ACTIVITY: 3013 – Police Investigation

STRATEGIC NARRATIVE

The responsibility of the Investigation Services Division is to follow up on criminal complaints involving adult and juvenile offenders. This includes interviewing and obtaining evidence necessary to prosecute offenders. The detective bureau also staffs four Vice positions to follow up on drug-related arrests and two Vice detectives for narcotic investigations and street enforcement. We will continue to coordinate with the United for Kids Center for the investigation of sexual assaults against children and continue our partnerships with the Underground Rail Road, the Infant Mortality Coalition, and the Family Independence Agency.

FY 2007/2008 OBJECTIVES

- Coordinate the efforts of law enforcement and other community agencies in an effort to reduce violent crime by 5%.
- Direct the unit resources necessary to obtain an 80% or better closure rate on criminal complaints.
- Coordinate with other police agencies, the courts and corrections to target repeat offenders as a tool for reducing crime.
- Investigators will continue to foster relationships with school officials, business owners and residents.

FUND: 101 – General Fund
DEPARTMENT: Police
ACTIVITY: 3014 – Police Building Management

STRATEGIC NARRATIVE

The Police Building and Property Management Section provides support in partnership with police operations in the areas of building maintenance, vehicle maintenance, and property room management. Specific activities include the building and grounds maintenance of the Law Enforcement Center; purchase and maintenance of police fleet vehicles; control and storage of all evidence and property; and disposition of property and vehicles from cases that have been closed.

FY 2007/2008 OBJECTIVES

- Maintain a safe, healthy and aesthetic work environment.
- Reduce vehicle maintenance costs and increase safety by conducting preventative maintenance for all police vehicles.
- Continue the operation of two motorcycle units for specialized activities and use in traffic control.
- Maintain the overall cleanliness of the Law Enforcement Center.

Reduce the amount of stored evidence and property from closed cases through auctions.

FUND: 101 – General Fund
DEPARTMENT: Police
ACTIVITY: 3015 – Police Records

STRATEGIC NARRATIVE

The Police Technical Services Division includes the Records, Crime Analysis, Gun Registration and Technical Support Sections for the Police Department. The Records Section provides all record keeping services for the Police Department. Activities include processing, storing, and ensuring a complete and comprehensive police records system, preparation of weekly and monthly statistical programs, and providing access to the National Law Enforcement Information Network (L.E.I.N.). The Crime Analysis Section provides up-to-date crime activity reports to the Police Department. Activities include statistical data, crime pattern information, crime mapping, and informational support for the Same Cop/Same Neighborhood program.

FY 2007/2008 OBJECTIVES

- To fully utilize mobile data terminals within patrol vehicles for records management and crime analysis processing.
- To upgrade camera systems for patrol to allow direct uploading of photos into ARMS.
- To move from the now defunct State Police LEAMS records management system to ARMS (Area Records Management System): a cooperative effort between the Saginaw County Sheriff's Department, Saginaw Police Department and the Saginaw Twp. Police Department.
- To develop the Automated Pistol Registration program offered by the State of Michigan. Implementation will allow quicker and more efficient transaction in the Gun Registrations Section.
- To complete the movement of data from the new ARMS system to the crime-mapping product called Crimeview.
- To assist the Saginaw Police property room in developing a signature capture for property through the ARMS program.
- To provide technical support to the Police Department.

**DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>3010 POLICE CHIEF - ADMINISTRATION</u>							
Personnel Services	398,561	327,260	314,108	327,235	425,495	412,560	397,159
Operating Expenses	0	21,251	19,759	18,520	22,287	22,434	22,287
Capital Outlay	0	0	0	0	0	0	0
TOTALS	398,561	348,511	333,867	345,755	447,782	434,994	419,446
<u>3011 POLICE PATROL</u>							
Personnel Services	7,787,900	8,132,287	8,255,182	8,690,772	7,943,694	6,883,343	7,170,903
Operating Expenses	3,874	110,645	96,928	82,070	106,804	297,710	96,804
Capital Outlay	0	0	0	0	0	0	0
TOTALS	7,791,774	8,242,932	8,352,110	8,772,842	8,050,498	7,181,053	7,267,707
<u>3012 POLICE ADMINISTRATION</u>							
Personnel Services	135,538	163,538	164,783	166,639	200,137	178,009	185,957
Operating Expenses	257,322	296,681	309,846	234,645	243,699	235,219	263,624
Capital Outlay	0	0	0	10,050	0	0	0
TOTALS	392,860	460,219	474,629	411,334	443,836	413,228	449,581
<u>3013 POLICE INVESTIGATION</u>							
Personnel Services	2,253,747	2,071,765	1,639,174	1,566,718	1,613,460	1,537,813	1,479,241
Operating Expenses	81,925	189,625	210,445	191,839	137,811	152,915	132,311
Capital Outlay	0	0	0	0	0	0	0
TOTALS	2,335,672	2,261,390	1,849,619	1,758,557	1,751,271	1,690,728	1,611,552
<u>3014 POLICE BUILDING MAINTENANCE</u>							
Personnel Services	276,725	304,057	337,289	345,015	373,048	298,676	454,072
Operating Expenses	631,568	674,191	879,296	825,337	841,017	848,018	867,644
Capital Outlay	0	0	0	1,985	2,525	2,308	0
TOTALS	908,293	978,248	1,216,585	1,172,337	1,216,590	1,149,001	1,321,716
<u>3015 POLICE TECHNICAL SERVICES</u>							
Personnel Services	462,249	428,484	372,317	353,985	405,707	345,507	365,676
Operating Expenses	51,423	121,522	147,347	103,527	130,522	117,726	130,522
Capital Outlay	0	0	0	0	0	0	0
TOTALS	513,672	550,006	519,664	457,512	536,229	463,234	496,198
TOTAL POLICE							
Personnel Services	11,314,719	11,427,391	11,082,853	11,450,365	10,961,541	9,655,908	10,053,008
Operating Expenses	1,026,112	1,413,915	1,663,621	1,455,938	1,482,140	1,674,022	1,513,192
Capital Outlay	0	0	0	12,035	2,525	2,308	0
TOTAL EXPENDITURES	12,340,831	12,841,306	12,746,474	12,918,338	12,446,206	11,332,238	11,566,200

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
POLICE							
Police Chief's Office	5.00	7.00	6.00	6.00	7.00	5.00	5.00
Police Patrol	102.00	98.00	96.00	96.00	81.00	81.00	81.00
Police Administration	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Police Investigation	28.00	28.00	18.00	18.00	19.00	15.00	15.00
Building Maintenance	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Technical Services	9.00	9.00	8.00	8.00	7.00	7.00	7.00
TOTAL POSITIONS	153.00	151.00	137.00	137.00	123.00	117.00	117.00

In the 2008 Approved Budget, there were no changes in the personnel complement. In 2007, 31 Police Officer positions were funded through the Public Safety Fund. The passage of the Public Safety Millage provided for retaining 26 Police Officers and 20 Firefighters, and it also allowed for five additional Police Officers who had been laid off to return. The net impact of this millage was 31 Police Officers and 20 Firefighters. This will continue in 2008.

Fire Department

The Fire Department is led by the Fire Chief with the assistance of a highly trained and dedicated staff. Management and direction is provided to the administration, emergency services, fire suppression, training, maintenance, and prevention activities. Our mission is to utilize available resources to provide the highest possible standards of firefighter professionalism, and protect the community against loss of life, the destruction of property, and assist in injury reduction. We are committed to preserving life and property of our citizens and serving the community with honor and loyalty. Our goal is to provide and maintain the highest quality fire and emergency services that meet life safety requirements for all members of the community of the City of Saginaw.

The Fire Department has four divisions. They are the Administrative Division, the Suppression Division, the Training and Safety Division, and the Fire Prevention Division.

The Administrative Division leads and coordinates the four divisions of the Fire Department and is liaison with other City departments and other agencies.

The Suppression Division provides immediate on scene management during emergency situations that pose an immediate threat to life and property. The Division assumes an active roll in promoting fire safety through its continued participation in providing community education through station tours, school visits and attending public functions, much of which is done on a volunteer basis. The Division is also directly involved with apparatus and equipment maintenance. Other services include, but are not limited to, confined space rescue, mitigation of hazardous material emergencies, respond to Weapons of Mass Destruction (terrorism) incidents, etc.

The Training Division conducts, coordinates, and manages training, safety, and health programs. The focus of the safety and health programs is the reduction of injuries and hazards.

The Prevention Division identifies the programs and services necessary to accommodate the community by assisting citizens in recognizing and eliminating fire hazards. It also investigates fires to determine the origin, cause and circumstances of the fire.

FUND: 101-General Fund
DEPARTMENT: Fire
ACTIVITY: 3750-Fire Administration

STRATEGIC NARRATIVE

The Administrative Division of the Fire Department manages fire suppression, training, maintenance and prevention activities. It further coordinates these activities with other City departments and divisions and other agencies to provide the highest level of services based on the needs of the community.

In FY 2007/2008, we will continue cost recovery efforts, improve competency levels, enhance planning and review policies, and review operating procedures. We will research and implement programs relating to cost recovery, vehicle maintenance, and department efficiency.

FY 2007/2008 OBJECTIVES

In an effort to enhance public safety by transforming the delivery of services:

- Continue to improve cost recovery efforts with better tracking and billing through H.T.E.
- Increase the use of technology through networking and enhanced information management systems.
- Increase competency levels and continue critical incident stress debriefings thereby reducing the negative effects of emotional stress created in the emergency operations environment.

To develop trust in government and create fiscal health:

- Increase operations efficiency through review and updating of policies and procedures.
- Increase the safety and efficiency of fire apparatus by updating policies and procedures.
- Review annually and enhance the Emergency Operations Plan.
- Assess and evaluate organizational structure.
- Pursue FEMA fire grants and local foundation grants to supplement operations expense.
- Pursue SAFER ACT grants to supplement fire fighter manning issues.

To develop and revitalize neighborhoods:

- Support demolition of abandoned vacant structures.
- Increase public awareness of fire safety with more community involvement; increase Fire Suppression crew activity in tours, pre-fire planning, and public education at community events.

STRATEGIC PERFORMANCE MEASURE

<u>STRATEGIC MEASURE</u>	<u>FY2007</u>		<u>FY2008</u>
	<u>PROJECTED</u>	<u>ESTIMATED ACTUAL</u>	<u>PROJECTED</u>
Accident Review Boards	12	10	8
Admin Hearings/Grievances	12	6	6
Rules/Policy/Procedures	80%	80%	95%
Apparatus Updates	100%	82%	100%
Equipment Updates	100%	90%	100%
Revenue/Recurring	\$162,890	\$160,888	\$229,541
Emergency Planning Updates	100%	100%	100%

FUND: 101-General Fund
DEPARTMENT: Fire
ACTIVITY: 3751-Fire Suppression

STRATEGIC NARRATIVE

The Suppression Division's primary responsibility is to create and maintain a comfortable environment in which citizens and employees can safely work and live. The Suppression Division will continue to provide immediate on-scene management during emergency situations that pose a direct threat to life and property. The Suppression Division enhances public safety by providing the following divisional services: fire suppression, rescue and extrication, and confined space rescue. The Suppression Division will mitigate hazardous materials emergencies and respond to weapons of mass destruction incidents on local, county, and regional levels. The Suppression Division can and will command emergency operations at both natural and man-made disasters. In addition to providing swift and immediate response to over 2,000 alarms, the division will continue an active roll in promoting fire safety through our participation in providing community education, pre-incident surveys, public service presentations, and our smoke detector giveaway program. The Suppression Division has a proactive apparatus/equipment maintenance program and will coordinate with agencies and businesses that provide services to the Saginaw Fire Department.

FY 2007-2008 OBJECTIVES

1. To decrease our response time to all emergencies by 10 %.
2. To minimize injuries, loss of life and property by 30 % through improved efficiency in mitigation and extinguishment practices.
3. Respond to natural and man-made disasters.
4. Improve smoke detector giveaway program by securing \$10,000 in funding.
5. Increase and improve public relations and community awareness through a 25% increase in completed pre-incident surveys.
6. To increase recognition of locations and identification of hazardous materials and/or dangerous conditions by 50%.
7. Increase our effectiveness in compiling data by developing and implementing response plans to known hazardous materials and extremely hazardous substances locations by 50%.
8. To promote public awareness through teaching and community involvement by employees.
9. To increase our preparation for domestic acts of terrorism and weapons of mass destruction incidents by training and certifying 50% more employees.
10. To respond to domestic acts of terrorism and weapons of mass destruction incidents.
11. To utilize the Fire Records Management System to it's full potential and to update and improve system.
12. Decrease apparatus and equipment accidents by 50% and ensure that apparatus and equipment is maintained for safety and efficiency.
13. Enhance our performance of preliminary origin and cause fire investigation therefore increasing arson arrests and convictions by 100%
14. To increase the number of confined space instructors.
15. To increase the number of confined space training exercises.

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	<u>PROJECTED</u>	<u>FY2007</u> <u>ESTIMATED ACTUAL</u>	<u>FY2008</u> <u>PROJECTED</u>
Response Time (Minutes)	3.5	4	3.5
Firefighter injuries at fire scene	20	40	20
Firefighter loss of life	0	0	0
Smoke detector giveaway	5,000	6,000	1,000
Pre-incident surveys	220	110	220
Identification of Haz-Mat	50	31	50
Response plans to Haz-Mat	50	25	50
Firefighters certified for terrorism and WMD response	25	17	25
Decrease accidents responding to emergencies	6	3	6
Confined space instructors	3	3	0
Confined space exercises	3	9	6
Reduce undetermined fire origin and cause	50	25	50

FUND: 101-General Fund
DEPARTMENT: Fire
ACTIVITY: 3752-Fire Training

STRATEGIC NARRATIVE

The Training Division conducts, coordinates, and manages training safety and health programs. Our training programs are designed to enhance the professional development of firefighters through multi-faceted courses that meet the requirements of the law. Training and education is recognized as an essential key in keeping the community and environment safe from disasters and hostile fires. The focus of the Safety and Health Program is the reduction of injuries and hazards. The program utilizes a process of review, investigation, inspection, documentation and training which simultaneously limits the City's liability against fines and lawsuits for noncompliance of laws and standards.

FY 2007/2008 OBJECTIVES

In an effort to enhance public safety by transforming the delivery of services:

- To provide training in the following subject areas (many of which are mandated by law): blood borne pathogens; fire suppression methods and techniques; confined space rescues; water/ice rescue techniques; handling hazardous materials; and rapid intervention training; 2 in, 2 out rule.
- To provide a safe work environment by promoting physical conditioning, and by providing quality personal protection equipment that meets the NFPA standards.
- Fit-test each member in self-contained breathing apparatus and fit-test hazardous materials team members in air purifying respirators with our quantitative Portacount plus® respiratory testing equipment.
- To educate and train personnel to a level that meets or exceeds state certification requirements. To train all personnel in The Unified Incident Command System and The National Incident Management System as mandated by the Federal Government to make the department eligible to receive Federal funds from FEMA.
- Provide an Educational Methodology class (required for Fire Officer III certification by the MFFTC) to better prepare fire service leaders for future challenges.

Develop trust in government and create fiscal health:

- Prevent and investigate injuries and save on workers comp claims and overtime expenses.
- To provide training in the Incident Command System, Incident Command and Management of WMD Incidents, and Terrorism Awareness in an effort to be able to ensure calm and civil control during such an event of terror or natural disaster. To continue training with county and state first responders for state wide response with the Regional Response Team Network.
- Develop and use in-house instructors to reduce training cost and improve quality.
- Develop and use in-house testing of equipment to reduce operating expense.

Develop and revitalize neighborhoods:

- Provide public education training so suppression crews can better inform the community about fire safety issues.

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	<u>PROJECTED</u>	<u>FY 2007</u>		<u>FY 2008</u>
		<u>ESTIMATED</u>	<u>ACTUAL</u>	<u>PROJECTED</u>
Health & Safety Committee	150	150	150	150
Accident Review Board	150	150	150	200
Injury Investigation	30	50	50	100
Fire Ground Review	30	50	50	75
Incident Scene Safety Officer	30	50	50	75
Fire Station Inspection	48	48	48	48
Laws & Standards Updates	75	100	100	150
Classroom Training	15,000	15,000	15,000	17,000
Field Training	3,000	3,500	3,500	5,000
Physical Fitness	4,000	4,500	4,500	6,500
Fire Officer Competency	90%	95%	95%	100%
Fire Fighter Competency	100%	100%	100%	100%
Unified Incident Command System	100%	100%	100%	100%
National Incident Management System	100%	2%	2%	100%

FUND: 101-General Fund
DEPARTMENT: Fire
ACTIVITY: 3753 -Fire Prevention

STRATEGIC NARRATIVE

The Saginaw Fire Prevention Bureau outlines strategies to determine its fire prevention needs and identifies the programs and services necessary to accommodate the community. These programs include providing Fire and Life Safety Education workshops to assist citizens in recognizing and eliminating fire hazards.

Our Bureau Plan Review Program ensures proper fire and Life Safety protection for new construction, renovations, and additions. Fire Prevention personnel will conduct mandated and discretionary inspections to ensure compliance with applicable fire codes.

The Saginaw Fire Prevention Bureau investigates fires to determine origin, cause, and the circumstances of the fire.

FY 2007/2008 OBJECTIVES

1. To provide community awareness regarding Fire Safety in the homes and businesses.
2. To continue an aggressive Fire Safety Program throughout our community.
3. To inspect as many facilities as possible in order to maintain fire code compliance.
4. To investigate fires and, when arson is suspected, obtain arrest warrants whenever possible.
5. To reduce the number of arsons in our community.

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	<u>PROJECTED</u>	<u>FY2007</u>		<u>FY2008</u>
		<u>ESTIMATED</u>	<u>ACTUAL</u>	<u>PROJECTED</u>
Inspections	150	100		150
Follow-up inspections	75	100		100
In-service inspections	100	0		25
Complaints investigated	25	50		50
Fire safety programs	50	50		50
Fires investigated	100	100		50
Arson arrests	10	10		5
Civilian fire related deaths	2	0		2
Civilian fire related injuries	20	20		20
Property loss	\$4,000,000	\$4,000,000		\$3,000,000

FUND: 101-General Fund
DEPARTMENT: Fire
ACTIVITY: 3754- Fire Maintenance

STRATEGIC NARRATIVE

The Apparatus Division of the Fire Department consists of 17 pieces of motorized and 3 non-motorized apparatus. In coordination with the Suppression Division, this division provides the funds and accounting for operations, preventative maintenance, and emergency or non-emergency repairs to all vehicles in the fleet.

Breakdown of Fire Department fleet:

- Staff vehicles 4
 - Chief
 - Training/Safety Officer
 - Fire Marshal
 - Battalion Chief
- Fire aerial apparatus 2
 - Truck 1
 - Truck 2
- Fire engine apparatus (pumps) 4
 - Engine 1
 - Engine 2
 - Engine 3
 - Engine 4
- Auxiliary apparatus (reserve for call-back, maint., mutual aid, etc.) 4
 - Engine 5
 - Engine 6
 - Truck 3
 - Battalion Chief 2
- Hazardous Materials, Weapons of Mass Destruction response 1
- Other 2
 - S-10 Water Rescue
 - Pick-up/Maintenance
- Non-motorized 3
 - Hazardous materials, Weapons of Mass Destruction trailer
 - Fire Safety House
 - Rescue boat

FY 2007/2008 OBJECTIVES

- To ensure that all apparatus and equipment are maintained for safety and efficiency.
- To coordinate maintenance and repairs with service providers.
- To ensure that the fleet is invariably maintained and equipped for emergency response.

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	<u>FY2007</u>		<u>FY2008</u>
	<u>PROJECTED</u>	<u>ESTIMATED ACTUAL</u>	<u>PROJECTED</u>
Emergency apparatus			
Preventative maintenance	30	30	30
Accident Review Boards	12	10	8
Annual Pump Testing	8	8	8
Annual Aerial Testing	3	3	3

**DEPARTMENT OF FIRE
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>3750 FIRE ADMINISTRATION</u>							
Personnel Services	339,342	216,025	225,559	221,865	267,764	292,904	254,024
Operating Expenses	128,979	149,204	154,387	143,472	161,995	194,811	158,165
Capital Outlay	0	0	0	0	0	1,070	0
TOTALS	468,321	365,229	379,946	365,337	429,759	488,785	412,189
<u>3751 FIRE SUPPRESSION</u>							
Personnel Services	7,626,998	7,359,720	8,160,279	8,277,122	7,316,002	7,199,899	7,858,206
Operating Expenses	334,058	770,095	641,189	775,189	446,014	732,640	436,498
Capital Outlay	3,170	24,328	80,669	78,851	281,947	219,919	0
TOTALS	7,964,226	8,154,143	8,882,137	9,131,162	8,043,963	8,152,458	8,294,704
<u>3752 FIRE TRAINING</u>							
Personnel Services	123,572	196,516	127,994	122,763	159,742	127,208	193,043
Operating Expenses	19,411	28,852	51,625	9,698	78,951	12,922	67,121
Capital Outlay	0	0	15,100	56,356	0	0	0
TOTALS	142,983	225,368	194,719	188,817	238,693	140,130	260,164
<u>3753 FIRE PREVENTION</u>							
Personnel Services	126,112	125,090	136,558	137,926	170,114	163,729	140,695
Operating Expenses	9,528	131,034	27,137	10,248	20,078	7,972	21,078
Capital Outlay	0	0	0	0	0	0	0
TOTALS	135,640	256,124	163,695	148,174	190,192	171,701	161,773
<u>3754 FIRE APPARATUS OPERATIONS AND MAINTENANCE</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	245,347	274,410	280,059	268,060	349,052	340,047	322,558
Capital Outlay	0	0	0	0	31,498	0	0
TOTALS	245,347	274,410	280,059	268,060	380,550	340,047	322,558
TOTAL FIRE							
Personnel Services	8,216,024	7,897,351	8,650,390	8,759,676	7,913,622	7,783,740	8,445,968
Operating Expenses	737,323	1,353,595	1,154,397	1,206,667	1,056,090	1,288,392	1,005,420
Capital Outlay	3,170	24,328	95,769	135,207	313,445	220,989	0
TOTAL EXPENDITURES	8,956,517	9,275,274	9,900,556	10,101,550	9,283,157	9,293,121	9,451,388

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
FIRE							
Fire Administration	5.00	4.00	4.00	4.00	4.00	3.00	3.00
Fire Suppression	72.00	72.00	72.00	72.00	41.00	44.00	44.00
Fire Training	1.00	0.00	0.00	0.00	0.00	1.00	1.00
Fire Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Apparatus	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL POSITIONS	79.00	77.00	77.00	77.00	46.00	49.00	49.00

In the 2008 Approved Budget, the Fire complement will remain the same as in 2007. In 2007, 20 Firefighter positions were funded through the Public Safety Fund due to the passage of the Public Safety Millage in May of 2006. This millage provided for the retention of 26 Police Officers and 20 Firefighters, and it allowed for five additional Police Officers who had been laid off to return. The net impact was 31 Police Officers and 20 Firefighters. This will continue in 2008.

FUND: 101 – General Fund
DEPARTMENT: Department of Development
ACTIVITY: 3863 – Planning, Zoning & Economic Development

STRATEGIC NARRATIVE

The Planning, Zoning, & Economic Development Division provides the comprehensive management structure for all development related activities. Further, it 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 numerous zoning inquiries, site plan review, and other regulatory questions. Economic development responsibilities include oversight of the Brownfield Redevelopment Authority, Downtown Development Authority, Local Development Finance Authority, Riverfront Development Commission, and Tax Increment Finance Authority. Efforts also include ombudsman services for developers and investors, securing grant funding and incentives for development projects, and managing the city's contract with Saginaw Future Inc. Broader efforts include development of city development policies and coordination of all departments for development projects. The Planning and Zoning Division is also responsible for management and implementation of the Neighborhood Revitalization initiative as adopted by the City Council.

FY 2007/2008 OBJECTIVES

Overall Customer Service

- Improve customer response time by responding to all phone inquiries within 24 hours.
- Reduce resident phone inquiries by 10% with increased information delivery via the City's web site.

Planning & Zoning

- Complete the Riverfront Mixed Use (RMU) rezoning process for the entire Riverfront Overlay District.
- Update the City's Zoning Ordinance to reflect the recently adopted River Front Master Plan.
- Reduce land and zoning inquiry response time by 25% through greater application of GIS technology.
- Improve management of City-owned real estate, including disposal of non-strategic properties, holding of properties for future development, and acquisition of new properties for development projects.

Economic Development

- Develop specific policies guiding the use of all economic development incentives.
- Eliminate all non-functional Tax Increment Financing districts and get acceptable closure from State of Michigan on all outstanding audits.
- Guide the establishment of business improvement districts in all business areas where external funding is required for needed improvements.
- Continue to maximize external funding for projects through ongoing grant applications.
- Maintain service delivery through contractual relationship with Saginaw Future Inc.

Neighborhood Revitalization

- Develop the Neighborhood Revitalization Strategy and implementation plan.
- Increase code enforcement in the neighborhood.
- Provide Neighborhood Organization support and development.
- Act as resource for the residents in the neighborhood to resolve problems or issues in the neighborhood.
- Pursue additional funding sources for neighborhood improvements.

FUND: 101 – General Fund
DEPARTMENT: Department of Development
ACTIVITY: 3865 – Inspections

STRATEGIC NARRATIVE

The function of the Inspections 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. The division is also responsible for managing the inspection staff assigned to the housing rehabilitation program (Fund 275-6572) and demolitions (Fund 275-6511).

FY 2007/2008 OBJECTIVES

Overall Customer Service

- Improve customer response time by responding to all phone inquiries within 48 hours.
- Reduce resident phone inquiries by 10% with increased information delivery via the City’s web site.

Inspections

- Improve inspection rate of all rentals from 60% to 70%.
- Reduce repeat complaints by 15% through more aggressive enforcement of initial complaint.
- Improve service delivery through innovative programs, including evaluation of implementing a district-based inspection process.
- Develop a quarterly “Code Sweep” program that targets specific areas of the city for intensive code enforcements.

Demolitions

- Refine the demolition process to create a consistent and ongoing succession of eligible structures.
- Reduce the overall demolition costs per structure by 10%.
- Spend 90% of all available demolition funding.

**DEPARTMENT OF DEVELOPMENT
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Projected	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>3862 METER ENFORCEMENT</u>							
Personnel Services	0	300	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	300	0	0	0	0	0
<u>3863 PLANNING & ECONOMIC DEVELOPMENT</u>							
Personnel Services	184,889	181,445	212,333	251,062	214,636	249,141	239,974
Operating Expenses	233,063	76,785	101,257	55,501	207,368	124,629	173,343
Capital Outlay	0	0	0	0	1,630	1,476	0
TOTALS	417,951	258,230	313,590	306,564	423,634	375,246	413,317
<u>3865 INSPECTIONS</u>							
Personnel Services	655,384	644,211	549,875	567,857	605,369	587,534	596,244
Operating Expenses	197,813	160,146	143,802	88,780	128,269	220,690	161,055
Capital Outlay	0	0	0	0	0	0	0
TOTALS	853,197	804,357	693,677	656,637	733,638	808,225	757,299
TOTAL PUBLIC SAFETY - COMMUNITY SERVICES							
Personnel Services	840,272	825,956	762,208	818,919	820,005	836,675	836,218
Operating Expenses	430,876	236,931	245,059	144,281	335,637	345,319	334,398
Capital Outlay	0	0	0	0	1,630	1,476	0
TOTAL EXPENDITURES	1,271,149	1,062,887	1,007,267	963,201	1,157,272	1,183,470	1,170,616

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
Development							
Economic Development	2.20	2.20	2.25	2.25	2.25	2.25	2.25
Inspections and Codes	12.05	6.75	7.75	7.75	7.75	7.75	7.75
TOTAL POSITIONS	14.25	8.95	10.00	10.00	10.00	10.00	10.00

In the 2008 Approved Budget, there are no changes to the personnel complement.

FUND: 101-General Fund
DEPARTMENT: CEMETERY DIVISION
ACTIVITY: 1747-821-Cemeteries Division

PROGRAM NARRATIVE

The Cemeteries Division is responsible for providing burial and maintenance services for the City's three municipally owned cemeteries, Forest Lawn, Oakwood and Brady Hill. There are approximately 260 acres of grounds to maintain. Approximately 500 graves are filled graded and seeded, dozens of markers are reset on new foundations and over 500 new markers are installed. In addition to cutting all of the grass, every grave marker is trimmed with string trimmers at least monthly during the growing season. We have to find a way to remove some of the old dead trees particularly from Forest Lawn and Oakwood. The large mowers are in desperate need of replacement.

We have begun designing a new section for burials at Forest Lawn. This is necessary because the areas now available are filling. With the help of the City Engineering division we would like to open the new section this fiscal year.

The Cemeteries have been profitable in recent years and we will continue to do everything possible to maintain that profitability. This includes keeping the temporary staffing for lawn care maintenance to a minimum and raising prices for the services we provide. When raising those prices we have to be careful to stay in line with the prices being charged by neighboring cemeteries so as not to lose business to them because of cost. The cost for marker installation is one of the places we can look to for additional revenue. Also we will continue to work at increasing marker sales.

The administration will focus on continuing to provide the services necessary to keep this operation profitable and not dependent on general fund subsidy.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 4610 – Public Works Administration

STRATEGIC NARRATIVE

The Administrative Section of the Public Services Department provides the necessary planning, general supervision, and coordination for the City's largest department. This section is located in the Public Works Service Center, co-located with many of the functions it supervises. The Public Services Department Administrative Section is made up of the Director of Public Services, Deputy Director and two Staff Professionals. The section oversees the Division of Streets and Bridges, the Engineering Division, the Cemeteries Division, the Division of Parks and Facilities, the Andersen Enrichment Center, the Japanese Cultural Center and Tea House, and the City's Water & Sewer Systems, for a total of approximately 200 employees.

FY 2007/2008 OBJECTIVES

- Provide planning, general supervision, and coordination for the Public Services Department.
- Continue to work towards a viable system to finance the Motor Equipment Division.
- Continue to consolidate services that are provided within the City's Right-of Ways.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 4611 – Engineering

STRATEGIC NARRATIVE

This division accounts for the Engineering Services section of Public Services to provide necessary engineering to the city. This section provides multi-disciplinary engineering and full contract administration duties to the city. Staff members enforce city code guidelines so as to ensure public safety and welfare. Staff members also issue and distribute permits for activities as covered within the City Ordinance.

Performance measures were met during FY 2006-07. FY 2007-08 includes major projects in street resurfacing, sidewalk repair and some water main improvements. The reconstruction includes streetscaping, decorative street lighting and traffic signal upgrades for 0.6 miles of Johnson St. between Washington Ave. and 6th Ave., and the watermain and sewer replacement of 1.25 miles of Woodbridge St. between Brockway St. and Houghton Ave. The Johnson St. project is scheduled for the summer of 2007 and Woodbridge St. project will be scheduled for a summer 2008 thru 2009 construction season. The reconstruction of the intersection of Cherry and 6th Ave. is also scheduled for FY 2007. Gratiot Rd. booster station and parallel watermain improvements are scheduled for the summer of 2007 construction season with completion by September 1, 2007. Consulting engineers will be occasionally added as an extension of Engineering Services whenever required by workloads. Financial constraints within the Engineering Department's budget has made it almost impossible to hire engineering services from consulting engineers, therefore most all design and construction administration of road, bridge and utility construction projects will have to be completed in-house by our staff.

FY 2007/2008 OBJECTIVES

- Maintain a sidewalk ramp replacement program such that the City will be fully ADA compliant by year 2015. Reduction in available block grant funds for this program has caused a delay in becoming fully compliant by 2010.
- Develop a complete pavement management program by year 2010. Trying to utilize GIS (Geographical Information Systems) and Roadsoft GIS to implement this.
- Continue to design and administer all construction projects in-house and by City Staff without consultant's assistance.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 4620 – Street Lighting

STRATEGIC NARRATIVE

Street lighting enhances the city environment and provides an effective tool in crime prevention. Traffic Engineering monitors and maintains the 7,400-bulb system. Crews routinely service, clean, and re-lamp fixtures. The expected life of a high-pressure sodium light bulb is 6.5 years, and this pace requires a bulb replacement schedule such that 15% of the system bulbs are replaced each year. The City is currently looking into the possibility of installing LEDs to help reduce electrical costs and increase bulb life to reduce maintenance.

FY 2006-07 objectives were generally met. Average response time for servicing a street light call was reduced to three workdays. FY 2007-08 budget request includes the city's commitment to continue upgrading street lighting around the City of Saginaw. An attempt will be made to install some type of decorative lighting in and around the Riverfront Improvement areas that was completed in FY 2004-05 and as part of the Johnson St. Streetscaping project to take place in summer of 2007.

FY 2007/2008 OBJECTIVES

- Replace 15% of citywide street lamps.
- Respond to service calls within three workdays from request.
- Modernize streetlights around the City of Saginaw in areas where necessary.
- Replace streetlights and streetlight poles after being involved in accidents.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 4621 – Traffic Engineering

STRATEGIC NARRATIVE

Traffic Engineering is responsible for ensuring the public a safe and efficient transportation system by sound practice of fundamental traffic engineering principles and procedures. Approximately 100,000 vehicles each day pass through the city's 300 miles of interconnecting streets. People depend upon proper signs, pavement markings, barricading, traffic signals and other devices to control flow and relieve congestion. Traffic Engineering personnel maintain these devices and monitor the network for any changes that may disrupt traffic flow. Traffic Engineering also provides special signing and electrical services to other city divisions.

Many FY 2006-07 objectives were met. Most signing requests were administered within three workdays from request. Replacement of the sign truck has been postponed since FY 2002-03. An attempt is being made to purchase a replacement for the sign truck within fiscal year 2008. Work on the city-wide interconnect project was delayed for other service needs. This interconnect project will again be delayed until funds can be made available to continue. Since the original inception of the interconnect system for city wide traffic signals, new technology has become available and radio communication can now be used in place of hardwiring. We will explore this option in upcoming fiscal years. The City has applied for and received federal safety funds through the Michigan Department of Transportation (MDOT) for the upgrade and improvement of two intersections within the City of Saginaw. New traffic signals will be installed at Gallagher and Williamson and at Court and Congress. Traffic Engineering employees will be responsible for the installation and upgrade of these traffic signals. Engineering has made application and received approval for Safety funds for the intersections of Gallagher and Williamson for a new traffic signal installation, and at the intersection of Court and Congress to remove the existing Boulevard, and install left turn lanes and traffic signal upgrades. Work should be performed in FY 2007-08. The signal installation at the intersection of Gallagher and Williamson will take place in FY 2008.

FY 2007/2008 OBJECTIVES

- Discontinue upgrading citywide traffic signal interconnect cable and research new technology to use radio communication for this same purpose.
- Upgrade 25 city traffic signals, 80% of project to be paid for with State Safety funds.
- Complete studies for traffic regulation changes within four weeks.
- Respond to sight obstruction complaints within one week of request.
- Continue to upgrade and repair the City's approximately 110 signalized intersections.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 7534 – Japanese Cultural Center

STRATEGIC NARRATIVE

The Japanese Cultural Center, comprised of the Tea House and Garden, was established as a symbol of friendship and cultural exchange with Saginaw’s Sister City, Tokushima, Japan. These facilities are the result of a unique partnership. The citizens of both Tokushima and Saginaw, led by the Saginaw chapter of People to People, shared in the cost of constructing the Tea House, built on land jointly owned by both cities.

The Tea House is of authentic design and crafted in keeping with traditional Japanese architecture. Tea Houses provide a ceremonial setting for the Tea Ceremony (Cha-no-yu), promoting the concept of global and international harmony, respect, purity and tranquility, expressing “Peace through a bowl of tea.”

During FY 2007/2008, the Tea House will continue to operate with reduced staff. A midyear budget amendment in FY 2003/04 eliminated the full time director’s position and any funds available for capital improvements. The Tea House Board has achieved status as a nonprofit organization, allowing it to conduct fundraising operations in addition to their normal work of overseeing the Tea House operations. In the future, an ordinance change that would combine the Tea House Board with the board of the nonprofit agency is anticipated. Operational efficiency and cost containment will also be a priority, along with an effort to reduce staff costs by enlisting additional qualified volunteers.

FY 2007/2008 OBJECTIVES

- To increase operational efficiency, especially through increased use of qualified volunteers.
- To maintain quality programs while increasing diversity.
- To generate additional funding through grants, events, etc.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 7571 – Abatement of Nuisances

STRATEGIC_NARRATIVE

The Abatement of Nuisances program helps to insure public health and safety through the enforcement of City Ordinances and Regulations related to noxious weeds. This enforcement is inspections, cutting of weeds when compliance is not forthcoming and billing of costs to appropriate property owners.

FY 2007/2008 OBJECTIVES

To contribute to the health, safety, and welfare of community residents and neighborhoods through the enforcement of ordinances relative to the Saginaw General Code, Chapter 95, Section 95.02, Noxious Weeds and Section 95.03, Abatement of Nuisances.

The Abatement of Nuisance (Weed abatement operation) will continue to work in conjunction with the City's Environmental Improvement Office to effectively maintain the land management program.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 7575 – Building & Grounds Maintenance

STRATEGIC_NARRATIVE

This account provides for the operation, maintenance and improvements of structures, parking areas, roads and public buildings found in the parks system, City Hall, Japanese Tea House, Andersen Enrichment Center, Green Point Nature Center, the Ojibway Island and Westside Riverfront Park Broadside Docking Facility. Additionally, this account supports the activities of special events, parks, and property maintenance.

FY 2007/2008 OBJECTIVES

Continue to maintain current properties to an acceptable level given staffing restraints.

Maintain facilities along the Riverfront including floating docks and park pavilions.

Work to develop programs to generate public interest in renting park facilities.

**DEPARTMENT OF PUBLIC SERVICES (GENERAL FUND)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Projected	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>1747 CEMETERIES OPERATIONS</u>							
Personnel Services	318,576	316,391	342,565	351,899	323,520	398,200	418,301
Operating Expenses	258,038	194,090	324,976	180,585	235,479	195,091	200,895
Capital Outlay	8,459	0	0	0	1,267	1,266	0
TOTALS	585,073	510,481	667,541	532,484	560,266	594,557	619,196
<u>4610 ADMINISTRATION</u>							
Personnel Services	145,285	124,740	84,923	83,763	83,336	85,733	83,982
Operating Expenses	25,130	39,450	38,489	18,770	30,968	31,273	28,948
Capital Outlay	0	0	0	0	0	0	0
TOTALS	170,415	164,190	123,412	102,533	114,304	117,006	112,930
<u>4611 ENGINEERING</u>							
Personnel Services	251,119	275,472	313,829	238,069	314,149	263,932	342,153
Operating Expenses	152,144	172,221	181,710	122,422	194,080	140,930	188,072
Capital Outlay	0	2,596	0	99	10,300	10,000	0
TOTALS	403,263	450,289	495,539	360,590	518,529	414,862	530,225
<u>4620 STREET LIGHTING</u>							
Personnel Services	88,036	52,730	1,000	43,226	39,212	57,689	37,987
Operating Expenses	575,221	522,165	536,700	540,578	554,534	607,484	547,700
Capital Outlay	0	0	0	0	0	0	0
TOTALS	663,257	574,894	537,700	583,804	593,746	665,173	585,687
<u>4621 TRAFFIC ENGINEERING</u>							
Personnel Services	0	0	253,835	0	277,740	155,223	258,949
Operating Expenses	0	638	248,935	0	282,836	981,209	262,968
Capital Outlay	0	0	0	0	21,410	8,495	0
TOTALS	0	638	502,770	0	581,986	1,144,927	521,917
<u>6010 SUMMER FOOD</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	497	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	0	497	0
<u>7534 JAPANESE CULTURAL CENTER</u>							
Personnel Services	13,971	13,789	17,913	9,838	13,435	9,436	13,435
Operating Expenses	8,617	27,040	11,942	35,844	10,777	8,593	31,683
Capital Outlay	0	0	20,000	0	20,000	0	0
TOTALS	22,588	40,829	49,855	45,682	44,212	18,029	45,118
<u>7548 CENTRAL PARKS</u>							
Personnel Services	0	0	0	0	0	0	19,672
Operating Expenses	0	0	0	0	0	2,688	5,328
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	0	2,688	25,000

**DEPARTMENT OF PUBLIC SERVICES (GENERAL FUND)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Projected	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>7550 RECREATION ADMINISTRATION</u>							
Personnel Services	0	0	0	0	15,000	18,317	19,672
Operating Expenses	0	0	0	0	10,000	10,925	5,328
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	25,000	29,241	25,000
<u>7571 ABATEMENT NUISANCES</u>							
Personnel Services	70,855	25,412	0	42,905	0	36,713	26,328
Operating Expenses	69,061	63,553	57,286	62,985	61,423	71,285	96,552
Capital Outlay	0	0	0	0	1,829	1,828	0
TOTALS	139,916	88,965	57,286	105,890	63,252	109,826	122,880
<u>7575 BUILDING AND GROUND MAINTENANCE</u>							
Personnel Services	486,243	461,451	407,528	428,652	449,818	452,180	438,315
Operating Expenses	513,662	546,874	446,740	466,027	577,880	498,808	492,364
Capital Outlay	11,384	0	291,002	1,303	5,300	13,710	0
TOTALS	1,011,290	1,008,325	1,145,270	895,982	1,032,998	964,698	930,679
TOTAL PUBLIC WORKS							
Personnel Services	1,374,084	1,269,984	1,421,593	1,198,352	1,516,210	1,477,422	1,639,122
Operating Expenses	1,601,874	1,566,031	1,846,778	1,427,210	1,957,977	2,548,783	1,854,510
Capital Outlay	19,843	2,596	311,002	1,402	60,106	35,299	0
TOTAL EXPENDITURES	<u>2,995,801</u>	<u>2,838,610</u>	<u>3,579,373</u>	<u>2,626,965</u>	<u>3,534,293</u>	<u>4,061,505</u>	<u>3,493,632</u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
PUBLIC SERVICE (GENERAL FUND)							
Cemeteries	4.50	4.50	4.50	4.50	4.50	4.50	5.00
Public Service - Administration	2.00	0.90	0.80	0.80	0.80	0.80	0.80
Engineering	4.20	3.95	3.95	3.95	3.95	3.95	3.40
Street Lighting	0.80	0.00	0.50	0.50	0.50	0.50	0.50
Traffic Engineering	3.80	4.15	3.65	3.65	3.45	3.45	3.45
Summer Food Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Japanese Cultural Center	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Park Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Central Parks	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreations	0.00	0.00	0.00	0.00	19.00	19.00	13.00
Parks Grounds Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Abatement of Nuisances	1.50	0.00	0.00	0.00	0.00	0.00	0.20
Building and Grounds Maint.	15.50	12.30	12.00	12.00	13.00	13.00	10.60
TOTAL POSITIONS	34.30	26.80	26.40	26.40	46.20	46.20	37.95

The 2008 Approved Budget will eliminate two vacant part-time Groundskeepers as well as 50% of the Administrative Professional from the Building and Grounds Maintenance Division. In addition, 20% of the Building Operations Supervisor will be allocated to the Abatement of Nuisance Division; in previous years 80% of the costs were incurred in Building and Grounds Maintenance Division. In the Recreation Division, two Recreation Leader Is, two Recreation Leader IIs, and two Recreation Supervisors will be eliminated from the budget. In 2008, four recreational sites will be in use. In Cemeteries, 50% of the Administrative Professional position will be added. Likewise, in the Engineering Office, 20% of an Administrative Professional and 50% of an Engineering Assistant will be added. However, this will be offset by the elimination of 50% of the Engineering Assistant III position, 25% of Engineering Assistant II and 25% of Engineering Assistant I.

FUND: 101 – General Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 8520 – Unemployment

STRATEGIC NARRATIVE

The City provides wage and employment records to the State of Michigan Bureau of Workers' & Unemployment Compensation on a quarterly basis. As a reimbursing employer, the City is billed annually by the State of Michigan for unemployment benefits paid to former employees during the calendar year. Employees who leave City of Saginaw employment may file for unemployment benefits. The 14 to 26 weeks of benefits are paid to eligible workers if they meet the minimum requirements. The City has the right to protest any determination within certain time limits. The Office of Employee Services facilitates the claims management.

**OTHER GENERAL FUND EXPENSES
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
OTHER GENERAL EXPENSES							
<u>8510 HEALTH INSURANCE</u>							
Retirement Healthcare Insur.	1,104,273	1,189,317	1,403,302	1,483,845	1,712,142	1,456,567	1,575,648
TOTALS	<u>1,104,273</u>	<u>1,189,317</u>	<u>1,403,302</u>	<u>1,483,845</u>	<u>1,712,142</u>	<u>1,456,567</u>	<u>1,575,648</u>
<u>8520 UNEMPLOYMENT COMPENSATION</u>							
Unemployment Compensator	64,934	25	71,427	0	125,000	0	125,000
TOTALS	<u>64,934</u>	<u>25</u>	<u>71,427</u>	<u>0</u>	<u>125,000</u>	<u>0</u>	<u>125,000</u>
<u>8547 GIS CHARGES</u>							
GIS Charges	58,824	67,167	35,262	35,268	34,237	34,236	46,768
TOTALS	<u>58,824</u>	<u>67,167</u>	<u>35,262</u>	<u>35,268</u>	<u>34,237</u>	<u>34,236</u>	<u>46,768</u>
<u>8555 DEBT SERVICES</u>							
Debt Service (Principal)	729,020	296,049	305,118	305,118	156,046	153,709	156,042
Debt Service (Interest)	35,288	20,786	11,718	11,718	2,372	4,708	2,376
TOTALS	<u>764,307</u>	<u>316,836</u>	<u>316,836</u>	<u>316,836</u>	<u>158,418</u>	<u>158,418</u>	<u>158,418</u>
<u>9960 TRANSFERS OUT</u>							
Transfers Out	830,285	837,474	771,184	631,513	2,893,535	2,272,100	947,965
TOTALS	<u>830,285</u>	<u>837,474</u>	<u>771,184</u>	<u>631,513</u>	<u>2,893,535</u>	<u>2,272,100</u>	<u>947,965</u>
TOTAL OTHER GENERAL EXPENSES							
Other General Expenses	2,822,623	2,410,819	2,598,011	2,467,462	4,923,332	3,921,321	2,853,799
TOTAL EXPENDITURES	<u><u>2,822,623</u></u>	<u><u>2,410,819</u></u>	<u><u>2,598,011</u></u>	<u><u>2,467,462</u></u>	<u><u>4,923,332</u></u>	<u><u>3,921,321</u></u>	<u><u>2,853,799</u></u>

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE REVENUE SHARING	3,800,000	ENGINEERING ADMINISTRATION	332,538
STATE REIMBURSEMENTS	279,949	STREET PROJECTS	391,148
SERVICES - SALES	240,000	BRIDGE PROJECTS	40,000
OTHER REVENUES	554,116	TRAFFIC ENGINEERING	500,574
TRANSFERS IN	100,384	STREET ADMINISTRATION	677,093
		ROUTINE MAINTENANCE	1,794,970
		BRIDGE MAINTENANCE	186,312
		WINTER MAINTENANCE	356,507
		STATE TRUNKLINE	79,793
		STATE ROUTINE MAINTENANCE	32,153
		STATE WINTER MAINTENANCE	87,734
		TRANSFERS OUT	495,627
TOTAL RESOURCES	<u><u>4,974,449</u></u>	TOTAL APPROPRIATIONS	<u><u>4,974,449</u></u>

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4612 – Engineering Administration

STRATEGIC NARRATIVE

Engineering Administration provides the daily direction, planning, coordination and supervision for engineering activities needed for maintenance of major streets, local streets, and state trunklines. Engineering Administration also provides the staffing needed to perform design and construction administration for street improvements. This fund is used to budget for staffing that may eventually be charged against individual projects. This fund helps support the engineering staff, including but not limited to Engineering Assistants, Technicians, Surveyors, etc. The Engineering Division is responsible for surveying, design engineering, drafting and construction administration of millions of dollars worth of construction projects annually.

FY 2007/2008 OBJECTIVES

- To monitor the development of street construction programs.
- To oversee the development of a pavement management computer system to assist in developing priorities for street construction programs.
- Continue to keep the design and construction administration of all construction projects in house and by City Staff.
- Construction Administration on projects including, but not limited to, Sidewalk Replacement, CDBG Sidewalk Ramps, Johnson St. reconstruction and streetscape, Gratiot Rd. Booster Station and Parallel watermain installation, Cherry and 6th Ave. intersection reconstruction, etc.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4613 – Streets Resurfacing

STRATEGIC NARRATIVE

This program provides state appropriated Public Act 51 revenues for surface treatment of approximately 96 miles of City streets. The City's street system is composed of 300 miles of streets divided into three classifications and this budget supports resurfacing for major-classified streets. Motorists depend upon satisfactory street conditions and these funds are used to upgrade road conditions. Some of these funds are used as matching funds to secure federal and state grants. They also fund 100% city-sponsored projects and all engineering expenses for design and construction administration. FY 2006/2007 objectives were generally met. The Johnson St. project will be completed using federal block grant funds, federal enhancement funds, ACT 51 monies, State Economic Development Category F funds, sewer funds, water funds, and Federal Safety funds. The intersection of Cherry and 6th Ave. will be reconstructed using federal safety funds and Act 51 monies. An attempt will be made to secure CDBG funds for the City's major streets portion of federal match requirements. Other projects will develop should sufficient revenues become available.

FY 2007/2008 OBJECTIVES

- Complete all projects on time and within 10% of original budget.
- Apply and gain special federal funds for street and safety improvements.
- Apply and gain special federal funds for street enhancement projects.
- Apply and gain special federal funds for Economic Development Street Improvement projects.
- Apply and gain Community Development Block Grant Funds for match monies against STP projects.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4614 – Streets Projects

STRATEGIC NARRATIVE

This program provides state appropriated Public Act 51 funding for surface treatment of approximately 300 miles of City streets. The City's streets are divided into three classifications: state highway, city majors and city local. Motorists depend upon satisfactory street conditions and these funds are used to upgrade road condition. Some of these funds are used as matching funds to secure federal and state grants. They also fund 100% city-sponsored projects and all engineering expenses. FY 2006/2007 objectives were met, and all street reconstruction projects were completed on time and within budget. Engineering oversaw approximately \$3,000,000 worth of construction projects and infrastructure improvements in the FY 2006-07. A pavement management system (ROADSOFT-GIS) - TAMC is being developed and staff will be programming raw data. Some of the significant projects included within this budget are the reconstruction including streetscaping, decorative street lighting and traffic signal upgrades of 0.6 miles of Johnson St. between Washington Ave. and 6th Ave., and the reconstruction including water and sewer main and services replacement of 1.25 miles of Woodbridge St. between Brockway St. and Houghton Ave. The Johnson St. project is estimated at \$3,800,000 and is scheduled to be constructed in the summer of 2007. The Woodbridge St. project is estimated at \$5,000,000 and will be constructed in two phases, 1st phase from Brockway to Court will be constructed in summer of 2008, and 2nd phase from Court to Houghton will be constructed in summer of 2009. The City of Saginaw has been granted jobs today monies to be used as match towards the federal funds for Woodbridge Ave. Attempts will be made to secure Economic Development Category F, Enhancement and CDBG funds as match monies for any and all proposed projects. If none of these funds are secured, then ACT 51 monies will be needed for match. Consulting engineers will be occasionally added as an extension of Engineering Services whenever required by workloads

FY 2007/2008 OBJECTIVES

- Complete all projects on time and within 10% of original budget.
- Work towards completing the Pavement Management system started in fiscal year 2003-04 utilizing ROADSOFT-GIS and TAMC software.
- Apply and gain special federal funds for street and safety improvements.
- Apply and gain special federal funds for street enhancement projects.
- Continue to comply with GASB 34 requirements.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4616 – Bridge Projects

STRATEGIC NARRATIVE

This program provides state appropriated Public Act 51 funding for surface treatment of approximately 5 vehicular river crossing bridges. The City also has eight pedestrian bridges, two of which are for railroad crossings and one vehicular bridge for Ojibway Drive over Lake Linton. Approximately 100,000 vehicles traverse the City's bridges to cross the Saginaw River each day. Motorists depend upon satisfactory street conditions and these funds are used to upgrade bridge conditions. These funds are used to match funds gained through federal and state grants. They also fund 100% city-sponsored projects, including engineering-related expenses. Inspection of all pedestrian bridges and underwater inspection of the vehicular bridges will occur this year in order to comply with Michigan Department of Transportation (MDOT) requirements. Spicer Group, Inc. completed an in-depth inspection/evaluation of the Center Street Bridge Deck within FY 2005-06, and a detailed report was submitted to the city with recommended repairs/maintenance.

FY 2007/2008 OBJECTIVES

- Complete all projects on time and within 10% of original budget.
- Apply and gain special federal funds for street and safety improvements.
- Apply and gain special federal funds for bridge enhancement projects.
- Inspection of all pedestrian bridges and underwater inspection of river bridges to keep in compliance with MDOT requirements.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4621 – Traffic Engineering

STRATEGIC NARRATIVE

Traffic Engineering is responsible for ensuring the public a safe and efficient transportation system by sound practice of fundamental traffic engineering principles and procedures. Approximately 100,000 vehicles each day pass through the city's 300 miles of interconnecting streets. People depend upon proper signs, pavement markings, barricading, traffic signals and other devices to control flow and relieve congestion. Traffic Engineering personnel maintain these devices and monitor the network for any changes that may disrupt traffic flow. Street classifications are divided into three categories and this budget is for maintaining traffic operations on 96 miles of major-classified streets.

Many FY 2006/2007 objectives were met. Typical sign repairs are completed within one to three days after notification. All 96 miles of major-classified streets were evaluated and asset value established per requirements of GASB34. Work on the city-wide interconnect project was delayed for other service needs and will continue to be delayed until funds can be made available to continue. Since the original inception of the interconnect system for city wide traffic signals, new technology has become available and radio communication can now be used in place of hardwiring. We will explore this option in upcoming fiscal years. The City has applied for and received federal safety funds through the Michigan Department of Transportation (MDOT) for the upgrade of four signalized intersections within the City of Saginaw. Traffic Engineering employees may be responsible for the installation and upgrade of two of these traffic signals (Court and Congress and Gallagher and Williamson). Engineering has made application for Safety funds for the intersections of Gallagher and Williamson for a new traffic signal installation, and at the intersection of Court and Congress to remove the existing Boulevard, and install left turn lanes and traffic signal upgrades. We have been approved for this request within fiscal year 2007. Work should be performed in FY 2007-08. The signal installation at the intersections of Warren and Jefferson will take place this year and will be part of the Johnson Street Streetscaping project.

FY 2007/2008 OBJECTIVES

- Discontinue upgrading citywide traffic signal interconnect cable and research new technology to use radio communication for this same purpose.
- Complete studies for traffic regulation changes within four weeks from request.
- Update traffic signals as the need and funding arise.
- Continue to seek and gain federal safety dollars for traffic signal upgrades and improvements.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4650 - Administration

STRATEGIC NARRATIVE

Administration provides the daily direction, planning, coordination and supervision for winter and routine maintenance and repair work on major streets and bridges in accordance with Michigan State Law (Act 51, Public Acts of 1951). In addition, this section is responsible for maintaining the accounting, billing and other records necessary for compliance with the law.

FY 2007/2008 OBJECTIVES

- To maintain safe and clean City streets by administering the filling of potholes, sweeping, crack sealing, minor patching, winter maintenance, and forestry operations.
- To increase the durability of street surfaces and retard the deterioration of pavement on city streets.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4651 – Routine Maintenance

STRATEGIC NARRATIVE

This program provides street repairs and other routine maintenance services for the City’s 23.9 miles of State trunkline, and 95.5 miles of major streets. The Routine Maintenance program improves the durability of road surfaces, retards their deterioration and adds to a clean and safe community environment.

FY 2007/2008 OBJECTIVES

- To maintain basic street repair and maintenance for the City’s major streets.
- To continue with a crack-sealing program to prolong streets service replacements.
- To explore methods of improving the urban forest, where funding allows, to include trimming and replacement of trees.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4654 – Bridge Maintenance

STRATEGIC NARRATIVE

The Bridge Maintenance Program provides for normal maintenance and repairs on the Frank Andersen, Holland Avenue, Johnson Avenue, Genesee Avenue, and Douglas G. Schenck bridges. This program ensures vehicular and boat traffic safety and extends the life of the City's bridges.

FY 2007/2008 OBJECTIVES

- To perform and complete bridge washings and minor repairs on the City's bridges as required.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4655 – Winter Maintenance

STRATEGIC NARRATIVE

The Winter Maintenance Program provides for all snow removal activities on City streets. The responsibilities of this program include plowing, sanding, salting, hauling snow, erecting snow fences and removing snow by hand at intersections and bridge walks as necessary.

FY 2007/2008 OBJECTIVES

- To maintain prompt snow removal and ice control on the City's major streets.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4690 – State Trunkline

STRATEGIC NARRATIVE

Traffic Engineering is responsible for ensuring the public a safe and efficient transportation system by sound practice of fundamental traffic engineering principles and procedures. Approximately 100,000 vehicles each day pass through the city's 300 miles of interconnecting streets. People depend upon proper signs, pavement markings, barricading, traffic signals and other devices to control flow and relieve congestion. Traffic Engineering personnel maintain these devices and monitor the network for any changes that may disrupt traffic flow. Street classifications are divided into three categories and this budget is for maintaining traffic operations on 30 miles of state owned trunklines. These expenses are eventually reimbursed per state/city contract.

Many FY 2006-07 objectives were met. Repair requests for traffic signals are immediately administered. Repair requests for sign repairs are normally administered within one workday. Within FY 2006-07 the City will be working in conjunction with the Michigan Department of Transportation in upgrading and replacing the signalized intersection located at M-46 with M-13. The new system will utilize radio frequencies to transmit information pertaining to the signals to the MARC monitoring system. Work on the city-wide interconnect project was delayed for other service needs and will continue to be delayed until funds can be made available to continue. Since the original inception of the interconnect system for citywide traffic signals, new technology has become available and radio communication can now be used in place of hardwiring. We will explore this option in upcoming fiscal years.

FY 2007/2008 OBJECTIVES

- Respond to traffic signal complaints within one to three days after request.
- Respond to sign repairs within one to three days after request.
- Work with MDOT for the traffic signal upgrade of M-13 (Washington Ave) with M-46 (Rust St.)

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4691 – State Routine Maintenance

STRATEGIC NARRATIVE

This program provides street repairs and other routine maintenance services for the City’s 23.9 miles of State trunk line. The Routine Maintenance program improves the durability of road surfaces, retards their deterioration and adds to a clean and safe community environment.

FY 2007/2008 OBJECTIVES

- To maintain basic street repair and maintenance for the City’s trunk lines.
- To explore methods of improving the urban forest, where funding allows, to include trimming and replacement of trees.

FUND: 202 – Major Streets Fund
DEPARTMENT: Public Services
ACTIVTIY: 4692 – State Winter Maintenance

STRATEGIC NARRATIVE

The Winter Maintenance Program provides for all snow removal activities on City state trunk lines. The responsibilities of this program include plowing, sanding, salting, hauling snow, erecting snow fences and removing snow by hand at intersections and bridge walks as necessary.

FY 2007/2008 OBJECTIVES

- To maintain prompt snow removal and ice control on the City’s trunk lines.

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
REVENUE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
State Revenue Sharing	3,935,643	3,792,850	4,163,914	3,742,339	4,154,438	3,093,330	3,800,000
State Reimbursements	413,788	605,377	200,000	549,671	279,950	399,296	279,949
Federal Grants	28,912	95,410	0	332,121	0	64,815	0
Services - Sales	205,779	14,642	315,000	5,498	315,000	44,326	240,000
Interest and Rents	1,935	96	0	0	200	0	0
Other Revenues	237	473	438,217	4,310	1,008,281	8,880	554,116
Transfers from Other Funds	419,317	566,129	0	195,226	0	0	100,384
TOTAL RESOURCES	<u>5,005,609</u>	<u>5,074,976</u>	<u>5,117,131</u>	<u>4,829,165</u>	<u>5,757,869</u>	<u>3,610,647</u>	<u>4,974,449</u>

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>4612 ENGINEERING ADMINISTRATION</u>							
Personnel Services	148,608	153,972	162,088	134,537	176,998	157,193	284,302
Operating Expenses	370	28,759	62,159	24,525	62,786	64,817	48,236
Capital Outlay	0	0	10,000	0	26,000	23,929	0
TOTALS	148,978	182,731	234,247	159,061	265,784	245,940	332,538
<u>4613 STREET RESURFACING</u>							
Personnel Services	35,049	0	0	0	0	0	0
Operating Expenses	3,836	8,685	98,500	0	114,000	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	38,885	8,685	98,500	0	114,000	0	0
<u>4614 STREETS PROJECT</u>							
Personnel Services	28,320	0	15,000	0	15,000	0	16,148
Operating Expenses	241,898	36,211	225,500	205,172	249,570	105,674	375,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	270,218	36,211	240,500	205,172	264,570	105,674	391,148
<u>4616 BRIDGE PROJECTS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	12,845	7,537	20,000	11,747	57,000	6,762	40,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	12,845	7,537	20,000	11,747	57,000	6,762	40,000
<u>4621 TRAFFIC ENGINEERING</u>							
Personnel Services	338,962	295,614	232,681	400,010	270,833	311,491	273,071
Operating Expenses	892,361	321,600	573,462	474,119	182,497	127,166	227,503
Capital Outlay	0	0	9,065	0	9,910	2,788	0
TOTALS	1,231,324	617,214	815,208	874,129	463,240	441,445	500,574
<u>4650 STREET ADMINISTRATION</u>							
Personnel Services	281,531	321,225	414,122	445,183	424,555	389,083	412,139
Operating Expenses	271,037	182,821	356,497	258,084	266,954	287,847	264,954
Capital Outlay	0	0	0	0	0	0	0
TOTALS	552,568	504,046	770,619	703,267	691,509	676,930	677,093

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>4651 ROUTINE MAINTENANCE</u>							
Personnel Services	755,383	493,696	819,231	482,128	750,996	512,673	957,302
Operating Expenses	616,425	1,555,173	511,976	803,631	1,288,104	903,848	825,313
Debt Service	0	0	52,140	0	0	0	0
Capital Outlay	0	0	187,045	8,099	158,160	97,716	0
Miscellaneous	0	0	0	0	0	0	12,355
TOTALS	1,371,808	2,048,869	1,570,392	1,293,858	2,197,260	1,514,237	1,794,970
<u>4654 BRIDGE MAINTENANCE</u>							
Personnel Services	14,684	7,522	35,235	6,045	37,649	14,401	35,865
Operating Expenses	96,180	98,345	127,199	104,934	119,147	137,994	150,447
Capital Outlay	0	0	0	0	0	0	0
TOTALS	110,864	105,868	162,434	110,978	156,796	152,396	186,312
<u>4655 WINTER MAINTENANCE</u>							
Personnel Services	246,587	278,362	275,878	283,074	304,825	207,983	155,185
Operating Expenses	155,641	172,449	243,569	77,927	221,262	109,578	201,322
Capital Outlay	0	0	0	0	0	0	0
TOTALS	402,228	450,811	519,447	361,001	526,087	317,561	356,507
<u>4690 STATE TRUNKLINE</u>							
Personnel Services	66,186	64,541	52,850	60,218	58,079	59,386	27,693
Operating Expenses	30,061	28,032	73,484	47,068	63,725	31,136	52,100
Capital Outlay	0	0	0	0	0	0	0
TOTALS	96,247	92,573	126,334	107,287	121,804	90,522	79,793
<u>4691 STATE ROUTINE MAINTENANCE</u>							
Personnel Services	32,816	32,706	4,000	19,416	2,000	15,402	2,153
Operating Expenses	15,051	50,192	28,650	18,673	24,850	17,944	30,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	47,868	82,898	32,650	38,089	26,850	33,346	32,153

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>4692 STATE WINTER MAINTENANCE</u>							
Personnel Services	36,131	46,095	40,735	43,186	78,679	48,934	76,364
Operating Expenses	0	284	7,777	0	3,304	0	11,370
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>36,131</u>	<u>46,379</u>	<u>48,512</u>	<u>43,186</u>	<u>81,983</u>	<u>48,934</u>	<u>87,734</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	39,100	0	0	0
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>39,100</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>9660 TRANSFERS OUT</u>							
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	205,449	139,981	439,088	16,036	790,986	521,381	495,627
TOTALS	<u>205,449</u>	<u>139,981</u>	<u>439,088</u>	<u>16,036</u>	<u>790,986</u>	<u>521,381</u>	<u>495,627</u>
TOTAL MAJOR STREETS							
Personnel Services	1,984,259	1,693,732	2,051,820	1,873,797	2,119,614	1,716,547	2,240,222
Operating Expenses	2,335,706	2,490,089	2,328,773	2,025,878	2,653,199	1,792,767	2,226,245
Debt Service	0	0	52,140	0	0	0	0
Capital Outlay	0	0	206,110	8,099	194,070	124,433	0
Miscellaneous	205,449	139,981	439,088	55,136	790,986	521,381	507,982
TOTAL EXPENDITURES	<u><u>4,319,965</u></u>	<u><u>4,183,821</u></u>	<u><u>4,638,843</u></u>	<u><u>3,907,774</u></u>	<u><u>5,757,869</u></u>	<u><u>4,155,129</u></u>	<u><u>4,974,449</u></u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
MAJOR STREETS							
Engineering Administration	2.25	2.00	2.00	2.00	2.70	2.70	2.40
Traffic Engineering	2.75	3.30	6.00	6.00	3.30	3.30	3.30
Street Administration	0.65	1.15	1.15	1.15	2.20	2.20	1.53
Routine Maintenance	11.40	11.45	10.00	10.00	13.50	13.50	11.50
Bridge Maintenance	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Winter Maintenance	4.50	4.00	4.00	4.00	2.00	2.00	1.75
State Truckline	0.85	0.85	0.85	0.85	0.35	0.35	0.35
State Routine Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
State Winter Maintenance	0.50	0.50	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	23.40	23.75	25.50	25.50	25.55	25.55	22.33

In the 2008 Approved Budget, an equivalent of 2.55 positions will be eliminated from the Major Streets Funds. In the Engineering Administration Division, 50% of the Survey Assistant will be added from the General Fund as well as 20% for the Administrative Professional. In addition, 50% of the Engineering Assistant III and 25% of the Engineering Assistant I will be eliminated. In Streets Administration, the Superintendent of Streets has been eliminated and reclassified to Superintendent of Right-of-Way. Major Streets - Streets Administration Division will incur 33% of the cost for this position. In the Routine Maintenance Division, an equivalent of two positions will be reclassified to the Sewer Fund's Catch Basin Division. In the Winter Maintenance Division 25% of a Heavy Equipment Operator will be reclassified to the Sewer Fund's Catch Basin Division.

**SPECIAL REVENUE FUND
LOCAL STREETS FUND (203)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE REVENUE SHARING	1,082,000	TRAFFIC ENGINEERING	240,927
SERVICES - SALES	20,000	STREET ADMINISTRATION	519,609
INTEREST AND RENTS	6,000	ROUTINE MAINTENANCE	605,373
OTHER REVENUES	3,000	WINTER MAINTENANCE	205,221
TRANSFERS IN	474,246	TRANSFERS OUT	14,116
TOTAL RESOURCES	<u>1,585,246</u>	TOTAL APPROPRIATIONS	<u>1,585,246</u>

FUND: 203 – Local Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4621 – Traffic Engineering

STRATEGIC NARRATIVE

Traffic Engineering is responsible for ensuring the public a safe and efficient transportation system by sound practice of fundamental traffic engineering principles and procedures. Approximately 100,000 vehicles each day pass through the city's 300 miles of interconnecting streets. People depend upon proper signs, pavement markings, barricading, traffic signals and other devices to control flow and relieve congestion. Traffic Engineering personnel maintain these devices and monitor the network for any changes that may disrupt traffic flow. Street classifications are divided into three categories and this budget is for maintaining traffic operations on 182 miles of local classified streets.

Many FY 2006-07 objectives were met. Sign requests were met in a timely manner. Typical sign repairs are completed within one to three workdays after notification. Intersection control sign repairs are immediately completed after notification.

FY 2007/2008 OBJECTIVES

- Respond to sign repairs for intersection controls on same day of notification.
- Complete studies for parking regulation changes within four weeks from request.
- Monitor for traffic changes at the 2,300 intersections within the City.
- Respond to sight obstruction complaints within one week of request.

FUND: 203 – Local Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4650 - Administration

STRATEGIC NARRATIVE

Administration provides the daily direction, planning, coordination and supervision for winter and routine maintenance and repair work on local streets in accordance with Michigan State Law (Act 51, Public Acts of 1951). In addition, this section is responsible for maintaining the accounting, billing and other records necessary for compliance with the law.

FY 2007/2008 OBJECTIVES

- To maintain safe and clean City streets by administering the filling of potholes, sweeping, crack sealing, minor patching, winter maintenance and forestry operations.
- To increase the durability of street surfaces and retard the deterioration of pavement on city streets.

FUND: 203 – Local Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4651 – Routine Maintenance

STRATEGIC NARRATIVE

This program provides street repairs and other routine maintenance services for the City's 182.2 miles of local streets. The Routine Maintenance program improves the durability of road surfaces, retards their deterioration and adds to a clean and safe community environment.

FY 2007/2008 OBJECTIVES

- To maintain basic street repair and maintenance for the City's local streets.
- To explore methods of improving the urban forest, where funding allows, to include trimming and replacement of trees.

FUND: 203 – Local Streets Fund
DEPARTMENT: Public Services
ACTIVITY: 4655 – Winter Maintenance

STRATEGIC NARRATIVE

The Winter Maintenance Program provides for all snow removal activities on City streets. The responsibilities of this program include plowing, sanding, salting, hauling snow, erecting snow fences and removing snow by hand at intersections and bridge walks as necessary.

FY 2006/2007 OBJECTIVES

- To maintain prompt snow removal and ice control on the City's local streets.

**SPECIAL REVENUE FUND
LOCAL STREETS FUND (203)
REVENUE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
State Revenue Sharing	1,097,476	1,061,083	1,109,454	1,048,204	1,109,506	865,597	1,082,000
Service - Sales	21,616	0	20,000	0	20,000	0	20,000
Interest and Rents	5,047	4,733	7,000	63	7,000	1,325	6,000
Other Revenues	2,879	5	3,000	5,781	3,000	6,086	3,000
Transfers from Other Funds	287,536	123,944	423,052	828,467	769,605	500,000	474,246
TOTAL RESOURCES	<u>1,414,554</u>	<u>1,189,766</u>	<u>1,562,506</u>	<u>1,882,515</u>	<u>1,909,111</u>	<u>1,373,009</u>	<u>1,585,246</u>

**SPECIAL REVENUE FUND
LOCAL STREETS (203)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>4621 TRAFFIC ENGINEERING</u>							
Personnel Services	71,783	46,673	29,020	39,856	31,035	32,946	27,956
Operating Expenses	87,588	129,249	149,864	144,355	220,176	199,903	212,971
Capital Outlay	0	0	0	0	3,910	2,788	0
TOTALS	159,371	175,922	178,884	184,210	255,121	235,637	240,927
<u>4650 STREET ADMINISTRATION</u>							
Personnel Services	245,034	250,779	356,504	313,456	346,397	275,801	393,403
Operating Expenses	98,067	113,413	128,897	120,887	126,606	129,947	126,206
Capital Outlay	0	0	0	0	0	0	0
TOTALS	343,102	364,192	485,401	434,343	473,003	405,749	519,609
<u>4651 ROUTINE MAINTENANCE</u>							
Personnel Services	449,822	350,332	355,584	350,938	469,915	417,383	373,570
Operating Expenses	196,143	78,272	384,488	78,362	470,224	501,967	231,803
Capital Outlay	0	0	0	0	0	0	0
TOTALS	645,965	428,604	740,072	429,299	940,139	919,350	605,373
<u>4655 WINTER MAINTENANCE</u>							
Personnel Services	93,979	114,534	69,160	168,050	78,190	185,816	61,894
Operating Expenses	165,091	82,724	128,386	25,598	153,077	72,518	143,327
Capital Outlay	0	0	0	0	0	0	0
TOTALS	259,070	197,258	197,546	193,648	231,267	258,334	205,221
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
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	7,058	10,587	10,587	10,587	14,116	14,116	14,116
TOTALS	7,058	10,587	10,587	10,587	14,116	14,116	14,116

**SPECIAL REVENUE FUND
LOCAL STREETS (203)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
TOTAL LOCAL STREETS							
Personnel Services	860,618	762,318	810,268	872,300	925,537	911,946	856,823
Operating Expenses	546,889	403,658	791,635	369,201	970,083	904,335	714,307
Capital Outlay	0	0	0	0	3,910	2,788	0
Miscellaneous	7,058	10,587	10,587	10,587	14,116	14,116	14,116
TOTAL EXPENDITURES	<u>1,414,565</u>	<u>1,176,563</u>	<u>1,612,490</u>	<u>1,252,088</u>	<u>1,913,646</u>	<u>1,833,186</u>	<u>1,585,246</u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
LOCAL STREETS							
Traffic Engineering	0.50	0.40	0.40	0.40	0.40	0.40	0.40
Administration	1.15	1.15	1.15	1.15	0.60	0.60	0.93
Routine Maintenance	6.94	6.05	7.30	7.30	6.00	6.00	4.75
Winter Maintenance	<u>1.50</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.75</u>
TOTAL POSITIONS	10.09	8.60	9.85	9.85	8.00	8.00	6.83

The 2008 Approved Budget eliminates approximately 1.50 positions. These positions were moved to the Sewer Fund's Catch Basin Division. In the Administration Division, 33% of the Superintendent of Right-of Way has been added.

**SPECIAL REVENUE FUND
PUBLIC SAFETY FUND (205)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	3,745,636	POLICE PATROL	1,903,798
TRANSFERS IN	249,284	POLICE INVESTIGATION	431,732
		FIRE SUPPRESSION	1,561,688
		FIRE PREVENTION	97,702
TOTAL RESOURCES	<u>3,994,920</u>	TOTAL APPROPRIATIONS	<u>3,994,920</u>

**SPECIAL REVENUE FUND
PUBLIC SAFETY FUND (205)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	0	0	0	0	3,631,360	3,623,078	3,745,636
Transfers from Other Funds	0	0	0	0	0	0	249,284
TOTAL RESOURCE	0	0	0	0	3,631,360	3,623,078	3,994,920

EXPENDITURE ANALYSIS SUMMARY

3011 POLICE PATROL

Personnel Services	0	0	0	0	1,822,261	2,126,149	1,903,798
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	1,822,261	2,126,149	1,903,798

3013 POLICE INVESTIGATION

Personnel Services	0	0	0	0	363,228	418,653	431,732
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	363,228	418,653	431,732

3751 FIRE SUPPRESSION

Personnel Services	0	0	0	0	1,379,051	1,530,806	1,561,688
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	1,379,051	1,530,806	1,561,688

3753 FIRE PREVENTION

Personnel Services	0	0	0	0	175,000	89,142	97,702
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	175,000	89,142	97,702

**SPECIAL REVENUE FUND
PUBLIC SAFETY FUND (205)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	241,820	0	0
TOTALS	0	0	0	0	241,820	0	0
TOTAL PUBLIC SERVICE FUND							
Personnel Services	0	0	0	0	3,739,540	4,164,750	3,994,920
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	241,820	0	0
TOTAL EXPENDITURES	0	0	0	0	3,981,360	4,164,750	3,994,920

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
PUBLIC SAFETY FUND							
Police Patrol	0.00	0.00	0.00	0.00	28.00	26.00	26.00
Police Investigation	0.00	0.00	0.00	0.00	3.00	5.00	5.00
Fire Suppression	0.00	0.00	0.00	0.00	20.00	19.00	19.00
Fire Prevention	0.00	0.00	0.00	0.00	0.00	1.00	1.00
TOTAL POSITIONS	0.00	0.00	0.00	0.00	51.00	51.00	51.00

In the 2008 Approved Budget, the personnel complement will remain the same.

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	2,077,271	ADMINISTRATION	538,131
CHARGE FOR SERVICES	1,486,390	RUBBISH COLLECTIONS	1,981,378
SERVICES - SALES	2,500	ENVIRONMENTAL IMPROVE.	267,980
INTEREST AND RENTS	21,500	SANITARY LANDFILL	566,144
OTHER REVENUES	287,716	BRUSH COLLECTIONS	125,110
		RECYCLING	80,500
		COMPOSTING	307,130
		TRANSFERS OUT	9,004
TOTAL RESOURCES	<u><u>3,875,377</u></u>	TOTAL APPROPRIATIONS	<u><u>3,875,377</u></u>

FUND: 226 – Rubbish Collection Fund
DEPARTMENT: Public Services
ACTIVITY: 4582 – Rubbish Collection

STRATEGIC NARRATIVE

The Rubbish Collection program promotes healthy neighborhood environments through weekly residential rubbish collection throughout the City. On July 1, 2004 the City contracted with the Mid-Michigan Waste Authority to collect and process the City's residential rubbish.

FY 2007/2008 OBJECTIVES

- To service all City residents with weekly rubbish collections.
- To inform City residents of rubbish rules and regulations thereby reducing environmental complaints.

FUND: 226 – Rubbish Collection Fund
DEPARTMENT: Public Services
ACTIVITY: 4583 – Environmental Improvement

STRATEGIC NARRATIVE

The function of the Environmental Improvement program is to investigate and seek resolution to complaints regarding trash and debris in interior yards, junk or inoperable vehicles and other nuisance complaints.

FY 2007/2008 OBJECTIVES

- To investigate and seek resolution to complaints filed under the General Code regarding trash, debris and inoperable vehicles.

FUND: 226 – Rubbish Collection Fund
DEPARTMENT: Public Services
ACTIVITY: 4584 – Sanitary Landfill

STRATEGIC NARRATIVE

The Sanitary Landfill program provides for the disposal of rubbish in accordance with public health standards at privately owned certified landfills.

Residential rubbish is now disposed of at two private landfills within Saginaw County. The City entered into a contract with the Mid-Michigan Waste Authority to control rising landfill costs.

FY 2007/2008 OBJECTIVES

- To increase the number of loads diverted from landfills through recycling and yard waste diversion.

FUND: 226 – Rubbish Collection Fund
DEPARTMENT: Public Services
ACTIVITY: 4585 – Brush Collection

STRATEGIC NARRATIVE

This program will provide for seasonal citywide curbside collection of non-commercially cut brush. Brush is collected on each resident's normal rubbish collection day. The City will provide the human resources and equipment to operate the brush collection service.

FY 2007/2008 OBJECTIVES

- To provide and maintain a seasonal brush collection service to all residents. The seasonal brush collection period will be from April through November each year. The seasonal program will provide for monthly citywide curbside collection of non-commercially cut brush.

FUND: 226 – Rubbish Collection Fund
DEPARTMENT: Public Services
ACTIVITY: 4586 - Recycling

STRATEGIC NARRATIVE

Rubbish Recycling provides weekly curbside collection and recycling of household recyclable waste. During fiscal year 1994, the City contracted recycling processing with the Mid-Michigan Waste Authority. The Authority has a ten year contract with Resource Recovery Systems to process recyclables.

The recycling collection service was eliminated in the 2003/2004 fiscal year. On July 1, 2004 the City contracted the collection of recyclable household waste with the Mid-Michigan Waste Authority but implementation of the recycling program was delayed.

FY 2007/2008 OBJECTIVES

- To increase household participation in curbside recycling through community education, awareness and weekly collection program.
- As currently budgeted, it will be difficult to provide curbside recycling to the entire City of Saginaw in this fiscal year.

FUND: 226 – Rubbish Collection Fund
DEPARTMENT: Public Services
ACTIVITY: 4587 - Composting

STRATEGIC NARRATIVE

Yard Waste Composting provides for the collection and composting of yard waste collected from City residents, in compliance with the state requirement to divert all yard waste from landfills. The City has a contract with the Mid-Michigan Waste Authority to process yard waste for the authority. The composting site will produce over 20,000 cubic yards of compost annually.

FY 2007/2008 OBJECTIVES

- To comply with State requirement to divert all yard waste from landfills.
- To provide collection and composting of yard waste, wood chips and leaves collected from City residents.
- To provide delivery service of compost to City residents.
- To provide composting service, under contract to the Mid-Michigan Waste Authority, to the metropolitan area.

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
REVENUE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
Property Taxes	1,962,460	2,011,509	2,110,550	2,036,825	2,075,490	2,331,370	2,077,271
Charge for Services	1,430,661	1,475,035	1,455,000	1,446,714	1,460,000	1,492,735	1,486,390
Services - Sales	20,072	22,375	68,300	2,180	9,300	0	2,500
Interest and Rents	26,327	21,115	18,500	5,257	26,500	23,058	21,500
Other Revenues	85,513	84,310	370,921	(29,054)	100,000	(41,696)	287,716
Transfers to Other Funds	511,999	2,328	9,948	30,703	0	0	0
TOTAL RESOURCE	<u>4,037,032</u>	<u>3,616,672</u>	<u>4,033,219</u>	<u>3,492,625</u>	<u>3,671,290</u>	<u>3,805,467</u>	<u>3,875,377</u>

FUND: 226 – Rubbish Collection Fund
DEPARTMENT: Public Services
ACTIVITY: 4581 – Rubbish Administration

STRATEGIC NARRATIVE

Rubbish Administration provides the daily direction, planning, coordination, and supervision of solid waste collection and disposal. In addition, this section is responsible for maintaining the accounting, billing, and other records for the various Rubbish Fund activities.

EY 2007/2008 OBJECTIVES

- To maintain weekly rubbish and yard waste pick-up and disposal.
- Look at alternate methods of providing service given the level of funding available

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
<u>4581 RUBBISH COLLECTIONS - ADMINISTRATION</u>							
Personnel Services	163,503	157,307	201,019	205,963	204,762	140,789	128,962
Operating Expenses	395,984	358,947	401,811	460,159	410,819	418,575	409,169
Capital Outlay	0	0	0	0	0	0	0
TOTALS	559,487	516,254	602,830	666,122	615,581	559,364	538,131
<u>4582 RUBBISH COLLECTIONS</u>							
Personnel Services	686,742	129,213	54,540	74,942	56,900	109,105	139,397
Operating Expenses	986,225	1,507,403	1,323,761	1,391,017	1,501,091	1,476,817	1,825,187
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	18,472	16,793	16,794	0	16,794	16,793	16,794
TOTALS	1,691,439	1,653,409	1,395,095	1,465,959	1,574,785	1,602,715	1,981,378
<u>4583 ENVIRONMENTAL IMPROVEMENT</u>							
Personnel Services	87,711	81,407	105,798	115,467	88,955	26,327	92,983
Operating Expenses	60,893	150,317	258,804	128,198	168,921	109,419	174,997
Capital Outlay	0	0	4,512	300	1,180	141	0
TOTALS	148,604	231,724	369,114	243,965	259,056	135,887	267,980
<u>4584 SANITARY LANDFILL</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	514,597	509,654	557,393	404,987	604,450	421,669	566,144
Capital Outlay	0	0	0	0	0	0	0
TOTALS	514,597	509,654	557,393	404,987	604,450	421,669	566,144
<u>4585 BRUSH COLLECTIONS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	117,537	0	96,120	4,999	111,400
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	12,450	0	13,710	0	13,710
TOTALS	0	0	129,987	0	109,830	4,999	125,110

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
<u>4586 RECYCLING</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	58,586	55,432	309,000	152,966	175,500	62,521	80,500
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>58,586</u>	<u>55,432</u>	<u>309,000</u>	<u>152,966</u>	<u>175,500</u>	<u>62,521</u>	<u>80,500</u>
<u>4587 COMPOSTING</u>							
Personnel Services	195,723	202,301	177,378	258,011	206,110	242,730	177,061
Operating Expenses	39,150	42,458	462,991	48,684	74,580	49,387	99,900
Capital Outlay	0	0	7,050	0	26,000	26,000	30,169
TOTALS	<u>234,873</u>	<u>244,759</u>	<u>647,419</u>	<u>306,695</u>	<u>306,690</u>	<u>318,117</u>	<u>307,130</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
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	15,627	0	16,394	0	0
TOTALS	<u>0</u>	<u>0</u>	<u>15,627</u>	<u>0</u>	<u>16,394</u>	<u>0</u>	<u>0</u>
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
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	4,502	6,753	6,753	6,753	9,004	9,004	9,004
TOTALS	<u>4,502</u>	<u>6,753</u>	<u>6,753</u>	<u>6,753</u>	<u>9,004</u>	<u>9,004</u>	<u>9,004</u>
TOTAL RUBBISH COLLECTIONS							
Personnel Services	1,133,678	570,228	538,735	654,383	556,727	518,952	538,403
Operating Expenses	2,055,435	2,624,211	3,431,297	2,586,011	3,031,481	2,543,386	3,267,297
Capital Outlay	0	0	11,562	300	27,180	26,141	30,169
Miscellaneous	22,974	23,546	51,624	6,753	55,902	25,797	39,508
TOTAL EXPENDITURES	<u><u>3,212,087</u></u>	<u><u>3,217,985</u></u>	<u><u>4,033,218</u></u>	<u><u>3,247,447</u></u>	<u><u>3,671,290</u></u>	<u><u>3,114,276</u></u>	<u><u>3,875,377</u></u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
RUBBISH COLLECTION							
Rubbish Administration	1.45	1.70	1.70	1.70	1.50	1.50	0.89
Rubbish Collection	13.00	0.50	0.50	0.50	1.00	1.00	1.00
Environmental Improvement	1.00	1.00	1.00	1.00	0.00	0.00	1.00
Composting	2.00	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS	17.45	5.20	5.20	5.20	4.50	4.50	4.89

The 2008 Approved Budget increases approximately .61% in the Rubbish Administration Division. This is due to the reallocation of 34% of the Superintendent of Right-of-Way, and is offset by approximately 20% of an Administrative Professional that was included in the approved budget, whereas in 2008, 25% will be allocated. Likewise, in 2007, the Environmental Support Specialist was allocated to the Rubbish Administration Division. In 2008, this position will accurately be reflected in the Environmental Improvement Division.

**SPECIAL REVENUE FUND
ANDERSEN ENRICHMENT CENTER (236)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	77,800	ANDERSEN ENRICHMENT CENTER	133,784
INTEREST	50,175	ENRICHMENT COMMISSION	77,800
OTHER REVENUES	83,609		
TOTAL RESOURCES	<u>211,584</u>	TOTAL APPROPRIATIONS	<u>211,584</u>

FUND: 236 – Andersen Enrichment Center Operation Fund
DEPARTMENT: Public Services
ACTIVITY: 7540 – Andersen Enrichment Center

STRATEGIC NARRATIVE

This account provides for the operation and maintenance of the 5,600 square foot Andersen Enrichment Center. Facilities include 3,361square feet of rental/activity space and 528 square feet of office space for Saginaw Community Enrichment Commission personnel, City staff, and both interior and exterior restrooms.

The Center was developed in 1993 with the assistance of the Enrichment Commission and is managed by a part-time manager and director. The manager and director are responsible for fund raising, marketing, scheduling activities, collecting fees, managing finances, and supervising staff, as well as the day to day operations of the Center. The Enrichment Commission maintains an office and part-time staff in the Center and provides cultural programs and services to the community at the Center.

The objective of this program is to provide the services necessary to promote and operate the Center for activities, events and programs that enrich the quality of cultural life in Saginaw. Through FY 2007/2008, the staff will continue to refine marketing and management strategies to maximize the use of these facilities in keeping with the mission.

FY 2007/2008 OBJECTIVES

- To continue marketing the Center for use by the community.
- To provide diverse cultural programs for the community.

FUND: 236 – Andersen Enrichment Center Operation Fund
DEPARTMENT: Public Services
ACTIVITY: 7541 – Enrichment Commission

STRATEGIC NARRATIVE

This account provides for the operation and services of the Saginaw Community Enrichment Commission, whose purpose is to enhance the livability of Saginaw residents by initiating and preserving the arts and culture of our community. To that end, the Commission provides the following services, projects and programs: All Area Arts Awards, Art Hotline, Artifacts monthly arts and entertainment newsletter, Artists Series Art Exhibits, Black History Month Art Exhibition and Awards Ceremony, Hispanic Heritage Month Art Exhibition and Awards Ceremony, an annual visiting artist residency which send artists and musicians into Saginaw schools for two weeks each year, Hollyday Fair, Gift Gallery, and an annual art fair.

A part-time Director handles all fund-raising, marketing, and scheduling of activities. He/she also manages finances and supervises the staff of the Andersen Enrichment Center. The Commission raises over \$50,000 each year to cover its expenses. Income comes from corporations such as Dow Corning, Citizens Bank and Target, and from grants from the Michigan Council for Arts and Cultural Affairs, from admissions to events and from membership dues.

FY 2007/2008 OBJECTIVES

- To continue to provide services to the Saginaw community.
- To provide diverse cultural programs for the Saginaw community.

**SPECIAL REVENUE FUND
ANDERSEN ENRICHMENT CENTER (236)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	0	0	89,913	0	77,800	2,575	77,800
Interest and Rents	52,801	50,451	50,000	56,924	50,000	61,973	50,175
Other Revenues	65,746	117,187	25,000	21,167	25,000	99,925	83,609
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	<u>118,547</u>	<u>167,638</u>	<u>164,913</u>	<u>78,091</u>	<u>152,800</u>	<u>164,473</u>	<u>211,584</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>7540 ANDERSEN ENRICHMENT CENTER</u>							
Personnel Services	44,004	43,871	47,394	45,219	48,644	48,584	97,491
Operating Expenses	37,202	38,749	23,044	42,800	26,356	39,035	36,293
Capital Outlay	0	0	0	950	0	1,852	0
TOTALS	<u>81,206</u>	<u>82,620</u>	<u>70,438</u>	<u>88,969</u>	<u>75,000</u>	<u>89,471</u>	<u>133,784</u>
<u>7541 ENRICHMENT COMMISSION</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	83,055	77,852	94,475	0	77,800	76,928	77,800
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>83,055</u>	<u>77,852</u>	<u>94,475</u>	<u>0</u>	<u>77,800</u>	<u>76,928</u>	<u>77,800</u>
TOTAL ANDERSEN ENRICHMENT CENTER							
Personnel Services	44,004	43,871	47,394	45,219	48,644	48,584	97,491
Operating Expenses	120,257	116,601	117,519	42,800	104,156	115,963	114,093
Capital Outlay	0	0	0	950	0	1,852	0
TOTAL EXPENDITURES	<u>164,261</u>	<u>160,472</u>	<u>164,913</u>	<u>88,969</u>	<u>152,800</u>	<u>166,399</u>	<u>211,584</u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
ANDERSEN ENRICHMENT CENTER							
Andersen Enrichment Center	1.60	2.00	2.00	2.00	3.00	3.00	5.00
TOTAL POSITIONS	1.60	2.00	2.00	2.00	3.00	3.00	5.00

The 2008 Approved Budget added two part-time positions - a Communication/Building Director and a Marketing Director.

**SPECIAL REVENUE FUND
GM TOWER PROJECTS (238)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	5,000	GM TOWER PROJECTS	51,250
OTHER REVENUES	46,250		
TOTAL RESOURCES	<u>51,250</u>	TOTAL APPROPRIATIONS	<u>51,250</u>

**SPECIAL REVENUE FUND
GM TOWER PROJECTS (238)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	128,455	0	0	0	0	0	0
Interest and Rents	0	12,673	0	20,926	0	24,608	5,000
Other Revenue	0	0	150,000	0	0	0	46,250
TOTAL RESOURCES	128,455	12,673	150,000	20,926	0	24,608	51,250

EXPENDITURE ANALYSIS SUMMARY							
<u>6595 GM TOWER PROJECTS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	372	1,688	150,000	77,441	0	0	51,250
Capital Outlay	0	0	0	0	0	0	0
TOTALS	372	1,688	150,000	77,441	0	0	51,250
TOTAL GM TOWER PROJECTS							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	372	1,688	150,000	77,441	0	0	51,250
Capital Outlay	0	0	0	0	0	0	0
TOTAL EXPENDITURES	372	1,688	150,000	77,441	0	0	51,250

**SPECIAL REVENUE FUND
BOAT LAUNCH OPERATIONS (239)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	27,000	INCREASE IN FUND EQUITY	35,950
OTHER REVENUES	8,950		
TOTAL RESOURCES	<u>35,950</u>	TOTAL APPROPRIATIONS	<u>35,950</u>

FUND: 239 – Boat Launch Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 7546 – Boat Launch Operation

STRATEGIC NARRATIVE

This account provides for the operation, maintenance, and improvement of facilities located at the Rust Avenue Boat Launch.

Rising fuel cost and stagnate employment market has contributed to a significant decline in local boating activities during the FY 2006/2007. These same conditions are expected to have a similar influence through the remainder of the 2007/2008 fiscal years. This trend is reflected throughout the county and state river systems.

FY 2007/2008 OBJECTIVES

Continue to provide boating access to the river system and promote the waterways as a recreational resource for the City of Saginaw and surrounding communities.

Install handicap accessible floating docks and promote river front activities.

Advertise and promote the use of the boat launch's extensive RV parking for fisherman.

**SPECIAL REVENUE FUND
BOAT LAUNCH OPERATIONS (239)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	15,511	19,274	15,000	26,639	18,000	23,132	27,000
Interest and Rents	67	0	0	0	0	0	0
Other Revenue	0	0	9,010	0	8,602	0	8,950
TOTAL RESOURCES	<u>15,578</u>	<u>19,274</u>	<u>24,010</u>	<u>26,639</u>	<u>26,602</u>	<u>23,132</u>	<u>35,950</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	206	303	0	0	0	156	0
Operating Expenses	19,022	24,366	24,010	24,170	26,602	24,780	30,950
Capital Outlay	0	0	0	1,118	0	0	5,000
TOTALS	<u>19,228</u>	<u>24,669</u>	<u>24,010</u>	<u>25,288</u>	<u>26,602</u>	<u>24,936</u>	<u>35,950</u>
TOTAL BOAT LAUNCH OPERATION							
Personnel Services	206	303	0	0	0	156	0
Operating Expenses	19,022	24,366	24,010	24,170	26,602	24,780	30,950
Capital Outlay	0	0	0	1,118	0	0	5,000
TOTAL EXPENDITURES	<u>19,228</u>	<u>24,669</u>	<u>24,010</u>	<u>25,288</u>	<u>26,602</u>	<u>24,936</u>	<u>35,950</u>

**SPECIAL REVENUE FUND
COMMERCE CENTER DDA (242)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	28,583	COMPONENT UNIT	30,000
OTHER REVENUES	1,417		
TOTAL RESOURCES	<u>30,000</u>	TOTAL APPROPRIATIONS	<u>30,000</u>

**SPECIAL REVENUE FUND
 COMMERCE CENTER DDA (242)
 2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	14,561	27,113	14,214	29,193	29,229	29,401	28,583
Other Revenue	0	0	0	0	0	0	1,417
TOTAL RESOURCES	14,561	27,113	14,214	29,193	29,229	29,401	30,000

EXPENDITURE ANALYSIS SUMMARY							
<u>1775 COMPONENT UNIT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	23,834	22,400	14,214	3,072	29,229	6,077	30,000
TOTALS	23,834	22,400	14,214	3,072	29,229	6,077	30,000
TOTAL COMMERCE CENTER DDA							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	23,834	22,400	14,214	3,072	29,229	6,077	30,000
TOTAL EXPENDITURES	23,834	22,400	14,214	3,072	29,229	6,077	30,000

**SPECIAL REVENUE FUND
DOWNTOWN DEVELOPMENT AUTHORITY (243)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	15,759	COMPONENT UNIT	90,050
OTHER REVENUES	2,500	INCREASE IN FUND EQUITY	68,209
SALE OF REAL PROPERTY	50,000		
TRANSFERS IN	90,000		
TOTAL RESOURCES	<u>158,259</u>	TOTAL APPROPRIATIONS	<u>158,259</u>

FUND: 243 – Downtown Development Authority Fund
DEPARTMENT: Department of Development
ACTIVITY: 1775 – Tax Increment Payments

STRATEGIC NARRATIVE

The three DDA Tax Increment Finance (TIF) districts will continue to capture revenue until the project agreement expires or the development plan expires.

FY 2007/2008 OBJECTIVES

- Continue efforts outlined in the DDA’s strategic development plan and Tax Increment Financing plans to redevelop the DDA district.

**SPECIAL REVENUE FUND
DOWNTOWN DEVELOPMENT AUTHORITY (243)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Propety Taxes	32,140	14,788	20,869	10,684	16,490	15,481	15,759
Interest and Rents	(8,007)	4,536	0	3,922	7,000	2,457	2,500
Sale of Real Property	155,282	81,250	0	122,348	0	1,500	50,000
Other Revenues	25,000	11,695	19,032	0	75,000	0	0
Transfers from Other Funds	0	0	0	0	0	0	90,000
TOTAL RESOURCES	<u>204,415</u>	<u>112,269</u>	<u>39,901</u>	<u>136,954</u>	<u>98,490</u>	<u>19,438</u>	<u>158,259</u>

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	65	0
Operating Expenses	135,357	82,884	39,901	34,773	0	8,440	90,050
Capital Outlay	0	0	0	0	75,000	33,182	0
Miscellaneous	4,144	3,911	0	25,355	23,490	26,179	0
TOTALS	<u>139,501</u>	<u>86,795</u>	<u>39,901</u>	<u>60,128</u>	<u>98,490</u>	<u>67,866</u>	<u>90,050</u>

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	23,834	22,400	14,214	3,072	29,229	0	68,209
TOTALS	<u>23,834</u>	<u>22,400</u>	<u>14,214</u>	<u>3,072</u>	<u>29,229</u>	<u>0</u>	<u>68,209</u>

TOTAL DOWNTOWN DEVELOPMENT AUTHORITY

Personnel Services	0	0	0	0	0	65	0
Operating Expenses	135,357	82,884	39,901	34,773	0	8,440	90,050
Capital Outlay	0	0	0	0	75,000	33,182	0
Miscellaneous	27,978	26,311	14,214	28,427	52,719	26,179	68,209
TOTAL EXPENDITURES	<u>163,335</u>	<u>109,195</u>	<u>54,115</u>	<u>63,200</u>	<u>127,719</u>	<u>67,866</u>	<u>158,259</u>

**SPECIAL REVENUE FUND
ECONOMIC DEVELOPMENT (244)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE GRANTS	145,000	ECONOMIC DEVELOPMENT	345,000
FEDERAL GRANTS	200,000		
TOTAL RESOURCES	<u>345,000</u>	TOTAL APPROPRIATIONS	<u>345,000</u>

FUND: 244 – Economic Development Fund
DEPARTMENT: Department of Development
ACTIVITY: 6064 – Health & Welfare

STRATEGIC NARRATIVE

This fund was established to provide funds to be used as local match for federal and state grants for economic and community development projects. These funds include proceeds from a loan that was paid off when the Morley Building was sold, grants from external sources, and transfers from General Fund.

**SPECIAL REVENUE FUND
ECONOMIC DEVELOPMENT (244)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	0	300,274	0	99,703	260,000	97,264	145,000
Federal Grants	0	0	0	0	400,000	104,226	200,000
Charge for Services	0	0	0	0	0	0	0
Interest and Revenue	554	0	0	0	0	0	0
Other Revenues	0	0	0	2,500	0	0	0
Transfers from Other Funds	0	110,390	0	0	0	0	0
TOTAL RESOURCES	554	410,664	0	102,203	660,000	201,490	345,000

EXPENDITURE ANALYSIS SUMMARY							
<u>6064 ECONOMIC DEVELOPMENT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	311,721	0	129,417	660,000	227,432	345,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	100,000	0	50,339	0	18,082	0
TOTALS	0	411,721	0	179,756	660,000	245,514	345,000
TOTAL ECONOMIC DEVELOPMENT							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	311,721	0	129,417	660,000	227,432	345,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	100,000	0	50,339	0	18,082	0
TOTAL EXPENDITURES	0	411,721	0	179,756	660,000	245,514	345,000

**SPECIAL REVENUE FUND
BROWNFIELD AUTHORITY SRRF (245)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	29,054	COMPONENT UNIT	29,455
OTHER REVENUES	401		
TOTAL RESOURCES	<u>29,455</u>	TOTAL APPROPRIATIONS	<u>29,455</u>

**SPECIAL REVENUE FUND
BROWNFIELD AUTHORITY SRRF (245)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	22,207	17,543	30,525	27,948	29,455	32,698	29,054
Federal Grants	38,231	11,319	0	68,061	0	676	0
Interest and Rents	107	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	401
Transfers from Other Funds	0	12,128	0	0	0	0	0
TOTAL RESOURCES	<u>60,545</u>	<u>40,990</u>	<u>30,525</u>	<u>96,009</u>	<u>29,455</u>	<u>33,374</u>	<u>29,455</u>

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Operating Expenses	38,231	23,448	0	68,061	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	1,464	5,013	30,525	0	29,455	9,014	29,455
TOTALS	<u>39,695</u>	<u>28,461</u>	<u>30,525</u>	<u>68,061</u>	<u>29,455</u>	<u>9,014</u>	<u>29,455</u>

TOTAL BROWNFIELD AUTHORITY SRRF

Operating Expenses	38,231	23,448	0	68,061	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	1,464	5,013	30,525	0	29,455	9,014	29,455
TOTAL EXPENDITURES	<u>39,695</u>	<u>28,461</u>	<u>30,525</u>	<u>68,061</u>	<u>29,455</u>	<u>9,014</u>	<u>29,455</u>

**SPECIAL REVENUE FUND
BAKER PERKINS LDFA (250)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	23,868	COMPONENT UNIT	23,868
TOTAL RESOURCES	<u>23,868</u>	TOTAL APPROPRIATIONS	<u>23,868</u>

**SPECIAL REVENUE FUND
BAKER PERKINS LDFA (250)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	38,424	33,779	38,351	48,784	37,952	49,106	23,868
Interest and Rents	1,196	0	0	0	0	0	0
TOTAL RESOURCES	<u>39,620</u>	<u>33,779</u>	<u>38,351</u>	<u>48,784</u>	<u>37,952</u>	<u>49,106</u>	<u>23,868</u>

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	3,270	0	908	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	38,351	447,406	37,952	0	23,868
TOTALS	<u>0</u>	<u>0</u>	<u>38,351</u>	<u>450,676</u>	<u>37,952</u>	<u>908</u>	<u>23,868</u>

TOTAL BAKER PERKINS LDFA

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	3,270	0	908	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	38,351	447,406	37,952	0	23,868
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>38,351</u>	<u>450,676</u>	<u>37,952</u>	<u>908</u>	<u>23,868</u>

**SPECIAL REVENUE FUND
SILS ISLAND DDA (251)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	2,940	COMPONENT UNIT	3,078
OTHER REVENUES	138		
TOTAL RESOURCES	<u><u>3,078</u></u>	TOTAL APPROPRIATIONS	<u><u>3,078</u></u>

**SPECIAL REVENUE FUND
SILS ISLAND DDA (251)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	2,505	2,349	2,875	2,844	3,078	3,381	2,940
Interest and Rents	26	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	138
TOTAL RESOURCES	<u><u>2,531</u></u>	<u><u>2,349</u></u>	<u><u>2,875</u></u>	<u><u>2,844</u></u>	<u><u>3,078</u></u>	<u><u>3,381</u></u>	<u><u>3,078</u></u>

EXPENDITURE ANALYSIS SUMMARY							
<u>1775 COMPONENT UNIT</u>							
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	2,875	0	3,078	0	3,078
TOTALS	<u>0</u>	<u>0</u>	<u>2,875</u>	<u>0</u>	<u>3,078</u>	<u>0</u>	<u>3,078</u>
TOTAL SILS ISLAND DDA							
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	2,875	0	3,078	0	3,078
TOTAL EXPENDITURES	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>2,875</u></u>	<u><u>0</u></u>	<u><u>3,078</u></u>	<u><u>0</u></u>	<u><u>3,078</u></u>

**SPECIAL REVENUE FUND
SAGINAW TOOL & DIE LDFA (255)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	28,659	COMPONENT UNIT	32,061
OTHER REVENUES	3,402		
TOTAL RESOURCES	<u>32,061</u>	TOTAL APPROPRIATIONS	<u>32,061</u>

**SPECIAL REVENUE FUND
SAGINAW TOOL & DIE LDFA (255)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	46,722	43,653	26,976	26,834	32,061	52,199	28,659
Interest and Rents	27	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	3,402
TOTAL RESOURCES	<u>46,749</u>	<u>43,653</u>	<u>26,976</u>	<u>26,834</u>	<u>32,061</u>	<u>52,199</u>	<u>32,061</u>

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

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	60,983	67,890	26,976	0	32,061	22,071	32,061
TOTALS	<u>60,983</u>	<u>67,890</u>	<u>26,976</u>	<u>0</u>	<u>32,061</u>	<u>22,071</u>	<u>32,061</u>

TOTAL SAGINAW TOOL & DIE LDFA

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	60,983	67,890	26,976	0	32,061	22,071	32,061
TOTAL EXPENDITURES	<u>60,983</u>	<u>67,890</u>	<u>26,976</u>	<u>0</u>	<u>32,061</u>	<u>22,071</u>	<u>32,061</u>

**SPECIAL REVENUE FUND
 SEXTON LDFA (256)
 RESOURCE ALLOCATION
 2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	22,262	COMPONENT UNIT	23,548
OTHER REVENUES	1,286		
TOTAL RESOURCES	<u>23,548</u>	TOTAL APPROPRIATIONS	<u>23,548</u>

**SPECIAL REVENUE FUND
SEXTON LDFA (256)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	29,749	24,382	29,278	28,979	23,548	32,906	22,262
Interest and Rents	770	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	1,286
TOTAL RESOURCES	<u>30,519</u>	<u>24,382</u>	<u>29,278</u>	<u>28,979</u>	<u>23,548</u>	<u>32,906</u>	<u>23,548</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>1775 COMPONENT UNIT</u>							
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	29,278	0	23,548	0	23,548
TOTALS	<u>0</u>	<u>0</u>	<u>29,278</u>	<u>0</u>	<u>23,548</u>	<u>0</u>	<u>23,548</u>
TOTAL SEXTON LDFA							
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	29,278	0	23,548	0	23,548
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>29,278</u>	<u>0</u>	<u>23,548</u>	<u>0</u>	<u>23,548</u>

**SPECIAL REVENUE FUND
THOMSON LDFA (257)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	140,374	COMPONENT UNIT	176,988
INTEREST	15,000		
OTHER REVENUES	21,614		
TOTAL RESOURCES	<u><u>176,988</u></u>	TOTAL APPROPRIATIONS	<u><u>176,988</u></u>

**SPECIAL REVENUE FUND
THOMSON LDFA (257)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	172,282	141,707	189,712	141,719	156,988	167,526	140,374
Interest and Rents	2,819	34,971	0	33,659	20,000	11,764	15,000
Other Revenues	0	0	0	0	0	0	21,614
TOTAL RESOURCES	<u>175,101</u>	<u>176,678</u>	<u>189,712</u>	<u>175,378</u>	<u>176,988</u>	<u>179,290</u>	<u>176,988</u>

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

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	182,859	0	189,712	0	176,988	0	176,988
TOTALS	<u>182,859</u>	<u>0</u>	<u>189,712</u>	<u>0</u>	<u>176,988</u>	<u>0</u>	<u>176,988</u>

TOTAL THOMSON LDFA

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	182,859	0	189,712	0	176,988	0	176,988
TOTAL EXPENDITURES	<u>182,859</u>	<u>0</u>	<u>189,712</u>	<u>0</u>	<u>176,988</u>	<u>0</u>	<u>176,988</u>

**SPECIAL REVENUE FUND
TREASURE ISLAND LDFA (258)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	6,788	COMPONENT UNIT	7,397
OTHER REVENUES	609		
TOTAL RESOURCES	<u><u>7,397</u></u>	TOTAL APPROPRIATIONS	<u><u>7,397</u></u>

**SPECIAL REVENUE FUND
TREASURE ISLAND LDFA (258)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	10,301	8,462	6,093	6,060	7,397	10,188	6,788
Interest and Rents	64	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	609
TOTAL RESOURCES	<u>10,365</u>	<u>8,462</u>	<u>6,093</u>	<u>6,060</u>	<u>7,397</u>	<u>10,188</u>	<u>7,397</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>1775 COMPONENT UNIT</u>							
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	6,093	0	7,397	0	7,397
TOTALS	<u>0</u>	<u>0</u>	<u>6,093</u>	<u>0</u>	<u>7,397</u>	<u>0</u>	<u>7,397</u>
TOTAL TREASURE ISLAND LDFA							
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	6,093	0	7,397	0	7,397
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>6,093</u>	<u>0</u>	<u>7,397</u>	<u>0</u>	<u>7,397</u>

**SPECIAL REVENUE FUND
COMMUNITY POLICING (260)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
TRANSFERS IN	323,262	COMMUNITY POLICING	320,260
		INCREASE IN FUND EQUITY	3,002
TOTAL RESOURCES	<u>323,262</u>	TOTAL APPROPRIATIONS	<u>323,262</u>

FUND: 260 – Community Policing Program Fund
DEPARTMENT: Police
ACTIVITY: 3320 – Community Policing

STRATEGIC NARRATIVE

The Community Policing Unit will consist of three officers. These officers will be assigned to specific designated neighborhood areas under the Community Development Block Grant program. These officers will work closely with the businesses, schools, churches and residents in these areas to jointly address issues within these areas.

FY 2007/2008 OBJECTIVES

- To work closely with citizens and City Hall personnel to rid neighborhoods of abandoned vehicles and other signs of blight to improve the quality of life within those neighborhoods.
- To meet monthly with the neighborhood groups and organizations to address their concerns and/or complaints with timely follow-up and resolution.
- To provide training to our Community Police Officers designed to enhance service delivery and to improve Police/Community relations.
- To work with City staff in establishing a neighborhood governance philosophy within these designated areas.

**SPECIAL REVENUE FUND
COMMUNITY POLICING (260)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	208	317	0	22	250	22	0
Other Revenues	0	0	0	0	0	0	0
Transfers from Other Funds	4,500,000	257,524	298,000	269,151	323,262	298,000	323,262
TOTAL RESOURCES	<u>4,500,208</u>	<u>257,840</u>	<u>298,000</u>	<u>269,174</u>	<u>323,512</u>	<u>298,022</u>	<u>323,262</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>3320 COMMUNITY POLICING</u>							
Personnel Services	449,131	257,753	280,360	265,495	317,188	296,220	292,209
Operating Expenses	138	87	5,482	4,519	6,324	10,122	28,051
Capital Outlay	0	0	0	0	0	6,438	0
TOTALS	<u>449,269</u>	<u>257,840</u>	<u>285,842</u>	<u>270,014</u>	<u>323,512</u>	<u>312,780</u>	<u>320,260</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	3,002
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,002</u>
TOTAL COMMUNITY POLICING							
Personnel Services	449,131	257,753	280,360	265,495	317,188	296,220	292,209
Operating Expenses	138	87	5,482	4,519	6,324	10,122	28,051
Capital Outlay	0	0	0	0	0	6,438	0
Miscellaneous	0	0	0	0	0	0	3,002
TOTAL EXPENDITURES	<u>449,269</u>	<u>257,840</u>	<u>285,842</u>	<u>270,014</u>	<u>323,512</u>	<u>312,780</u>	<u>323,262</u>

**SPECIAL REVENUE FUND
POLICE TRAINING (261)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE GRANTS	21,000	POLICE TRAINING	21,000
TOTAL RESOURCES	<u>21,000</u>	TOTAL APPROPRIATIONS	<u>21,000</u>

FUND: 261 – Police Criminal Justice Training Fund
DEPARTMENT: Police
ACTIVITY: 3323 – Criminal Justice Training

STRATEGIC NARRATIVE

The monies appropriated to this account are generated from Michigan Act 302 of the Public Acts of 1982. The funds are derived from fines attached to all civil infractions Statewide.

During FY 2005/2006 this account assisted the department in financing several key training programs, including training for officers; provided for purchase of training software, videos and literature; and for the purchase of ammunition for the Police Department range. During FY 2006/2007 the Training Section will concentrate on continuing annual in-service training programs for all officers, identify and train officers as instructors in a variety of areas.

FY 2007/2008 OBJECTIVES

- To continue annual in-service training programs for sworn officers.
- To train two officers as Ground Fighting Instructors.
- To reduce the number of officer-at-fault accidents.
- To continue to conduct department-wide training in Community Policing.

**SPECIAL REVENUE FUND
POLICE TRAINING (261)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	28,925	45,363	24,000	23,319	24,000	22,075	21,000
Interest and Rents	133	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	40	0
TOTAL RESOURCES	<u>29,058</u>	<u>45,363</u>	<u>24,000</u>	<u>23,319</u>	<u>24,000</u>	<u>22,115</u>	<u>21,000</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>3323 POLICE TRAINING</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	29,058	46,363	24,000	36,161	24,000	21,199	21,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>29,058</u>	<u>46,363</u>	<u>24,000</u>	<u>36,161</u>	<u>24,000</u>	<u>21,199</u>	<u>21,000</u>
TOTAL POLICE TRAINING							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	29,058	46,363	24,000	36,161	24,000	21,199	21,000
Capital Outlay	0	0	0	0	0	0	0
TOTAL EXPENDITURES	<u>29,058</u>	<u>46,363</u>	<u>24,000</u>	<u>36,161</u>	<u>24,000</u>	<u>21,199</u>	<u>21,000</u>

**SPECIAL REVENUE FUND
J.A.G. GRANT (263)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE GRANTS	17,160	J.A.G. GRANT	17,160
TOTAL RESOURCES	<u>17,160</u>	TOTAL APPROPRIATIONS	<u>17,160</u>

FUND: 263 – Local Law Enforcement Grant Fund
DEPARTMENT: Police
ACTIVITY: 3321 – Local Law Enforcement

STRATEGIC NARRATIVE

Saginaw Police Department received funding through the Justice Assistance Grant (JAG) program. These funds must be used to enhance the local law enforcement effort. These funds will pay for the annual usage fee and replacement cost for laptop computers in the patrol vehicles.

FY 2007/2008 OBJECTIVES

- Provide funds for annual user fees and replacement costs for laptop computers in the patrol vehicles.

**SPECIAL REVENUE FUND
J.A.G. GRANT (263)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	412,471	119,451	24,000	23,319	24,000	44,332	17,160
Interest and Rents	3,840	676	0	0	700	700	0
Transfers from Other Funds	62,369	33,152	0	0	0	0	0
TOTAL RESOURCES	<u>478,680</u>	<u>153,280</u>	<u>24,000</u>	<u>23,319</u>	<u>24,700</u>	<u>45,032</u>	<u>17,160</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>3321 J.A.G. GRANT</u>							
Personnel Services	81,033	30	0	0	0	0	0
Operating Expenses	75,410	58,135	41,912	41,499	28,971	60	17,160
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>156,443</u>	<u>58,165</u>	<u>41,912</u>	<u>41,499</u>	<u>28,971</u>	<u>60</u>	<u>17,160</u>
TOTAL J.A.G. GRANT							
Personnel Services	81,033	30	0	0	0	0	0
Operating Expenses	75,410	58,135	41,912	41,499	28,971	60	17,160
Capital Outlay	0	0	0	0	0	0	0
TOTAL EXPENDITURES	<u>156,443</u>	<u>58,165</u>	<u>41,912</u>	<u>41,499</u>	<u>28,971</u>	<u>60</u>	<u>17,160</u>

**SPECIAL REVENUE FUND
 DRUG FORFEITURE FUND (264)
 RESOURCE ALLOCATION
 2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FINES AND FORFEITURES	54,471	DRUG FORFEITURE	140,149
INTEREST	5,000		
OTHER REVENUES	80,678		
TOTAL RESOURCES	<u>140,149</u>	TOTAL APPROPRIATIONS	<u>140,149</u>

FUND: 264 – Drug Forfeiture Fund
DEPARTMENT: Police
ACTIVITY: 3040 – Drug Forfeiture

STRATEGIC NARRATIVE

This fund accounts for all expenditures and receipt of funds from forfeiture of cash and property seized by law enforcement personnel during drug related investigations. Funds are used for police overtime costs on drug-related cases, informant funds, support of the department's canine program, and to fund one drug investigator's position.

FY 2007/2008 OBJECTIVES

- To provide funds from drug-related forfeitures to be used by the Police Department to continue investigation of drug-related activities.
- To use non-general fund monies to support the department's K-9 program.

**SPECIAL REVENUE FUND
DRUG FORFEITURE FUND (264)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	0	0	0	7,754	0	7,634	0
Charge for Services	5,295	0	0	0	0	0	0
Fines and Forfeitures	41,664	31,443	54,471	27,542	54,471	26,807	54,471
Interest and Rents	4,317	3,264	4,000	9,829	4,000	16,813	5,000
Other Revenues	0	0	188,841	2,128	194,597	958	80,678
Transfers from Other Funds	0	30,279	0	0	0	11,363	0
TOTAL RESOURCES	<u>51,276</u>	<u>64,986</u>	<u>247,312</u>	<u>47,252</u>	<u>253,068</u>	<u>63,575</u>	<u>140,149</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>3040 DRUG FORFEITURE</u>							
Personnel Services	3,300	0	158,841	164,376	209,428	104,119	92,009
Operating Expenses	29,146	30,705	58,471	27,075	43,640	34,410	48,140
Capital Outlay	0	3,030	0	0	0	17,764	0
TOTALS	<u>32,446</u>	<u>33,735</u>	<u>217,312</u>	<u>191,451</u>	<u>253,068</u>	<u>156,293</u>	<u>140,149</u>
TOTAL DRUG FORFEITURE							
Personnel Services	3,300	0	158,841	164,376	209,428	104,119	92,009
Operating Expenses	29,146	30,705	58,471	27,075	43,640	34,410	48,140
Capital Outlay	0	3,030	0	0	0	17,764	0
TOTAL EXPENDITURES	<u>32,446</u>	<u>33,735</u>	<u>217,312</u>	<u>191,451</u>	<u>253,068</u>	<u>156,293</u>	<u>140,149</u>

**SPECIAL REVENUE FUND
 YOUTH INITIATIVE FUND (265)
 RESOURCE ALLOCATION
 2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	260,000	YOUTH INITIATIVE	188,062
TRANSFERS IN	65,000	INCREASE IN FUND EQUITY	136,938
TOTAL RESOURCES	<u>325,000</u>	TOTAL APPROPRIATIONS	<u>325,000</u>

FUND: 265 – Youth Initiative Grant Fund
DEPARTMENT: Police
ACTIVITY: 3325 – Youth Initiative

STRATEGIC NARRATIVE

This project is a managed care, multi-disciplinary, multi-cultural, multi-ethnic team approach to prevention/treatment of an adolescent/family substance abuse program. An alliance has been formed with the Saginaw Police Department, the Bay Area Substance Abuse Coordinating Agency, multiple community based substance abuse providers and community service organizations. The result is the formation of a project that will engage youth and their families in a program that will enhance their self-awareness, self-concept/self-esteem, and reduce their use of substances. Program success will be achieved through the implementation of a referral system that will allow youth to enter into the program through screening from the Community Police Officers and a variety of community services. This multi-team approach recognizes that the target population substance abuser needs will require a combination of culturally sensitive approaches and consumer focused driven orientation. The grant is provided through the Michigan Department of Community Health.

FY 2007/2008 OBJECTIVES

- To provide alternative opportunities for adolescents to participate in programming that will direct their energies into socially positive and responsible behavior.
- To counsel runaway adolescents and their families on how to develop and improve academic, social and interpersonal skills.
- To assign all runaway cases for more aggressive investigation, intervention and closure.
- To make follow-up home and school visits with at-risk youth who are registered in the FYI Program.

**SPECIAL REVENUE FUNDS
YOUTH INITIATIVE FUND (265)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	8,273	(390)	0	0	0	0	0
Other Revenues	53,935	72,840	65,000	62,132	65,000	154,117	260,000
Transfers from Other Funds	30,295	20,206	43,469	48,417	140,677	0	65,000
TOTAL RESOURCES	<u>92,502</u>	<u>92,656</u>	<u>108,469</u>	<u>110,549</u>	<u>205,677</u>	<u>154,117</u>	<u>325,000</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>3325 YOUTH INITIATIVE</u>							
Personnel Services	80,903	81,836	84,472	92,295	184,415	188,317	179,160
Operating Expenses	15,468	10,820	23,997	18,246	21,262	25,502	8,902
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>96,371</u>	<u>92,656</u>	<u>108,469</u>	<u>110,541</u>	<u>205,677</u>	<u>213,819</u>	<u>188,062</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	136,938
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>136,938</u>
TOTAL YOUTH INITIATIVE FUND							
Personnel Services	80,903	81,836	84,472	92,295	184,415	188,317	179,160
Operating Expenses	15,468	10,820	23,997	18,246	21,262	25,502	8,902
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	136,938
TOTAL EXPENDITURES	<u>96,371</u>	<u>92,656</u>	<u>108,469</u>	<u>110,541</u>	<u>205,677</u>	<u>213,819</u>	<u>325,000</u>

**SPECIAL REVENUE FUND
 AUTO THEFT PREVENTION (289)
 RESOURCE ALLOCATION
 2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE GRANTS	84,121	AUTO THEFT PREVENTION	203,567
LOCAL GRANTS	28,040	INCREASE IN FUND EQUITY	4,472
TRANSFERS IN	95,878		
TOTAL RESOURCES	<u>208,039</u>	TOTAL APPROPRIATIONS	<u>208,039</u>

FUND: 289 – Automobile Theft Prevention Fund
DEPARTMENT: Police
ACTIVITY: 3322 – Auto Theft Prevention

STRATEGIC NARRATIVE

This is a multi-jurisdictional cooperative program sponsored, and partially supported (75%), by the State of Michigan's Automobile Theft Prevention Authority (ATPA). The Saginaw County Auto Theft Team (SCATT) is composed of three investigators (one from the City of Saginaw, one from Saginaw County Sheriff and one from Saginaw Township) and one clerical support person. SCATT personnel continue to process and investigate 90-95% of all auto theft related criminal complaints generated in the county. Approximately 65% of these originate in the City of Saginaw. Some of the more common SCATT investigations include car jacking, larceny, embezzlement, fraud, chop shops and false police reports. ATPA data for FY 2003/2004 ranks SCATT investigators with one of the highest returns on investment and the lowest cost per recovery and cost per arrest in a statewide comparison.

FY 2007/2008 OBJECTIVES

- Continue to focus team efforts on making high point value motor vehicle theft related arrests.
- Use crime analysis information and information exchanges with uniform patrol to track UDAA patterns and suspects. This will insure achievement of a high return rate of ATPA grant monies invested, at minimum recovering more in stolen vehicles/parts/equipment value than the ATPA's total approved project budget.
- Achieve an overall conviction rate of 80%.

**SPECIAL REVENUE FUNDS
 AUTO THEFT PREVENTION (289)
 2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	145,333	104,758	125,000	73,632	125,000	50,439	84,121
Local Grants	20,215	8,754	0	0	0	0	28,040
Charge for Services	241	0	0	0	0	0	0
Interest and Rents	121	0	0	0	0	0	0
Other Revenues	0	1,213	0	5,243	0	3,322	0
Transfers from Other Funds	33,841	25,982	82,094	34,234	95,878	0	95,878
TOTAL RESOURCES	<u>199,750</u>	<u>140,707</u>	<u>207,094</u>	<u>113,109</u>	<u>220,878</u>	<u>53,761</u>	<u>208,039</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>3322 AUTO THEFT PREVENTION</u>							
Personnel Services	85,706	87,358	93,775	96,648	103,629	106,751	97,643
Operating Expenses	113,503	53,768	116,311	14,825	117,249	13,549	105,924
Capital Outlay	0	0	1,770	1,727	0	0	0
TOTALS	<u>199,209</u>	<u>141,126</u>	<u>211,856</u>	<u>113,200</u>	<u>220,878</u>	<u>120,300</u>	<u>203,567</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	4,472
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,472</u>
TOTAL AUTO THEFT PREVENTION FUND							
Personnel Services	85,706	87,358	93,775	96,648	103,629	106,751	97,643
Operating Expenses	113,503	53,768	116,311	14,825	117,249	13,549	105,924
Capital Outlay	0	0	1,770	1,727	0	0	0
Miscellaneous	0	0	0	0	0	0	4,472
TOTAL EXPENDITURES	<u>199,209</u>	<u>141,126</u>	<u>211,856</u>	<u>113,200</u>	<u>220,878</u>	<u>120,300</u>	<u>208,039</u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
POLICE GRANT FUNDS							
Community Policing	6.00	2.00	4.00	4.00	3.00	3.00	3.00
Drug Forfeiture	0.00	2.00	0.00	0.00	1.00	1.00	1.00
Youth Initiative	1.00	1.00	1.00	1.00	2.00	2.00	2.00
Auto Theft Prevention	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL POSITIONS	8.00	6.00	6.00	6.00	7.00	7.00	7.00

In the 2008 Approved Budget, the personnel complement will remain the same as in 2007.

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) (275)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	2,544,442	CDBG ADMINISTRATION	581,314
INTEREST	500	SPECIAL PROJECTS	564,907
TRANSFERS IN	100,000	ECONOMIC DEVELOPMENT	510,135
		SUBGRANTEES	350,844
		SAGINAW ECON. DEV. CORP	133,126
		CODE COMPLIANCE	195,190
		SUBGRANTEES	180,000
		MCKINNEY HOMELESS	110,323
		TRANSFERS	19,103
TOTAL RESOURCES	<u>2,644,942</u>	TOTAL APPROPRIATIONS	<u>2,644,942</u>

FUND: 275 – Community Development Block Grant Fund
DEPARTMENT: Department of Development
ACTIVITY: 6510 – CDBG Administration

STRATEGIC NARRATIVE

This fund provides the staff and resources needed to manage over forty programs in the Community Development Block Grant, HOME, Emergency Shelter Grant, and Section 108 Loan programs. This includes citizen participation, submission and performance report preparation, project and subrecipient management, subrecipient payment request processing, annual subrecipient auditing, program accounting, and Federal and City audits. Efforts also include strategic development of a comprehensive neighborhood revitalization strategy. Saginaw County Consortium of Homeless Assistance Providers also receives administrative support dollars for their program.

FY 2007/2008 OBJECTIVES

CDBG Management

- Improve subrecipient oversight through the implementation of a more comprehensive and rigorous evaluation process.
- Work with City Council and HPC to develop an improved application policy and process.
- Remain in compliance of all HUD all regulations, timelines and restrictions.

Neighborhood Revitalization

- Direct oversight and implementation of Revitalization Program.
- Provide for more effective service delivery through greater cooperation of external partner organizations.
- Become visible within neighborhood by attending their association meetings, utilizing the Greenhouse neighborhood center, and other concerted efforts.

Subrecipient Programs

- Saginaw County Homeless Assistance Program – Consortium of all Saginaw homeless providers.

FUND: 275 – CDBG Program
DEPARTMENT: Department of Development
ACTIVITY: 6511 – Special Projects

STRATEGIC NARRATIVE

This activity contains funding for demolitions, street resurfacing, and sidewalk ramps.

FUND: 275 – Community Development Block Grant Fund
DEPARTMENT: Department of Development
ACTIVITY: 6512 – Economic Development

STRATEGIC NARRATIVE

This activity is designated for the repayment of the City's Section 108 loans used for infrastructure improvements.

Two sub-recipients are in this activity as well, Saginaw DDA and Saginaw Future.

FUND: 275 – Community Development Block Grant Fund
DEPARTMENT: Department of Development
ACTIVITY: 6520 – Saginaw Economic Development Corporation

STRATEGIC NARRATIVE

This fund provides administrative funding for the Saginaw Economic Development Corporation (SEDC) staff. SEDC provides business loans for start-up and existing businesses in the City. Loan funds are provided for business inventory, equipment, or real estate acquisition. Revolving loan funds for this program are now budgeted in Fund 282. SEDC also provides administration for the SBA Micro Loan Program.

FY 2007/2008 OBJECTIVES

Overall

- Continue to provide referrals to companies in need of additional resources.
- Market SEDC program to area banks and lending institutions as an additional lending tool for their clientele.
- Board recruitment and instruction.

Loan Program

- Improve collections of delinquent payments; institute more aggressive approach.
- Increase technical assistance activities by providing more in-depth, and long-term assistance to existing clients.
- Close SBA Micro Loan Program.

FUND: 275 – Community Development Block Grant Fund
DEPARTMENT: Department of Development
ACTIVITY: 6572 – Code Compliance

STRATEGIC NARRATIVE

City specification writing and construction monitoring staff provide a variety of support services for the housing rehabilitation program. Services include initial assessment and survey, original specifications, construction monitoring, change order processing, and property owner consultation. Range of services cover the four primary building trades of structural, electrical, plumbing and heating. The specification writers will be involved in multi-facets of the revitalization area including but not limited to the ongoing inventory process.

FY 2007/2008 OBJECTIVES

- Continually upgrade and improve the City's specification with needed updates.
- Reduce the time required to write specifications by 15%.
- Develop improved tracking and status reporting system for all rehab projects.
- Recruit additional contractors to participate in rehabilitation program.
- Develop and initiate new basic needs program.
- Work with housing sub recipients on an as needed basis.

FUND: 275 – Community Development Block Grant Fund
DEPARTMENT: Department of Development
ACTIVITY: 6574 – Sub-grantees

STRATEGIC NARRATIVE

Several agencies provide housing rehabilitation services through a variety of programs ranging from minor home repair to home ownership and maintaining the home thereafter.

FY 2007/2008 SUB-GRANTEES

- Michigan State University Cooperative Extension – Home Maintenance Self-Help Education Courses
- Saginaw Community Action Committee - Senior and Handicapped Housing Rehab/Repair program
- Saginaw Community Action Committee – Urban Homesteading
- Circle Of Love – Homebuyer Education, Credit Counseling, Foreclosure Prevention

FUND: 275 – Community Development Block Grant Fund
DEPARTMENT: Department of Development
ACTIVITY: 6585 – McKinney Homeless

STRATEGIC NARRATIVE

ESG funds are used for actual shelter expenses and assist in providing homeless services through sub-recipients.

FY 2007/2008 SUB-RECIPIENTS

- Youth Protection Council – Innerlink Shelter/Prescott House
- Underground Railroad – Domestic Violence Shelter
- Safe Haven House – Emergency Shelter

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
REVENUE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
Community Development Block Grant (CDBG)							
Federal Grants	2,722,875	2,835,400	2,705,724	3,050,146	2,841,677	3,709,736	2,544,442
Charge for Services	30,136	2,167	20,000	0	0	0	0
Interest	137	417	0	419	500	420	500
Other Revenues	15,419	24,431	244,048	24,113	82,774	27,888	0
Transfers from Other Funds	657,140	0	450,000	0	355,000	0	100,000
TOTAL RESOURCES	<u>3,425,708</u>	<u>2,862,414</u>	<u>3,419,772</u>	<u>3,074,678</u>	<u>3,279,951</u>	<u>3,738,043</u>	<u>2,644,942</u>

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT							
<u>6510 CDBG ADMINISTRATION</u>							
Personnel Services	448,328	324,604	546,682	440,160	432,881	438,096	441,185
Operating Expenses	57,718	114,789	97,763	81,877	138,224	69,755	132,092
Capital Outlay	0	0	0	658	2,000	848	1,200
Miscellaneous	0	25,000	0	18,438	15,000	0	6,837
TOTALS	506,046	464,393	644,445	541,133	588,105	508,700	581,314
<u>6511 SPECIAL PROJECTS</u>							
Personnel Services	16,731	663	71,959	70,400	78,618	76,316	75,394
Operating Expenses	422,392	165,052	371,517	695,026	510,295	720,850	444,513
Capital Outlay	0	0	54,600	0	0	0	0
Miscellaneous	125,223	83,633	54,600	59,858	45,000	22,203	45,000
TOTALS	564,346	249,348	552,676	825,284	633,913	819,369	564,907
<u>6512 ECONOMIC DEVELOPMENT</u>							
Personnel Services	2,511	0	0	0	0	0	0
Operating Expenses	21,175	15,156	0	0	0	18	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	694,107	559,961	553,080	553,080	586,090	529,651	510,135
TOTALS	717,793	575,117	553,080	553,080	586,090	529,670	510,135
<u>6513 SUBGRANTEES</u>							
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	608,007	493,380	522,813	466,163	448,214	414,331	350,844
TOTALS	608,007	493,380	522,813	466,163	448,214	414,331	350,844
<u>6520 SAGINAW ECONOMIC DEVELOPMENT CORP</u>							
Personnel Services	131,390	106,935	117,193	62,247	100,229	91,251	93,277
Operating Expenses	40,120	10,923	33,704	17,171	64,771	24,293	38,649
Capital Outlay	0	0	0	0	0	0	1,200
Miscellaneous	0	0	144,373	0	0	0	0
TOTALS	171,510	117,858	295,270	79,418	165,000	115,543	133,126

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT							
<u>6572 CODE COMPLIANCE</u>							
Personnel Services	177,543	130,719	168,085	163,434	175,070	179,233	173,152
Operating Expenses	4,259	457,638	22,786	19,772	14,638	13,124	21,538
Capital Outlay	0	0	0	0	0	0	500
TOTALS	<u>181,802</u>	<u>588,357</u>	<u>190,871</u>	<u>183,206</u>	<u>189,708</u>	<u>192,357</u>	<u>195,190</u>
<u>6574 SUBGRANTEES</u>							
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	552,737	251,097	561,250	311,855	323,750	274,570	180,000
TOTALS	<u>552,737</u>	<u>251,097</u>	<u>561,250</u>	<u>311,855</u>	<u>323,750</u>	<u>274,570</u>	<u>180,000</u>
<u>6585 MCKINNEY HOMELESS</u>							
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	118,294	118,673	110,312	110,690	109,836	95,481	110,323
TOTALS	<u>118,294</u>	<u>118,673</u>	<u>110,312</u>	<u>110,690</u>	<u>109,836</u>	<u>95,481</u>	<u>110,323</u>
<u>9660 OPERATING TRANSFERS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	2,570	3,855	3,855	3,855	5,140	5,140	19,103
TOTALS	<u>2,570</u>	<u>3,855</u>	<u>3,855</u>	<u>3,855</u>	<u>5,140</u>	<u>5,140</u>	<u>19,103</u>
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT							
Personnel Services	776,503	562,921	903,919	736,241	786,798	784,896	783,008
Operating Expenses	545,664	763,558	525,770	813,846	727,928	828,040	636,792
Capital Outlay	0	0	54,600	658	2,000	848	2,900
Miscellaneous	2,100,938	1,535,599	1,950,283	1,523,939	1,533,030	1,341,378	1,222,242
TOTAL EXPENDITURES	<u><u>3,423,105</u></u>	<u><u>2,862,078</u></u>	<u><u>3,434,572</u></u>	<u><u>3,074,684</u></u>	<u><u>3,049,756</u></u>	<u><u>2,955,162</u></u>	<u><u>2,644,942</u></u>

**SPECIAL REVENUE FUND
CDBG RESIDENTIAL LOANS (276)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	235,000	RESIDENTIAL LOANS	408,714
INTEREST	20,000	TRANSFERS OUT	52,264
OTHER REVENUES	179,978		
TRANSFERS IN	26,000		
TOTAL RESOURCES	<u>460,978</u>	TOTAL APPROPRIATIONS	<u>460,978</u>

FUND: 276 – Residential Loans Program Fund
DEPARTMENT: Department of Development
ACTIVITY: 6540 – Residential Loans

STRATEGIC NARRATIVE

This account provides for staff to process a variety of housing rehabilitation programs for single-family homeowners primarily in the revitalization area but other parts of the City as well. Funds are also provided in the budget, via loan repayments, for new loan originations. The staff will also take an active role in the revitalization area.

FY 2007/2008 OBJECTIVES

Program Management

- Develop improved tracking and status reporting system for all rehab projects.
- Increase collection efforts to reduce delinquency.
- Assist in the dissemination of information with mailers and updated brochures.

**SPECIAL REVENUE FUND
CDBG RESIDENTIAL LOANS (276)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Projected	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	96,240	65,883	260,000	0	240,000	0	235,000
Interest and Rents	47,800	37,649	60,000	32,943	40,000	25,477	20,000
Other Revenues	343,079	19,555	340,000	98,162	240,000	142,149	179,978
Transfers from Other Funds	53,605	73,800	40,000	37,447	40,000	0	26,000
TOTAL RESOURCES	<u>540,724</u>	<u>196,888</u>	<u>700,000</u>	<u>168,552</u>	<u>560,000</u>	<u>167,626</u>	<u>460,978</u>

EXPENDITURE ANALYSIS SUMMARY

6540 RESIDENTIAL LOANS

Personnel Services	58,619	59,923	64,068	65,243	121,736	112,012	119,914
Operating Expenses	57,802	70,807	44,530	66,190	50,264	33,423	88,100
Capital Outlay	0	1,006	0	0	0	289	700
Miscellaneous	174,411	11,382	294,000	37,796	160,000	4,840	200,000
TOTALS	<u>290,832</u>	<u>143,118</u>	<u>402,598</u>	<u>169,229</u>	<u>332,000</u>	<u>150,564</u>	<u>408,714</u>

6550 SINGLE FAMILY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	300,000	22,346	0
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>300,000</u>	<u>22,346</u>	<u>0</u>

9660 OPERATING TRANSFERS

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	53,769	297,402	(677)	228,000	0	52,264
TOTALS	<u>0</u>	<u>53,769</u>	<u>297,402</u>	<u>(677)</u>	<u>228,000</u>	<u>0</u>	<u>52,264</u>

TOTAL CDBG RESIDENTIAL LOANS

Personnel Services	58,619	59,923	64,068	65,243	121,736	112,012	119,914
Operating Expenses	57,802	70,807	44,530	66,190	50,264	33,423	88,100
Capital Outlay	0	1,006	0	0	0	289	700
Miscellaneous	174,411	65,151	591,402	37,119	688,000	27,186	252,264
TOTAL EXPENDITURES	<u>290,832</u>	<u>196,887</u>	<u>700,000</u>	<u>168,552</u>	<u>860,000</u>	<u>172,910</u>	<u>460,978</u>

**SPECIAL REVENUE FUND
CDBG RENTAL LOANS (277)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	15,000	RENTAL LOANS	14,000
OTHER REVENUES	25,000	TRANSFERS OUT	26,000
TOTAL RESOURCES	<u>40,000</u>	TOTAL APPROPRIATIONS	<u>40,000</u>

FUND: 277 – Rental Program
DEPARTMENT: Department of Development
ACTIVITY: 6560 – Rental Loans

STRATEGIC NARRATIVE

The rental program no longer exists. Although no new loans are made there are still expenses of the loans still receivable. The program income is transferred at the end of the year to residential lending.

**SPECIAL REVENUE FUND
CDBG RENTAL LOANS (277)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	41,658	29,728	15,000	23,028	15,000	30,106	15,000
Other Revenues	32,067	50,635	25,000	33,254	25,000	17,294	25,000
TOTAL RESOURCES	<u>73,725</u>	<u>80,364</u>	<u>40,000</u>	<u>56,282</u>	<u>40,000</u>	<u>47,399</u>	<u>40,000</u>
EXPENDITURE ANALYSIS SUMMARY							
<u>6560 RENTAL LOANS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	950	517	0	2,852	0	3,968	4,000
Capital Outlay	0	0	0	0	11,562	11,562	0
Miscellaneous	19,208	6,047	0	15,983	0	0	10,000
TOTALS	<u>20,158</u>	<u>6,564</u>	<u>0</u>	<u>18,835</u>	<u>11,562</u>	<u>15,530</u>	<u>14,000</u>
<u>9660 OPERATING TRANSFERS</u>							
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	53,567	73,800	40,000	37,447	28,438	0	26,000
TOTALS	<u>53,567</u>	<u>73,800</u>	<u>40,000</u>	<u>37,447</u>	<u>28,438</u>	<u>0</u>	<u>26,000</u>
TOTAL CDBG RENTAL LOANS							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	950	517	0	2,852	0	3,968	4,000
Capital Outlay	0	0	0	0	11,562	11,562	0
Miscellaneous	72,775	79,847	40,000	53,430	28,438	0	36,000
TOTAL EXPENDITURES	<u>73,725</u>	<u>80,364</u>	<u>40,000</u>	<u>56,282</u>	<u>40,000</u>	<u>15,530</u>	<u>40,000</u>

**SPECIAL REVENUE FUND
CDBG BLOCK GRANT HOME PROGRAM (278)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	658,408	HOME PROGRAM	668,258
OTHER REVENUES	7,586		
TRANSFERS IN	2,264		
TOTAL RESOURCES	<u>668,258</u>	TOTAL APPROPRIATIONS	<u>668,258</u>

FUND: 278 – Home Program Fund
DEPARTMENT: Department of Development
ACTIVITY: 6580 – Home Program

STRATEGIC NARRATIVE

The HOME Program fund provides for city generated housing rehabilitation activities as well as City of Saginaw CHDO sub-recipient Circle of Love.

FY 2007/2008 OBJECTIVES

City Rehabilitation Program

- Reduce the grant amount by increasing collaboration efforts with other funding sources.
- Develop improved tracking and status reporting system for all rehab projects.
- Recruit new contractors and improve relations with existing contractors.

Sub-recipient Program

- Circle of Love - New Construction

**SPECIAL REVENUE FUND
CDBG BLOCK GRANT HOME PROGRAM (278)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	982,147	147,658	706,061	1,130,371	1,074,767	948,591	658,408
Interest and Rents	0	0	0	0	0	0	0
Other Revenues	82,363	46,890	0	0	0	0	7,586
Transfers In	60	53,769	0	(677)	0	0	2,264
TOTAL RESOURCES	<u>1,064,570</u>	<u>248,316</u>	<u>706,061</u>	<u>1,129,694</u>	<u>1,074,767</u>	<u>948,591</u>	<u>668,258</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>6580 HOME PROGRAMS</u>							
Personnel Services	91,086	92,340	99,338	101,205	68,185	69,513	67,996
Operating Expenses	15,881	7,046	7,959	6,845	7,694	7,692	7,694
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	920,873	148,929	598,764	1,021,793	998,888	873,560	592,568
TOTALS	<u>1,027,840</u>	<u>248,315</u>	<u>706,061</u>	<u>1,129,843</u>	<u>1,074,767</u>	<u>950,765</u>	<u>668,258</u>
TOTAL BLOCK GRANT HOME PROGRAMS							
Personnel Services	91,086	92,340	99,338	101,205	68,185	69,513	67,996
Operating Expenses	15,881	7,046	7,959	6,845	7,694	7,692	7,694
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	920,873	148,929	598,764	1,021,793	998,888	873,560	592,568
TOTAL EXPENDITURES	<u>1,027,840</u>	<u>248,315</u>	<u>706,061</u>	<u>1,129,843</u>	<u>1,074,767</u>	<u>950,766</u>	<u>668,258</u>

**SPECIAL REVENUE FUND
SECTION 108 LOANS (281)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	15,000	INCREASE IN FUND EQUITY	15,000
TOTAL RESOURCES	<u>15,000</u>	TOTAL APPROPRIATIONS	<u>15,000</u>

**SPECIAL REVENUE FUND
SECTION 108 LOANS (281)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	1,411,830	64,918	0	0	0	0	0
Interest and Rents	14,703	14,331	0	0	15,000	16,217	15,000
TOTAL RESOURCES	<u><u>1,426,533</u></u>	<u><u>79,250</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>15,000</u></u>	<u><u>16,217</u></u>	<u><u>15,000</u></u>

EXPENDITURE ANALYSIS SUMMARY							
<u>6512 ECONOMIC DEVELOPMENT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	44,544	4,287	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	1,381,990	74,962	0	0	0	0	0
TOTALS	<u>1,426,534</u>	<u>79,249</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	15,000	0	15,000
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>15,000</u>	<u>0</u>	<u>15,000</u>
TOTAL SECTION 108 LOANS							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	44,544	4,287	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	1,381,990	74,962	0	0	15,000	0	15,000
TOTAL EXPENDITURES	<u><u>1,426,534</u></u>	<u><u>79,249</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>15,000</u></u>	<u><u>0</u></u>	<u><u>15,000</u></u>

**SPECIAL REVENUE FUND
SEDC REVOLVING LOAN (282)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,000	SEDC	150,000
INTEREST AND RENTS	49,000	TRANSFERS OUT	50,000
OTHER REVENUES	150,000		
TOTAL RESOURCES	<u>200,000</u>	TOTAL APPROPRIATIONS	<u>200,000</u>

FUND: 282 – CDBG Commercial Loan Fund
DEPARTMENT: Department of Development
ACTIVITY: 8570 - SEDC

STRATEGIC NARRATIVE

This is Saginaw Economic Development Corporation's revolving loan fund. Payments from previous loans and disbursements for new loans flow through this fund.

**SPECIAL REVENUE FUND
SEDC REVOLVING LOAN (282)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	1,500	500	500	0	1,000	750	1,000
Interest and Rents	91,855	68,649	44,500	58,611	46,000	76,296	49,000
Other Revenues	337,594	158,721	155,000	296,419	155,000	202,517	150,000
TOTAL RESOURCES	<u>430,948</u>	<u>227,870</u>	<u>200,000</u>	<u>355,030</u>	<u>202,000</u>	<u>279,562</u>	<u>200,000</u>

EXPENDITURE ANALYSIS SUMMARY

8570 SAGINAW ECONOMIC DEVELOPMENT CORPORATION

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,270	0	17,525	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	54,156	140,801	100,000	198,572	75,000	112,500	150,000
TOTALS	<u>55,426</u>	<u>140,801</u>	<u>117,525</u>	<u>198,572</u>	<u>75,000</u>	<u>112,500</u>	<u>150,000</u>

9660 OPERATING TRANSFERS

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	622,054	0	82,475	0	127,000	0	50,000
TOTALS	<u>622,054</u>	<u>0</u>	<u>82,475</u>	<u>0</u>	<u>127,000</u>	<u>0</u>	<u>50,000</u>

TOTAL SEDC REVOLVING LOANS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,270	0	17,525	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	676,210	140,801	182,475	198,572	202,000	112,500	200,000
TOTAL EXPENDITURES	<u>677,480</u>	<u>140,801</u>	<u>200,000</u>	<u>198,572</u>	<u>202,000</u>	<u>112,500</u>	<u>200,000</u>

**SPECIAL REVENUE FUND
SEDC MICRO LOAN (283)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	1,801	MICRO LOANS	6,921
OTHER REVENUES	5,120		
TOTAL RESOURCES	<u>6,921</u>	TOTAL APPROPRIATIONS	<u>6,921</u>

FUND: 283 – SEDC - Microloan Fund
DEPARTMENT: Department of Development
ACTIVITY: 8570 - SEDC

STRATEGIC NARRATIVE

This fund tracks the receipt of loan payments from SEDC Microloan commercial loans.

**SPECIAL REVENUE FUND
SEDC MICRO LOANS (283)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	0	0	0	0	0	681	1,801
Other Revenues	0	0	0	0	2,000	1,157	5,120
TOTAL RESOURCES	0	0	0	0	2,000	1,838	6,921

EXPENDITURE ANALYSIS SUMMARY							
<u>8570 MICRO LOANS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	2,000	1,333	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	6,921
TOTALS	0	0	0	0	2,000	1,333	6,921
TOTAL SEDC MICRO LOANS							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	2,000	1,333	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	6,921
TOTAL EXPENDITURES	0	0	0	0	2,000	1,333	6,921

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)							
CDBG - Administration	4.50	3.78	5.30	5.30	7.78	7.78	7.78
CDBG - Community Services	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Saginaw Economic Dev. Corp.	2.00	1.35	2.00	2.00	1.35	1.35	1.35
CDBG - Code Compliance	2.95	2.25	2.25	2.25	2.25	2.25	2.25
CDBG - Residential Loans	1.50	1.70	1.00	1.00	1.70	1.70	1.70
CDBG - Home Program	2.00	0.92	1.50	1.50	0.92	0.92	0.92
TOTAL POSITIONS	12.95	11.00	13.05	13.05	15.00	15.00	15.00

In the 2008 Approved Budget, the personnel complement will remain the same as in 2007.

**SPECIAL REVENUE FUND
DEBT SERVICE FUND (305)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	3,500	DEBT SERVICE	81,600
OTHER REVENUES	78,100		
TOTAL RESOURCES	<u>81,600</u>	TOTAL APPROPRIATIONS	<u>81,600</u>

**CITY OF SAGINAW
LONG TERM OBLIGATIONS FOR ALL FUNDS**

The City maintains an “A+” bond rating with Standard and Poor’s for its general obligation debt.

State statutes (Article 7, Section II, Michigan Constitution of 1963) limit the amount of general obligation debt a government entity may issue to 10 percent of its total state equalized valuation. The current debt limitation for the City is \$79,573,438, which is significantly higher than the City’s outstanding general debt.

The annual requirements to pay principal and interest on long-term obligations outstanding at June 30, 2006, excluding accrued sick and vacation/PTO payable, workers' compensation payable, insurance claims payable, compensatory time payable and Section 108 loans payable to DHUD are as follows:

Due In	<u>Business-type Activities</u>		<u>Governmental Activities</u>		<u>Totals</u>	
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>
2007	\$ 6,173,730	\$ 1,184,071	\$ 292,897	\$ 19,315	\$ 6,466,627	\$ 1,203,386
2008	5,886,476	1,018,131	123,627	10,777	6,010,103	1,028,908
2009	4,710,737	856,265	114,076	5,660	4,824,813	861,925
2010	4,756,755	756,839	11,796	559	4,768,551	757,398
2011	4,852,266	655,848	5,086	62	4,857,352	655,910
2012	4,975,954	552,177			4,975,954	552,177
2013	5,046,915	446,095			5,046,915	446,095
2014	3,771,080	351,935			3,771,080	351,935
2015	3,463,082	272,584			3,463,082	272,584
2016	1,746,620	213,068			1,746,620	213,068
2017	1,783,539	170,685			1,783,539	170,685
2018	1,658,972	129,111			1,658,972	129,111
2019	1,557,975	88,403			1,557,975	88,403
2020	1,327,871	46,891			1,327,871	46,891
2021	218,794	15,270			218,794	15,270
2022	100,000	7,500			100,000	7,500
2023	100,000	2,500			100,000	2,500
	<u>\$ 52,130,766</u>	<u>\$ 6,767,373</u>	<u>\$ 547,482</u>	<u>\$ 36,373</u>	<u>\$ 52,678,248</u>	<u>\$ 6,803,746</u>

The total requirements of principal and interest on long-term obligations at June 30, 2006 for business-type activity obligations are summarized as follows:

<u>Business-type activities obligations:</u>	<u>Principal</u>	<u>Interest</u>
Water Revenue Bonds	\$ 2,680,000	\$ 206,872
State of Michigan Sewage Disposal System Bonds (2.00%)	27,140,125	2,267,032
State of Michigan Sewage Disposal System Bonds (2.25%)	6,932,198	1,067,655
State of Michigan Sewage Disposal System Bonds (2.50%)	11,909,648	2,346,450
Drake/Douglas General Obligation Bonds	1,075,000	564,519
Wastewater Treatment Plant Improv's	2,393,794	314,845
Total Enterprise Obligations	<u><u>\$ 52,130,766</u></u>	<u><u>\$ 6,767,373</u></u>

The total requirements of principal and interest on long-term obligations at June 30, 2006 for governmental activities obligations are summarized as follows:

<u>Governmental Activities Obligations:</u>	<u>Principal</u>	<u>Interest</u>
1994 Debt Service Judgment		
Bonds	\$ 220,000	\$ 19,583
Pierce Fire Pumpers	156,045	2,372
Compost Screener	15,917	876
Komatsu Wheel Loader	83,511	6,993
Morbark Wood Chippers	22,979	1,012
Bobcat Skid Loader	49,030	5,537
	<u> </u>	<u> </u>
Total General Obligations	\$ 547,482	\$ 36,373
	<u> </u>	<u> </u>
Total Future Debt Service Requirements:	<u>\$ 52,678,248</u>	<u>\$ 6,803,746</u>

State law and the City's revenue bond ordinances 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 replacements; 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.

On June 1, 2000, the City issued \$10,010,000 of Water Supply System Revenue Bonds for a current refunding of \$10,075,000 of Revenue and Revenue Refunding Bonds, Series 1993. The refunding was undertaken to reduce total future debt service payments and to secure a more favorable interest rate over the life of the outstanding debt. There is no outstanding principal as of June 30, 2001. Bond proceeds were used to replace approximately 20,000 residential water meters; 50 larger meters used in commercial, industrial and wholesale applications; retro-fit 80 larger meters for remote reading; and purchase new automated meter reading equipment. The net carrying amount of the old debt exceeded the reacquisition price by \$220,250, which is being amortized over the life of the bond and the carrying value of the gain is \$165,184 and is netted against the value of the debt. Principal payments are due July 1 through 2008. Interest payments are due January 1 and July 1. Principal and interest are payable solely from the revenues of the Water Fund.

**SPECIAL REVENUE FUND
DEBT SERVICE FUND (305)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	1,198	557	0	0	3,500	0	3,500
Other Revenues	80,482	77,993	73,235	39,241	77,270	0	78,100
TOTAL RESOURCES	<u>81,680</u>	<u>78,550</u>	<u>73,235</u>	<u>39,241</u>	<u>80,770</u>	<u>0</u>	<u>81,600</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>9660 DEBT SERVICE</u>							
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	81,680	78,550	73,235	39,241	80,770	0	81,600
TOTALS	<u>81,680</u>	<u>78,550</u>	<u>73,235</u>	<u>39,241</u>	<u>80,770</u>	<u>0</u>	<u>81,600</u>
TOTAL DEBT SERVICE FUND							
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	81,680	78,550	73,235	39,241	80,770	0	81,600
TOTAL EXPENDITURES	<u>81,680</u>	<u>78,550</u>	<u>73,235</u>	<u>39,241</u>	<u>80,770</u>	<u>0</u>	<u>81,600</u>



**SPECIAL REVENUE FUND
PARKING SYSTEM FUND (516)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	188,750	PARKING OPERATIONS & MAINT.	347,953
FINES AND FORFEITURES	122,000	TRANSFERS OUT	2,621
TRANSFERS IN	39,824		
TOTAL RESOURCES	<u>350,574</u>	TOTAL APPROPRIATIONS	<u>350,574</u>

FUND: 516 – Parking System Fund
DEPARTMENT: Public Utilities
ACTIVITY: 7510 – Parking Operation

STRATEGIC NARRATIVE

The functions of this program are to provide city residents and visitors with convenient, properly maintained and supervised municipal parking located within a reasonable distance of their destination, and to provide enforcement of the City’s parking ordinances. This program is responsible for the operation and maintenance of the city parking system consisting of two parking ramps, and ten surface parking lots. This year, the responsibilities for supervising this operation have been assigned to the Division of Streets and Bridges. Two meter attendants patrol City streets and municipal parking lots to enforce parking regulations.

FY 2007/2008 OBJECTIVES

- To reduce the number of designated monthly parking spaces available by obtaining 80% use of long term parking over the next twelve-month period.
- Continue to increase awareness of the existing downtown parking options with businesses, and market the facilities to attract new business and monthly parking customers.
- To decrease, through sale or lease options, the number of surface parking lots that are not economically beneficial to the City’s operation.

**ENTERPRISE FUND
PARKING SYSTEM FUND (516)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	195,195	182,365	210,000	192,418	220,221	170,317	188,750
Fines and Forfeitures	173,300	332,094	142,250	361,331	182,000	139,124	122,000
Interest and Rents	0	0	0	0	0	0	0
Other Revenues	3	15	0	0	0	11	0
Transfers from Other Funds	7,200	0	63,564	0	0	0	39,824
GF Transfer (Reserved)	443,000	409,238	0	211,245	0	0	0
TOTAL RESOURCES	<u>818,698</u>	<u>923,712</u>	<u>415,814</u>	<u>764,994</u>	<u>402,221</u>	<u>309,452</u>	<u>350,574</u>

EXPENDITURE ANALYSIS SUMMARY

7510 PARKING OPERATIONS/MAINTENANCE

Personnel Services	184,511	156,347	193,068	199,240	223,214	204,861	188,912
Operating Expenses	443,326	373,832	199,912	184,364	176,386	105,531	159,041
Capital Outlay	0	194	0	14,522	0	321	0
TOTALS	<u>627,837</u>	<u>530,373</u>	<u>392,980</u>	<u>398,126</u>	<u>399,600</u>	<u>310,713</u>	<u>347,953</u>

9660 TRANSFERS TO OTHER FUNDS

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	1,311	1,966	1,966	1,966	2,621	2,621	2,621
TOTALS	<u>1,311</u>	<u>1,966</u>	<u>1,966</u>	<u>1,966</u>	<u>2,621</u>	<u>2,621</u>	<u>2,621</u>

TOTAL PARKING SYSTEM FUND

Personnel Services	184,511	156,347	193,068	199,240	223,214	204,861	188,912
Operating Expenses	443,326	373,832	199,912	184,364	176,386	105,531	159,041
Capital Outlay	0	194	0	14,522	0	321	0
Miscellaneous	1,311	1,966	1,966	1,966	2,621	2,621	2,621
TOTAL EXPENDITURES	<u>629,148</u>	<u>532,339</u>	<u>394,946</u>	<u>400,092</u>	<u>402,221</u>	<u>313,334</u>	<u>350,574</u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
ENTERPRISE FUNDS - PARKING SYSTEM							
Parking System	3.50	2.50	2.50	2.50	2.50	2.50	2.25
TOTAL POSITIONS	3.50	2.50	2.50	2.50	2.50	2.50	2.25

In the 2008 Approved Budget, approximately .25% of the Equipment Operator position will be allocated to the Sewer Fund's Catch Basin Division.

**SPECIAL REVENUE FUND
SEWER SURPLUS FUND (576)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	4,680,752	SEWER SURPLUS	4,680,752
TOTAL RESOURCES	<u><u>4,680,752</u></u>	TOTAL APPROPRIATIONS	<u><u>4,680,752</u></u>

FUND: 576 – Sewer Surplus Fund
DEPARTMENT: Public Services
ACTIVITY: 4840 - Surplus

STRATEGIC NARRATIVE

The sewer surplus account is utilized for capital expenditures for the continued operation and improvement of the City’s combined sewer system. Many capital projects over past years relate to the CSO control program. In 1989, the City was required to initiate a comprehensive CSO control program, which included the construction of six new retention treatment basins and an enlargement of a facility built in the mid-1990s (in addition to the Hancock facility, which was constructed in 1977) along with collector sewers and other related upgrades.

In addition to CSO-related construction projects, the City maintains an over 50-year old treatment facility, which increasingly shows signs of its age and requires significant maintenance. The City also maintains over 300 miles of sewers (many in need of replacement), has implemented a multi-million dollar automation and process control modification, and is in the process of designing a comprehensive GIS mapping system, among other projects. The sewer surplus account is designed to support these capital expenditures.

Projects Included in Capital Expenditures

- Root Foaming
- Woodbridge St. Sewer (replace/reline)
- Holmes St. Point Repair
- Johnson St. Sewer
- Generator
- WWTP Telemetry Upgrade
- Raw Sewage Pumps Variable Speed Upgrade
- Replace influent bar screen
- Replace raw sewage pump valves
- Replace final settling tank rate control valves
- Influent flow meter
- Replace roofs at plant and remote facilities
- Street Sweeper
- Replacement vehicles
- Primary/Settling Tank substructure repair
(2)
- Sewer Cleaning/Television
- City at Large sewer relining
- Schaefer St. Reline
- Paving Lights
- Radio Reads (4000 residences)
- MP2 to U1 Software upgrade
- Replace/Repair aerator shrouds/impellers
- Replace Primary and Final settling tank weirs
- Clean/concrete line 14th St. ditch
- Spare Impeller for #2 raw sewage pump
- Repair/replace accusonic flow meters-Remotes
- Septage Receiving Station
- Backhoe
- Generator and UPS Project for M&S

**ENTERPRISE FUND
SEWER SURPLUS (576)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	8,748	23	0	0	0	0	0
Other Revenues	1,049	2,301	655,936	0	2,367,577	79,141	0
Transfers from Other Funds	1,421	0	991,264	0	0	0	4,680,752
TOTAL RESOURCES	<u>11,218</u>	<u>2,324</u>	<u>1,647,200</u>	<u>0</u>	<u>2,367,577</u>	<u>79,141</u>	<u>4,680,752</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>4840 SEWER SURPLUS</u>							
Personnel Services	65,686	60,872	0	30,761	0	47,617	0
Operating Expenses	32,539	19,930	0	21,651	2,161,279	3,004,780	252
Capital Outlay	17,814	18	1,647,200	14,228	3,190,791	983,028	4,680,500
TOTALS	<u>116,039</u>	<u>80,820</u>	<u>1,647,200</u>	<u>66,640</u>	<u>5,352,070</u>	<u>4,035,425</u>	<u>4,680,752</u>
<u>9660 TRANSFERS OUT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	16,418	0	0
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>16,418</u>	<u>0</u>	<u>0</u>
TOTAL SEWER SURPLUS							
Personnel Services	65,686	60,872	0	30,761	0	47,617	0
Operating Expenses	32,539	19,930	0	21,651	2,161,279	3,004,780	252
Capital Outlay	17,814	18	1,647,200	14,228	3,190,791	983,028	4,680,500
Miscellaneous	0	0	0	0	16,418	0	0
TOTAL EXPENDITURES	<u>116,039</u>	<u>80,820</u>	<u>1,647,200</u>	<u>66,640</u>	<u>5,368,488</u>	<u>4,035,425</u>	<u>4,680,752</u>

**SPECIAL REVENUE FUND
WATER SURPLUS FUND (577)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	35,000	WATER SURPLUS	5,868,752
OTHER REVENUES	5,758,092		
TRANSFERS IN	75,660		
TOTAL RESOURCES	<u><u>5,868,752</u></u>	TOTAL APPROPRIATIONS	<u><u>5,868,752</u></u>

FUND: 577 – Water Surplus Fund
DEPARTMENT: Public Services
ACTIVITY: 4740 - Surplus

STRATEGIC NARRATIVE

The water surplus account is utilized for capital expenditures for the continued operation and improvement of the City's water treatment and distribution system. Projects over the past few years have included: water meter replacement; hydrant replacements; valve replacements; vehicle replacements; fire hydrant locks and meter pit improvements; and roof and equipment repairs/replacements to the water plant; among others. The City maintains almost 350 miles of water distribution main that must be maintained regularly. The water surplus account is designed to support these capital expenditures.

Projects Included in Capital Expenditures

- Johnson St. Watermain
- Gratiot St. Watermain
- MCVI I, II, Hamilton St. Watermain
- Michigan St. Watermain (Fraser to Joslin)
- Radio Reads (4000 residences)
- Generator
- Telemetry upgrade
- Processor upgrade at Aqua Pump Station
- Processor upgrade at Gratiot Pump Station
- UPS Replacement (Water Plant, Aqua)
- Add Bloomfield/Reese Pump Station to SCADA
- Add Frankenmuth Pump Station to SCADA
- WTP Painting Project
- WTP Chemical Feed Addition Phase I
- Tittabawassee Station construction
- WTP Filter rebuild
- Tittabawassee Land Acquisition
- Backhoe
- Replacement vehicles
- Cherry St. Watermain
- Woodbridge St. (Davenport to Houghton)
- Court St. Watermain (Oakley to Bay)
- Hamilton St. Watermain (Lyon to Court)
- Paving Lights
- SVSU/Davis Rd. Watermain
- MP2 to U1 software upgrade
- Processor upgrade at Kochville Pump Station
- Generator and UPS Project for M&S
- Add Freeland Pump Station to SCADA
- Add Birch Run Pump Station to SCADA
- Water Plant Remodeling
- WTP Chemical Monitoring Equipment
- WTP Washwater tank painting
- Security System upgrade-stations
- WTP Clearwell Capping
- Solar Bee – Lake Linton
- Vacuum Excavator

**ENTERPRISE FUND
WATER SURPLUS FUND (577)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	0	0	0	0	3,653,648	0	0
Interest and Rents	61,482	50,977	0	42,462	72,000	47,588	35,000
Other Revenues	(67,304)	(29,282)	1,269,646	73,086	3,163,252	1,050,278	5,758,092
Transfers from Other Funds	0	0	1,125,173	0	75,660	0	75,660
TOTAL RESOURCES	<u>(5,822)</u>	<u>21,695</u>	<u>2,394,819</u>	<u>115,548</u>	<u>6,964,560</u>	<u>1,097,866</u>	<u>5,868,752</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>4740 WATER SURPLUS</u>							
Personnel Services	30,291	8,140	0	15,862	0	8,717	0
Operating Expenses	82,474	67,322	0	32,707	252	2,855	750,252
Capital Outlay	39,960	0	2,338,644	28,858	6,964,308	4,612,979	5,118,500
TOTALS	<u>152,725</u>	<u>75,462</u>	<u>2,338,644</u>	<u>77,427</u>	<u>6,964,560</u>	<u>4,624,551</u>	<u>5,868,752</u>
TOTAL WATER SURPLUS							
Personnel Services	30,291	8,140	0	15,862	0	8,717	0
Operating Expenses	82,474	67,322	0	32,707	252	2,855	750,252
Capital Outlay	39,960	0	2,338,644	28,858	6,964,308	4,612,979	5,118,500
TOTAL EXPENDITURES	<u>152,725</u>	<u>75,462</u>	<u>2,338,644</u>	<u>77,427</u>	<u>6,964,560</u>	<u>4,624,551</u>	<u>5,868,752</u>

**SPECIAL REVENUE FUND
WAVE POOL OPERATIONS (587)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	2,500	INCREASE IN FUND EQUITY	2,500
TOTAL RESOURCES	<u>2,500</u>	TOTAL APPROPRIATIONS	<u>2,500</u>

**ENTERPRISE FUND
WAVE POOL OPERATIONS (587)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	2,325	0	0	0	0	0	0
Interest and Rents	434	1,452	0	3,280	2,000	4,476	2,500
Other Revenues	0	(2)	0	0	0	0	0
Transfers from Other Funds	140,505	0	0	0	0	0	0
TOTAL RESOURCES	<u>143,264</u>	<u>1,450</u>	<u>0</u>	<u>3,280</u>	<u>2,000</u>	<u>4,476</u>	<u>2,500</u>

EXPENDITURE ANALYSIS SUMMARY

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	2,000	0	2,500
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000</u>	<u>0</u>	<u>2,500</u>

TOTAL WAVE POOL OPERATIONS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	2,000	0	2,500
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000</u>	<u>0</u>	<u>2,500</u>

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**SPECIAL REVENUE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	964,300	SEWER ADMINISTRATION	1,902,752
NON-BUSINESS PERMITS	200	PROCESS CONTROL SYSTEMS	312,508
SERVICES - SALES	18,812,275	METER MAINT. & SERVICE	506,149
FINES AND FORFEITURES	43,000	MAINTENANCE & SERVICE	2,216,786
INTEREST AND RENTS	515,000	CATCH BASIN CLEANING	489,630
OTHER REVENUES	422,695	TREATMENT & PUMPING	6,786,752
		REMOTE FACILITIES	1,681,445
		DEBT SERVICE	6,519,784
		CUSTOMER ACCOUNTING	301,376
		TRANSFERS OUT	40,288
TOTAL RESOURCES	<u>20,757,470</u>	TOTAL APPROPRIATIONS	<u>20,757,470</u>

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4810 - Administration

STRATEGIC NARRATIVE

This program provides the necessary planning, general supervision and coordination of the City's wastewater operation so that local, state and federal standards are met in a cost-effective manner. The wastewater operation provides service to the City of Saginaw, two-thirds of Saginaw Township, Carrollton Township, Kochville Township and the City of Zilwaukee. The City has completed the Salt-Fraser Phase B Retention Treatment Basin addition, which completes Phase B of the City's state-mandated CSO control program. Virtually all direct outfalls to the Saginaw River have been eliminated, as flows have been diverted to the retention basins through collector sewers. Thus, even during wet weather events, all discharges will receive either full treatment at the wastewater treatment facility or at least the equivalent of primary treatment, including disinfection.

FY 2007/2008 OBJECTIVES

- Ensure the City provides wastewater treatment service to all customers in the most cost effective manner, while adhering to federal, state and local environmental laws and regulations.
- Maintain a cooperative relationship with all regulatory agencies.
- Develop a long term capital improvement program to ensure future delivery of services in the most efficient and economical manner.
- Conduct strategic planning and envisioning for the future of the wastewater operation.
- Continue to evaluate CSO facilities' operation and maintenance.

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4815 – Process Control Systems

STRATEGIC NARRATIVE

This division provides the necessary support, planning, coordination and implementation of the wastewater system's automation projects and maintains daily operations of the existing process treatment facilities. The division provides design, programming, training, maintenance and technical support to ensure the continuous operation of the process controls and instrumentation systems. The division also implements and maintains information systems for use with the wastewater collection system, maintenance and service division.

FY 2007/2008 OBJECTIVES

- To support and respond to the automation control needs of wastewater treatment facilities.
- To support and maintain process control/network interconnection.
- To automate support and upgrade of connected systems.
- To establish methods for automating information transfer to outside agencies.
- To maintain a data warehouse for long-term storage of older information.
- To provide for adequate system storage capacity.
- To support and maintain a system that warehouses maintenance data.

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4820 – Meter Maintenance and Service

STRATEGIC NARRATIVE

The Meter Section's responsibilities consist of installation, repair and testing of the City's 21,690 metered water connections; providing service for water turn-ons and turn-offs due to non-payment, and broken or leaking lines on private property; investigation of water leaks and complaints, installation of new meters and providing reading services for the entire metering stock. The cost of this program is split 50/50 between the Water and Sewer Funds.

FY 2007/2008 OBJECTIVES

- To inspect 200 service lines.
- To repair and test large water meters servicing commercial, industrial and wholesale customers.
- To provide daily service calls citywide.
- To provide emergency water service on a 24-hour basis.
- To read water meters on a monthly basis.

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4822- Catch Basin Cleaning

STRATEGIC NARRATIVE

This program provides the necessary cleaning of local and major streets catch basins by sweeping debris from City streets that may block catch basin grates and restrictor plates.

STRATEGIC OBJECTIVES

1. To reduce the plugging of street catch basins by efficient use of street sweepers.
2. To sweep all local and major streets once each month during the period between April 1st and November 30th.

STRATEGIC PERFORMANCE MEASURES

STRATEGIC MEASURE	FY 2007		FY 2008
	<u>PROJECTED</u>	<u>ESTIMATED ACTUAL</u>	<u>PROJECTED</u>
Miles swept	13,000	13,500	13,000
Street sweeping (work hours)	4,400	4,000	4,400
Catch basins cleaned	2,500	2,250	2,500

FUND: 590 – Sewer Fund
DEPARTMENT: Public Utilities
ACTIVITY: 4821 – Maintenance and Service

STRATEGIC NARRATIVE

This program provides continuous maintenance and service on the City’s 306 miles of the sewer system. Activities include cleaning and repairing of main sewers, manholes and catch basins; construction of new sewer connections; installation of rat bait in manholes; inspection of new sewer connections; investigation of water backups; and locating and staking of the City’s sewer utilities prior to excavation by others.

FY 2007/2008 OBJECTIVES

- To maintain 306 miles of mainline sewer.
- To repair and replace mainlines and services as it becomes necessary.
- To clean 200,000 feet of mainline sewer and 14,000 catch basins and restrictors.
- To provide emergency sewer system service on a 24-hour basis.

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4830 – Treatment and Pumping

STRATEGIC NARRATIVE

The Wastewater Division collects and treats combined sewage from the City of Saginaw and Weiss St. Drainage District in Saginaw Township. It also treats sanitary sewage from the Northwest Utilities Authority (NWUA) service area, and part of Spaulding Township. The Division provides industrial pretreatment services for all areas served, the treatment of all sanitary and combined sewage from the collection system, and treatment of all combined sewage captured by seven Combined Sewer Overflow (CSO) facilities. Collection and treatment of landfill leachate from Crow Island Landfill and trucked wastes from several local septic tank cleaning firms is also provided. Operation and maintenance of the plant is performed by an operational staff, a maintenance staff, an environmental compliance (ECO) staff, which oversees the industrial pretreatment program, and a laboratory staff. The facility is manned 24 hours per day, 365 days per year.

FY 2007/2008 OBJECTIVES

1. To treat and discharge all flows received at the Wastewater Treatment Plant in an environmentally safe manner and meet all State discharge permit limitations in the most cost effective manner.
2. To locate, identify, and eliminate all possible sources of toxic pollutants from the sewer.
3. To prevent contaminant pass through, sludge contamination, treatment process upset.
4. To protect worker health and safety, and the physical structures of the collection system and treatment plant.
5. To operate the plant to minimize the impact of combined sewer overflows on the Saginaw River and to eliminate basement flooding.
6. To operate and maintain the wastewater plant and facilities efficiently and effectively.
7. To finalize the first phase of the renovation of the 54 year old preliminary treatment system, grit removal and screening operations of the plant
8. To finalize the second phase of the preliminary treatment system improvements, which will add variable speed drives to four of the raw sewage pumps
9. To begin construction of Phase C of the preliminary treatment system improvements, including the addition of two primary settling tanks.
10. Repair/replace aerator shrouds and impellers
11. Replace influent bar screen
12. Begin replacement of primary and final settling tank weirs and baffles, sub-structure and floor grout
13. Install an influent flow meter
14. Replace car #39 with a 4 x 4 full size pickup truck with a snow plow for plowing plant roadways

FUND: 590 - Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4835 - Remote Facilities

STRATEGIC NARRATIVE

The Remote Facilities section of the Wastewater Treatment Division services a 10,000-acre watershed. This includes 53.3 million gallons of total storage (retention treatment basins, collector and inline storage) to prevent untreated combined sewage overflows (CSOs) from impacting the Saginaw River. Collection and treatment includes 5 Pump Stations and 7 CSO Facilities. All regulators are currently connected to collector sewers eliminating the possibility of untreated CSOs. Pump Stations and CSO Facilities are checked weekly and manned during storm and other wet weather events. Regulators are checked monthly and after rain events. CSO Facilities are drained and flushed to the Wastewater Treatment Plant after each rain or runoff event.

The United States EPA awarded this program its highest achievement for the country's outstanding CSO control program in 1998. It serves as a model program for the nation.

FY 2007/2008 OBJECTIVES

1. Repair and replace various remote facilities roofs.
2. Repair and/or replace chemical inductors.
3. Replace magnetic drive hypochlorite feed pumps (7).
4. Line 14th St. ditch with concrete slabs.
5. Repair/replace Accusonic flow meters at various RTBs.
6. Inspect and repair sodium hypochlorite tanks.
7. Replace S10 pickup with full-size std. Cab 4WD pickup truck w/plow.
8. Complete capacity evaluation of RTBs.
9. Prepare RAP for Weiss St. soil spoils.

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4845 – Debt Service

STRATEGIC NARRATIVE

In 1989, the City was required to initiate a comprehensive Combined Sewer Overflow (CSO) control program, which included the construction of six new retention treatment basins (in addition to the Hancock facility, which was constructed in 1977) along with collector sewers and other related upgrades. This program helps alleviate the need for Saginaw’s sewer system to discharge combined sewage into the Saginaw River during wet weather events, thereby improving water quality in the river.

The basins have been built, collector sewers have been installed and the City has completed Phase B of the CSO control program, which will allow treatment of virtually all combined sewage before it would ever be discharged to the Saginaw River. In all, 60 million gallons more of stormwater and sewage will be retained and treated prior to discharge to the Saginaw River. In 1998, the United States EPA presented Saginaw a First Place Award for its Outstanding CSO Control Program, as Saginaw continues to serve as a model for the nation.

In order to pay for these mandated improvements, the City utilized low interest loans from the state revolving fund. The debt service on these loans is significant, which prompted a relatively large sewer rate increase in 2000 on wastewater services. Another schedule of rate increases became effective in October of 2002.

Projects included in the debt service schedule are Emerson Street CSO, Salt/Fraser Street CSO, Weiss Street CSO, 14th Street CSO, Webber Street CSO, Fitzhugh Street CSO, Weiss St. In-line Storage, Emerson Collector Sewer, Hancock Street CSO, Salt/Fraser Street Phase B and Hancock Street Phase B. The debt schedules are available in the yearly audit.

FUND: 590 – Sewer Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 5311 – Customer Accounting

STRATEGIC NARRATIVE

The Customer Accounting Division is responsible for the billing and collection of all water and sewer revenue from users of the system. This involves initiating new accounts, insuring that metered accounts are read, edited and billed in a timely manner, as well as closing accounts when requested. Staff members handle all bill payment arrangements, collection of returned checks, initiation of meter checks, and discontinuance for collection.

FY 2007/2008 OBJECTIVES

- To reduce delinquent accounts by 15% through discontinuing active accounts with unpaid arrears five days after the accounts are cycle billed. This will allow for enhanced cash flows and reduction of water/sewer liens on property taxes.
- To continue to provide accurate and timely billing for all customers of the Saginaw water system. Since we began reading our own meters back in 2004 we have been able to correct mistakes, and cut down on meter reading errors, this enables us to keep more accurate records of all metered accounts. This includes vacant and occupied homes.
- To cross-train staff in other areas of the division to become more efficient in day-to-day operations. This will allow staff to cover for vacations and to get more duties completed by working together on tasks.
- To continue to educate the public in the policies and procedures of the Water/Sewer Customer Accounting Division. This will make customers aware of the criteria for shut-offs so that they may pay their bills on time or make arrangements for payment before they are shut off.

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
REVENUE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
Federal Grants	0	0	700,000	41,228	0	572	964,300
Non-Business Permits	200	800	600	200	600	200	200
Services - Sales	17,458,668	17,102,570	18,567,436	17,290,802	19,018,033	17,277,809	18,812,275
Fines and Forfeitures	41,692	46,832	49,000	49,791	43,000	56,601	43,000
Interest and Rents	500,618	490,905	325,000	517,141	498,500	534,634	515,000
Other Revenues	626,057	29,429	25,000	(9,788)	225,961	141,935	422,695
TOTAL RESOURCES	<u>18,627,235</u>	<u>17,670,536</u>	<u>19,667,036</u>	<u>17,889,374</u>	<u>19,786,094</u>	<u>18,011,751</u>	<u>20,757,470</u>

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
SEWER OPERATIONS AND MAINTENANCE							
<u>4810 SEWER ADMINISTRATION</u>							
Personnel Services	546,675	674,789	825,392	790,638	815,994	739,308	889,773
Operating Expenses	6,242,552	5,991,662	1,080,718	6,105,159	1,102,910	932,620	1,007,979
Capital Outlay	0	858	5,000	0	5,000	237	5,000
TOTALS	6,789,227	6,667,309	1,911,110	6,895,797	1,923,904	1,672,165	1,902,752
<u>4815 PROCESS CONTROL SYSTEMS</u>							
Personnel Services	82,510	87,941	95,008	97,507	92,770	102,919	103,062
Operating Expenses	109,087	18,173	142,222	21,279	148,751	50,668	150,846
Capital Outlay	0	0	47,940	1,728	74,432	2,505	58,600
TOTALS	191,597	106,114	285,170	120,514	315,953	156,092	312,508
<u>4820 METER MAINTENANCE AND SERVICE</u>							
Personnel Services	327,907	334,349	467,613	306,074	346,818	297,507	407,039
Operating Expenses	94,728	52,178	95,592	30,247	74,110	28,235	74,110
Capital Outlay	430	0	34,000	0	50,000	1,225	25,000
TOTALS	423,065	386,527	597,205	336,321	470,928	326,967	506,149
<u>4821 MAINTENANCE AND SERVICE</u>							
Personnel Services	785,117	808,260	789,504	789,277	865,403	879,176	1,044,610
Operating Expenses	412,537	627,888	935,779	699,883	1,142,598	561,821	1,000,176
Capital Outlay	0	0	229,000	124,488	205,845	33,034	172,000
TOTALS	1,197,654	1,436,148	1,954,283	1,613,648	2,213,846	1,474,031	2,216,786
<u>4822 CATCH BASIN CLEANING</u>							
Personnel Services	87,237	167,076	178,657	175,200	107,299	206,154	389,630
Operating Expenses	12,786	29,533	180,000	39,395	180,000	43,626	100,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	100,023	196,609	358,657	214,595	287,299	249,780	489,630
<u>4830 TREATMENT AND PUMPING</u>							
Personnel Services	2,917,250	2,945,162	3,337,691	3,026,564	3,455,551	3,329,777	3,671,792
Operating Expenses	1,635,216	1,631,967	2,574,619	1,662,349	2,725,185	1,728,548	2,844,360
Capital Outlay	0	19,448	177,500	2,137	143,250	65,717	270,600
TOTALS	4,552,466	4,596,577	6,089,810	4,691,050	6,323,986	5,124,042	6,786,752
<u>4835 REMOTE FACILITIES</u>							
Personnel Services	617,601	404,198	660,529	573,090	722,274	681,060	813,962
Operating Expenses	355,911	356,565	675,934	414,827	793,373	499,670	817,483
Capital Outlay	0	0	205,000	958	96,750	34,295	50,000
TOTALS	973,512	760,763	1,541,463	988,875	1,612,397	1,215,025	1,681,445

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
SEWER OPERATIONS AND MAINTENANCE							
<u>4845 DEBT SERVICES</u>							
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	1,265,312	1,176,424	5,665,131	1,084,932	6,355,117	6,806,757	6,519,784
TOTALS	<u>1,265,312</u>	<u>1,176,424</u>	<u>5,665,131</u>	<u>1,084,932</u>	<u>6,355,117</u>	<u>6,806,757</u>	<u>6,519,784</u>
<u>5311 CUSTOMER ACCOUNTING</u>							
Personnel Services	134,307	135,206	185,126	174,675	215,646	200,548	224,184
Operating Expenses	31,619	49,613	57,601	49,743	80,342	338,602	77,192
Capital Outlay	0	0	0	0	0	337	0
TOTALS	<u>165,926</u>	<u>184,819</u>	<u>242,727</u>	<u>224,418</u>	<u>295,988</u>	<u>539,486</u>	<u>301,376</u>
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
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	20,144	30,216	1,021,480	30,216	40,288	40,288	40,288
TOTALS	<u>20,144</u>	<u>30,216</u>	<u>1,021,480</u>	<u>30,216</u>	<u>40,288</u>	<u>40,288</u>	<u>40,288</u>
TOTAL SEWER OPERATIONS AND MAINTENANCE							
Personnel Services	5,498,604	5,556,981	6,539,520	5,933,025	6,621,755	6,436,449	7,544,052
Operating Expenses	8,894,436	8,757,579	5,742,465	9,022,882	6,247,269	4,183,790	6,072,146
Capital Outlay	430	20,306	698,440	129,311	575,277	137,350	581,200
Miscellaneous	1,285,456	1,206,640	6,686,611	1,115,148	6,395,405	6,847,045	6,560,072
TOTAL EXPENDITURES	<u><u>15,678,926</u></u>	<u><u>15,541,506</u></u>	<u><u>19,667,036</u></u>	<u><u>16,200,366</u></u>	<u><u>19,839,706</u></u>	<u><u>17,604,633</u></u>	<u><u>20,757,470</u></u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
ENTERPRISE FUNDS - SEWER FUND							
Sewer Administration	3.03	3.48	3.43	3.43	3.03	3.03	3.03
Catch Basin	1.50	2.50	1.50	1.50	1.00	1.00	5.00
Process Control Systems	6.50	1.00	1.00	1.00	1.00	1.00	1.00
Meter Maintenance and Service	13.00	6.25	4.75	4.75	5.00	5.00	5.00
Maintenance and Service	10.00	9.25	10.00	10.00	11.00	11.00	11.00
Treatment and Pumping	46.00	47.25	45.50	45.50	45.45	45.45	45.45
Remote Facilities	10.00	9.75	8.50	8.50	9.55	9.55	9.55
TOTAL POSITIONS	90.03	79.48	74.68	74.68	76.03	76.03	80.03

In the 2008 Approved Budget, four positions were added to the Catch Basin Division - approximately 1.5 Equipment Operators and 1.5 Heavy Equipment Operators from the Streets Division. In addition, three Utilities Person positions will be reclassified to Crossover Operators.

Note:

Customer Account Division is represented in the Department of Fiscal Services.

**SPECIAL REVENUE FUND
WATER OPERATIONS AND MAINTENANCE (591)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	13,308,473	CROSS CONNECTION	82,421
INTEREST AND RENTS	171,000	WATER ADMINISTRATION	1,416,493
OTHER REVENUES	836,062	PROCESS CONTROL SYSTEMS	314,405
		METER MAINT. & SERVICE	532,323
		MAINTENANCE & SERVICE	3,079,803
		TREATMENT & PUMPING	4,844,038
		RAW WATER	1,126,289
		DEBT SERVICE	2,576,579
		CUSTOMER ACCOUNTING	311,155
		TRANSFERS OUT	32,029
TOTAL RESOURCES	<u>14,315,535</u>	TOTAL APPROPRIATIONS	<u>14,315,535</u>

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 3867 – Cross Connections

STRATEGIC NARRATIVE

The function of this program is to protect the public water supply from contaminants that are introduced by a direct connection to a non-potable water source. This program is mandated through P.A. 399 and at the federal level by the Safe Drinking Water Act and at the local level by the adoption of local ordinance and rules to cause inspections to be made on customers whose use of the public water supply requires mechanical devices to protect the potable water supply. The program requires inspections at all levels of use Industrial, Commercial and Residential properties. Employees from the Maintenance and Service Division along with the Inspections Division are responsible to enforce the rules and cause inspections, re-inspections and testing of devices to be completed as outlined in the local rules.

FY 2007/2008 OBJECTIVES

1. To begin the inspection, reinspection and compliance checks of devices currently in use to ensure that devices that are required are installed and that the required annual testing and inspection occurs.
2. To continue inspection of residential properties as required by law to insure the safety, health and welfare of residents.
3. To complete the annual report to the MDEQ with the results of our activities from the previous year.

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4710 - Administration

STRATEGIC NARRATIVE

This program provides the necessary planning, general supervision and coordination of the City's water operation so that local, state and federal standards are met in a cost-effective manner. The water operation involves service to a 20-community area under varying service commitments. Its services are a basic requirement to the public's health and economic well-being. This program also works with the Saginaw-Midland Municipal Water Supply Corporation to provide the quality and quantity of water to which this area has grown accustomed. It is essential that an operation of this size and complexity have adequate administrative and technical support. This program addresses that need.

The City implemented a water rate increase in July 2004 and made adjustments in November 2006, based on cost of service, and is in the process of negotiating new metro water contracts.

FY 2007/2008 OBJECTIVES

- To provide high quality potable water to the service area.
- To continue to update and modernize the treatment and distribution system.
- Maintain a cooperative relationship with state and federal regulation agencies.

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4715 – Process Control Systems

STRATEGIC NARRATIVE

This division provides the necessary support, planning, coordination and implementation of the water system's automation projects and maintains daily operations of the existing process treatment facilities. The division provides design, programming, training, maintenance and technical support to ensure the continuous operation of the new systems. The division also implements and maintains information systems for use with the water distribution system, maintenance and service division.

FY 2007/2008 OBJECTIVES

- To support and respond to the automation control needs of water treatment facilities.
- To support and maintain control/network interconnection.
- To automate support and upgrade of connected systems.
- To establish methods for automating information transfer to outside agencies.
- To maintain a data warehouse for long-term storage of older information.
- To provide for adequate system storage capacity.
- To support and maintain a system that warehouses maintenance data.
- To support and maintain an automatic meter reading system for water billing.

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4720 – Meter Maintenance and Service

STRATEGIC NARRATIVE

The Meter Section’s responsibilities consist of installation, repair and testing of the City’s 21,690 metered water connections; providing service for water turn-ons and turn-offs due to non-payment, and broken or leaking lines on private property; investigation of water leaks and complaints, read water meters monthly and installation of new meters. The cost of this program is split 50/50 between the Water and Sewer Funds.

FY 2007/2008 OBJECTIVES

- To inspect 200 service lines.
- To repair and test large water meters servicing commercial, industrial and wholesale customers.
- To provide daily service calls Citywide.
- To provide emergency water service on a 24-hour basis.
- To read water meters monthly.

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4721 – Maintenance and Service

STRATEGIC NARRATIVE

This program provides continuous maintenance and service on the City’s water distribution system. The primary responsibility of this section involves all types of maintenance programs on the City’s 475 miles of water distribution mains. It involves repair of all water main breaks and leaks, installation and repair of new fire hydrants and valves, and locating and staking of City water utilities prior to excavation by others.

FY 2007/2008 OBJECTIVES

- To maintain 375 miles of City water distribution mains and approximately 100 miles of transmission main.
- To replace fire hydrants and valves as required; to inspect and stake City water utilities as requested.
- To inspect 2,500 fire hydrants.
- To paint 1,500 fire hydrants.
- To provide emergency water system maintenance on a 24-hour basis.
- To check 1000 valves.
- To stake approximately 5200 locate requests.

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4730 – Treatment and Pumping

STRATEGIC NARRATIVE

The Water Treatment and Pumping operation is responsible for management, treatment and delivery of potable water. Water is vital to both human well being and economic growth. Every day the residents of 22 water systems in a three county service area enjoy the highest quality drinking water from a Water Plant the City of Saginaw has been proud to own and manage for more than 75 years. In 2005 we delivered an annual average of 22.2 million gallons of water each day to these customers. Bringing this precious natural resource into homes and businesses requires the hard work and dedication of competent and committed trained specialists working around the clock. The Saginaw-Midland Water Supply Corporation pumps water to the treatment plant through 65 miles of pipeline. Chemicals are added to the raw water at the Water Plant to accomplish the purification and disinfection process that includes coagulation, flocculation, sedimentation, filtration and chlorination. Nearly 100,000 analyses are performed each year, before, during and after treatment to assure that the water meets all the requirements of Federal and State regulations for safe drinking water. The finished water is stored in two clearwells with a combined capacity of 20 million gallons. Nine high service pumps were used efficiently to deliver approximately 8.1 billion gallons of water to our service area during the past year. The Water Plant also maintains, monitors and operates several booster/repump stations located throughout the system that assure adequate pressure to our customers.

Our water system continues a water conservation program that allows customers to use water out of doors on an every other day basis during the peak flow period between June 1st and August 31st. This schedule has successfully reduced the peak day and peak hour flows while allowing us to better manage our resources to provide for emergencies.

Maintaining our superior water quality is an increasingly complex task. New water quality regulations will continue to increase expenditures for chemicals, equipment and personnel needed to meet and exceed these standards. These added expenses assure us all of a clean and healthy supply of water by providing the resources essential to maintain and upgrade our system. Our approach will be to implement the capital improvements that we know are necessary now, with the flexibility to add in the future.

The Water Treatment and Pumping Division's goal, as always, is to dedicate itself to maintain high standards of quality and efficiency that promise to provide safe, affordable water to the customers of the Saginaw water system.

FUND: 591 – Water Fund
DEPARTMENT: Public Utilities
ACTIVITY: 4735 – Raw Water

STRATEGIC NARRATIVE

This program provides for the purchase of raw water from the Saginaw-Midland Municipal Water Supply Corporation. The system brings water from Lake Huron, beginning at Whitestone Point, through a joint supply line, to Junction Station, at which point it is pumped through separate branch lines to the cities of Midland and Saginaw. The joint line is operated and maintained by a Board of Trustees, which is an inter-governmental body composed of six members. The Saginaw and Midland City Councils appoint three members each. The City of Saginaw owns 23/43rds of the Water Supply System (53.49%) and currently receives approximately 50.27% percent of the average daily supply. These numbers correspond to Saginaw's contributions as its share of expenses is based on use, while its share of debt service is based on ownership.

FY 2007/2008 OBJECTIVES

- To provide the quantity of raw water that the service area requires.
- To continue to work with state and federal agencies in the implementation of the Safe Water Drinking Act.
- To continue to work with both cities on best management practices for the system.
- To continue participation on the Water Advisory Committee.

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4745 – Debt Service

STRATEGIC NARRATIVE

This account budgets for the City of Saginaw’s portion of the outstanding bonded debt of the Saginaw-Midland Municipal Water Supply Corporation (SMMWSC) and for the City’s own debt.

The City of Saginaw purchases raw water from the Saginaw-Midland Municipal Water Supply Corporation. This corporation brings water from Lake Huron, beginning at Whitestone Point, through a joint supply line, to Junction Station, at which point it is pumped through separate lines to Midland and Saginaw. The joint line is operated and maintained by the Corporation, which is an inter-governmental body composed of six members. The Saginaw and Midland City Councils appoint three members each. The City of Saginaw owns 23/43rds of the Saginaw-Midland Municipal Water Supply Corporation and the City of Midland owns 20/43rds.

Budgeted in this account are funds for Saginaw’s share of SMMWSC debt and for the City of Saginaw’s Water Revenue Bonds.

Saginaw-Midland Municipal Water Supply Corp.		1,380,124
City of Saginaw – 2000 Water Revenue Bonds		
FY 2008 Debt Service – Final Payment		
Principal	1,165,000	
Interest	-----31,455	1,196,455
Total Debt Service Share for City of Saginaw		<u>2,576,579</u>

FUND: 591 – Water Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 5310 – Customer Accounting

STRATEGIC NARRATIVE

The Customer Accounting Division is responsible for the billing and collection of all water and sewer revenue from users of the system. This involves initiating new accounts, insuring that metered accounts are read, edited and billed in a timely manner, as well as closing accounts when requested. Staff members handle all bill payment arrangements, collection of returned checks, initiation of meter checks, and discontinuance for collection.

FY 2007/2008 OBJECTIVES

- To reduce delinquent accounts by 15% through discontinuing active accounts with unpaid arrears five days after the accounts are cycle billed. This will allow for enhanced cash flows and reduction of water/sewer liens on property taxes.
- To continue to provide accurate and timely billing for all customers of the Saginaw water system. Since we began reading our own meters back in 2004 we have been able to correct mistakes, and cut down on meter reading errors, this enables us to keep more accurate records of all metered accounts. This includes vacant and occupied homes.
- To cross-train staff in other areas of the division to become more efficient in day-to-day operations. This will allow staff to cover for vacations and to get more duties completed by working together on tasks.
- To continue to educate the public in the policies and procedures of the Water/Sewer Customer Accounting Division. This will make customers aware of the criteria for shut-offs so that they may pay their bills on time or make arrangements for payment before they are shut off.

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
REVENUE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
Grants	96,122	0	0	199,154	0	554	0
Service - Sales	10,066,498	12,895,179	14,263,372	12,416,781	14,128,626	12,518,102	13,308,473
Interest and Rents	105,386	210,731	138,000	269,624	171,000	331,166	171,000
Other Revenues	41,939	31,884	20,000	34,701	5,000	15,259	836,062
Transfers from Other Funds	89,688	24,942	83,457	21,034	15,000	0	0
TOTAL RESOURCES	<u>10,399,633</u>	<u>13,162,736</u>	<u>14,504,829</u>	<u>12,941,294</u>	<u>14,319,626</u>	<u>12,865,082</u>	<u>14,315,535</u>

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>3867 CROSS CONNECTIONS</u>							
Personnel Services	51,207	31,076	60,772	99,361	147,289	104,344	71,853
Operating Expenses	121	4,373	3,650	411	13,068	8,402	10,568
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>51,328</u>	<u>35,449</u>	<u>64,422</u>	<u>99,772</u>	<u>160,357</u>	<u>112,746</u>	<u>82,421</u>
<u>4710 WATER ADMINISTRATION</u>							
Personnel Services	518,626	630,463	728,684	752,736	761,811	711,482	707,038
Operating Expenses	1,882,863	1,757,443	722,235	1,805,245	769,330	651,796	704,455
Capital Outlay	0	858	5,000	0	5,000	264	5,000
Miscellaneous	8,917	8,917	0	8,917	0	0	0
TOTALS	<u>2,410,406</u>	<u>2,397,681</u>	<u>1,455,919</u>	<u>2,566,898</u>	<u>1,536,141</u>	<u>1,363,542</u>	<u>1,416,493</u>
<u>4715 PROCESS CONTROL SYSTEMS</u>							
Personnel Services	82,503	87,875	95,008	97,379	92,779	102,525	103,159
Operating Expenses	49,419	25,299	148,522	22,906	154,424	33,137	152,646
Capital Outlay	0	0	49,360	3,494	28,625	1,432	58,600
TOTALS	<u>131,922</u>	<u>113,174</u>	<u>292,890</u>	<u>123,779</u>	<u>275,828</u>	<u>137,094</u>	<u>314,405</u>
<u>4720 METER MAINTENANCE AND SERVICE</u>							
Personnel Services	259,033	334,692	412,171	329,865	482,525	269,483	409,497
Operating Expenses	64,851	46,899	111,315	37,548	97,826	40,915	97,826
Capital Outlay	0	0	0	0	50,000	0	25,000
TOTALS	<u>323,884</u>	<u>381,591</u>	<u>523,486</u>	<u>367,413</u>	<u>630,351</u>	<u>310,398</u>	<u>532,323</u>
<u>4721 MAINTENANCE AND SERVICE</u>							
Personnel Services	686,057	791,131	1,043,937	870,290	1,282,204	926,893	1,173,860
Operating Expenses	564,301	600,212	1,088,820	575,241	1,016,035	595,539	1,843,943
Capital Outlay	0	0	0	72,830	53,500	18,774	62,000
TOTALS	<u>1,250,358</u>	<u>1,391,343</u>	<u>2,132,757</u>	<u>1,518,361</u>	<u>2,351,739</u>	<u>1,541,207</u>	<u>3,079,803</u>
<u>4730 TREATMENT AND PUMPING</u>							
Personnel Services	1,945,065	2,127,987	2,411,226	2,384,412	2,702,332	2,525,781	2,773,149
Operating Expenses	1,208,260	1,220,524	2,004,319	1,224,014	1,951,980	1,331,349	1,870,989
Capital Outlay	0	1,414	140,985	7,980	220,420	80,778	199,900
TOTALS	<u>3,153,325</u>	<u>3,349,925</u>	<u>4,556,530</u>	<u>3,616,406</u>	<u>4,874,732</u>	<u>3,937,908</u>	<u>4,844,038</u>

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS SUMMARY
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
<u>4735 RAW WATER</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,020,202	1,037,208	1,126,289	1,047,462	1,126,289	1,089,305	1,126,289
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>1,020,202</u>	<u>1,037,208</u>	<u>1,126,289</u>	<u>1,047,462</u>	<u>1,126,289</u>	<u>1,089,305</u>	<u>1,126,289</u>
<u>4745 DEBT SERVICE</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	2,902,077	2,573,343	2,879,234	2,409,645	3,127,013	1,924,625	2,576,579
TOTALS	<u>2,902,077</u>	<u>2,573,343</u>	<u>2,879,234</u>	<u>2,409,645</u>	<u>3,127,013</u>	<u>1,924,625</u>	<u>2,576,579</u>
<u>5310 CUSTOMER ACCOUNTING</u>							
Personnel Services	134,283	135,199	185,126	174,670	215,646	200,666	222,513
Operating Expenses	41,910	61,362	66,101	61,635	79,788	179,900	88,642
Capital Outlay	0	0	0	0	554	337	0
TOTALS	<u>176,193</u>	<u>196,561</u>	<u>251,227</u>	<u>236,305</u>	<u>295,988</u>	<u>380,903</u>	<u>311,155</u>
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
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	16,015	24,022	1,149,195	24,022	32,029	32,029	32,029
TOTALS	<u>16,015</u>	<u>24,022</u>	<u>1,149,195</u>	<u>24,022</u>	<u>32,029</u>	<u>32,029</u>	<u>32,029</u>
TOTAL WATER OPERATIONS AND MAINTENANCE							
Personnel Services	3,676,774	4,138,423	4,936,924	4,708,713	5,684,586	4,841,175	5,461,069
Operating Expenses	4,831,927	4,753,320	5,271,251	4,774,462	5,208,740	3,930,343	5,895,358
Capital Outlay	2,902,077	2,575,615	3,074,579	2,493,949	3,485,112	2,026,210	2,927,079
Miscellaneous	24,932	32,939	1,149,195	32,939	32,029	32,029	32,029
TOTAL EXPENDITURES	<u><u>11,435,710</u></u>	<u><u>11,500,297</u></u>	<u><u>14,431,949</u></u>	<u><u>12,010,063</u></u>	<u><u>14,410,467</u></u>	<u><u>10,829,757</u></u>	<u><u>14,315,535</u></u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
ENTERPRISE FUNDS - WATER FUND							
Cross Connection	1.00	2.00	1.00	1.00	1.00	1.00	1.00
Water Administration	3.52	3.92	4.12	4.12	15.30	15.30	15.90
Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Meter Maintenance and Service	5.50	5.25	5.25	5.25	5.00	5.00	5.00
Maintenance and Service	11.00	11.00	13.25	13.25	11.00	11.00	11.00
Treatment and Pumping	<u>32.00</u>	<u>32.00</u>	<u>32.00</u>	<u>32.00</u>	<u>32.00</u>	<u>32.00</u>	<u>32.00</u>
TOTAL POSITIONS	54.02	55.17	56.62	56.62	65.30	65.30	65.90

In the 2008 Approved Budget, an additional 10% of an Administrative Professional will be added to the Water Administration Division, as well as 25% of two Engineering Assistants. In the Meter Maintenance and Services Division, three Utilities Persons will be reclassified to Crossover Operators.

Note:

Customer Accounting Division is represented in the Department of Fiscal Services.

**SPECIAL REVENUE FUND
SEWER BOND CONSTRUCTION (595)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	3,375,000	SEWER BONDS	3,375,000
TOTAL RESOURCES	<u>3,375,000</u>	TOTAL APPROPRIATIONS	<u>3,375,000</u>

**ENTERPRISE FUNDS
SEWER BOND CONSTRUCTION (595)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	250	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	3,375,000
TOTAL RESOURCES	250	0	0	0	0	0	3,375,000

EXPENDITURE ANALYSIS SUMMARY							
<u>4843 SEWER BONDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	3,375,000
Capital Outlay	146,792	0	0	0	0	0	0
TOTALS	146,792	0	0	0	0	0	3,375,000
TOTAL SEWER BOND CONSTRUCTION							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	3,375,000
Capital Outlay	146,792	0	0	0	0	0	0
TOTAL EXPENDITURES	146,792	0	0	0	0	0	3,375,000

**SPECIAL REVENUE FUND
WATER BOND CONSTRUCTION (598)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	10,000	WATER REFUNDING BONDS	9,108,000
OTHER REVENUES	9,098,000		
TOTAL RESOURCES	<u>9,108,000</u>	TOTAL APPROPRIATIONS	<u>9,108,000</u>

**ENTERPRISE FUND
WATER BOND CONSTRUCTION (598)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	4,739	7,320	0	15,871	8,000	22,821	10,000
Other Revenues	0	0	0	0	0	0	9,098,000
Transfers from Other Funds	724	0	0	0	0	0	0
TOTAL RESOURCES	<u>5,463</u>	<u>7,320</u>	<u>0</u>	<u>15,871</u>	<u>8,000</u>	<u>22,821</u>	<u>9,108,000</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>4741 WATER REFUNDING BONDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	88,535	0	0	0	0	1	9,108,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>88,535</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>9,108,000</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	8,000	0	0
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>8,000</u>	<u></u>	<u>0</u>
TOTAL WATER OPERATIONS AND MAINTENANCE							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	88,535	0	0	0	0	1	9,108,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	8,000	0	0
TOTAL EXPENDITURES	<u>88,535</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>9,108,000</u>



**SPECIAL REVENUE FUND
CENTRAL STORES (633)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	204,025	SERVICE ROOM OPERATIONS	204,025
TOTAL RESOURCES	<u><u>204,025</u></u>	TOTAL APPROPRIATIONS	<u><u>204,025</u></u>

**INTERNAL SERVICE FUND
CENTRAL STORES (633)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Services - Sales	286,577	233,033	237,068	111,474	92,000	93,285	204,025
Other Revenues	0	0	0	0	0	1,430	0
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	<u>286,577</u>	<u>233,033</u>	<u>237,068</u>	<u>111,474</u>	<u>92,000</u>	<u>94,716</u>	<u>204,025</u>
EXPENDITURE ANALYSIS SUMMARY							
<u>1732 SERVICE ROOM OPERATIONS</u>							
Personnel Services	77,058	74,723	34,058	20,765	0	19,204	0
Operating Expenses	132,795	134,981	193,362	68,743	92,000	69,790	204,025
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>209,853</u>	<u>209,704</u>	<u>227,420</u>	<u>89,508</u>	<u>92,000</u>	<u>88,994</u>	<u>204,025</u>
<u>4444 CENTRAL STORES</u>							
Personnel Services	5,574	4,738	0	295	0	0	0
Operating Expenses	1,150	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	<u>6,724</u>	<u>4,738</u>	<u>0</u>	<u>295</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CENTRAL STORES							
Personnel Services	82,631	79,460	34,058	21,060	0	19,204	0
Operating Expenses	133,945	134,981	193,362	68,743	92,000	69,790	204,025
Capital Outlay	0	0	0	0	0	0	0
TOTAL EXPENDITURES	<u>216,576</u>	<u>214,441</u>	<u>227,420</u>	<u>89,803</u>	<u>92,000</u>	<u>88,994</u>	<u>204,025</u>

**SPECIAL REVENUE FUND
PUBLIC WORKS BUILDING (641)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	378,192	PUBLIC WORKS BUILDING	391,125
OTHER REVENUES	13,816	TRANSFERS OUT	883
TOTAL RESOURCES	<u>392,008</u>	TOTAL APPROPRIATIONS	<u>392,008</u>

FUND: 641 – Public Services Building Operations Fund
DEPARTMENT: Public Services
ACTIVITY: 4439 – Public Services Building

STRATEGIC NARRATIVE

The Public Services Center was built to consolidate the City's public services into a single facility. Construction of the center, which began in December 1977, was financed primarily by a \$2.95 million local Public Works grant from the Economic Development Administration. The City Council supplemented this grant with Public Improvement Fund allocations in the amount of \$244,530. The City's Public Services Department, which includes the Motor Pool, Parks Grounds Maintenance, Streets & Bridges, Engineering, GIS, Facilities Maintenance Operations are housed within the Public Services Center.

FY 2007/2008 OBJECTIVES

To plan and administer a capital improvement program for the Public Services Center.

To implement a energy saving program to meet the increase cost of utilities.

Maintain the Public Services Center at a safe and acceptable level.

Increase building security mandated by the Home Land Security directives for city and government facilities.

**INTERNAL SERVICE FUND
PUBLIC WORKS BUILDING (641)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Services - Sales	270,708	267,912	343,809	316,998	378,192	378,204	378,192
Interest and Rents	39	0	0	0	0	0	0
Other Revenues	1	51	0	50	0	67	13,816
Transfers from Other Funds	646	0	0	0	0	0	0
TOTAL RESOURCES	<u>271,394</u>	<u>267,963</u>	<u>343,809</u>	<u>317,048</u>	<u>378,192</u>	<u>378,271</u>	<u>392,008</u>

EXPENDITURE ANALYSIS SUMMARY

4439 PUBLIC WORKS BUILDING

Personnel Services	116,095	109,820	107,238	124,568	120,244	118,392	123,795
Operating Expenses	153,540	155,339	195,414	181,804	222,821	190,502	257,330
Capital Outlay	0	2,250	40,495	10,127	44,789	28,789	10,000
TOTALS	<u>269,635</u>	<u>267,409</u>	<u>343,147</u>	<u>316,499</u>	<u>387,854</u>	<u>337,684</u>	<u>391,125</u>

9660 TRANSFERS TO OTHER FUNDS

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	441	662	662	662	883	883	883
TOTALS	<u>441</u>	<u>662</u>	<u>662</u>	<u>662</u>	<u>883</u>	<u>883</u>	<u>883</u>

TOTAL PUBLIC WORKS BUILDING

Personnel Services	116,095	109,820	107,238	124,568	120,244	118,392	123,795
Operating Expenses	153,540	155,339	195,414	181,804	222,821	190,502	257,330
Capital Outlay	0	2,250	40,495	10,127	44,789	28,789	10,000
Miscellaneous	441	662	662	662	883	883	883
TOTAL EXPENDITURES	<u>270,076</u>	<u>268,070</u>	<u>343,809</u>	<u>317,161</u>	<u>388,737</u>	<u>338,567</u>	<u>392,008</u>

**SPECIAL REVENUE FUND
GEOGRAPHICAL INFORMATION SYSTEMS (GIS) (650)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	65,000	GEOGRAPHICAL INFORMATION SYSTEMS	479,886
CHARGE FOR SERVICES	320,660	INCREASE IN FUND EQUITY	2,447
OTHER REVENUES	97,556	TRANSFERS OUT	883
TOTAL RESOURCES	<u>483,216</u>	TOTAL APPROPRIATIONS	<u>483,216</u>

FUND: 650-Geographical Information Systems
DEPARTMENT: Geographical Information Systems
ACTIVITY: 1738

STRATEGIC NARRATIVE

This account funds the Geographical Information Systems Division of Public Services. This Division is in the process of developing professional GIS digital data layers and desktop applications for City employees, Saginaw Area GIS Authority (SAGA) members and public community users.

Fiscal year 2008 begins our seventh year as a City program and has rapidly developed into an enterprise GIS system that now includes 27 Saginaw County Municipalities, Saginaw County, Saginaw Road Commission, and Saginaw 911. Participating within SAGA, the GIS division has seen a drastic increase in consulting contractual work. The consulting work includes municipalities, Federal Homeland Security Grants and commercial businesses, while providing the latest technology applications and services to City departments. The GIS division has developed and is currently maintaining over 100 geographic data layers that are used in our system. We also developed and are enhancing the City of Saginaw’s website and three web information portals to City and County assessing, tax and geographic data.

Saginaw Area GIS Authority	10%
General Fund	10%
Major Streets Fund	15%
Local Streets Fund	15%
Water Fund	25%
Sewer Fund	25%
Total	100%

STRATEGIC OBJECTIVES

1. Maintain and enhance the City of Saginaw Web Site.
2. Increase GIS contract revenue from government and private sectors.
3. Move City towards an E-Government environment.

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	<u>FY 2007</u>		<u>FY 2008</u>
	<u>PROJECTED</u>	<u>ESTIMATED ACTUAL</u>	<u>PROJECTED</u>
Development of GIS Base layers	100%	100%	Ongoing
Database integration	100%	100%	Ongoing
Utilization of GIS	80%	80%	90%
Internet data distribution	100%	100%	Ongoing

**INTERNAL SERVICE FUND
GEOGRAPHICAL INFORMATION SYSTEMS (650)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	0	0	0	0	0	67,397	0
Services - Sales	82	13,432	33,000	19,084	50,000	40,763.50	65,000
Charge for Services	294,084	335,835	317,362	317,364	308,129	308,148.00	320,660
Interest and Rents	268	0	0	0	0	0	0
Other Revenues	193	22,000	32,000	28,511	33,075	29,996	97,556
Transfers from Other Funds	450	0	0	0	0	0	0
TOTAL RESOURCES	<u>295,076</u>	<u>371,267</u>	<u>382,362</u>	<u>364,959</u>	<u>391,204</u>	<u>446,304</u>	<u>483,216</u>

EXPENDITURE ANALYSIS SUMMARY

1738 GEOGRAPHICAL INFORMATION SYSTEMS

Personnel Services	188,801	217,063	234,010	241,517	290,546	241,431	352,718
Operating Expenses	135,965	178,120	123,690	131,494	90,028	90,719	113,168
Capital Outlay	245	871	24,000	0	7,300	0	14,000
TOTALS	<u>325,011</u>	<u>396,054</u>	<u>381,700</u>	<u>373,011</u>	<u>387,874</u>	<u>332,150</u>	<u>479,886</u>

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	2,447	0	2,447
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,447</u>	<u>0</u>	<u>2,447</u>

9660 TRANSFERS TO OTHER FUNDS

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	72,272	662	0	662	883	883	883
TOTALS	<u>72,272</u>	<u>662</u>	<u>0</u>	<u>662</u>	<u>883</u>	<u>883</u>	<u>883</u>

TOTAL GEOGRAPHICAL INFORMATION SYSTEMS

Personnel Services	188,801	217,063	234,010	241,517	290,546	241,431	352,718
Operating Expenses	135,965	178,120	123,690	131,494	90,028	90,719	113,168
Capital Outlay	245	871	24,000	0	7,300	0	14,000
Miscellaneous	72,272	662	0	662	3,330	883	3,330
TOTAL EXPENDITURES	<u>397,283</u>	<u>396,716</u>	<u>381,700</u>	<u>373,673</u>	<u>391,204</u>	<u>333,033</u>	<u>483,216</u>

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**SPECIAL REVENUE FUND
 INFORMATION SERVICES (658)
 RESOURCE ALLOCATION
 2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,492,729	INFORMATION SERVICES	1,614,288
INTEREST	5,000	TRANSFERS OUT	3,441
OTHER REVENUES	120,000		
TOTAL RESOURCES	<u><u>1,617,729</u></u>	TOTAL APPROPRIATIONS	<u><u>1,617,729</u></u>

FUND: 658 – Information Services Fund
DEPARTMENT: Information Management Services
ACTIVITY: 1720 – Information Services

STRATEGIC NARRATIVE

Information Services provides Information Technology services for all City of Saginaw Departments. Activities include telecommunications, cellular phones, pagers, 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.

It is imperative for the City to thoughtfully plan technology investments to maximize and optimize those investments and to leverage technology in ways that will create more effective and efficient government and help to build the public trust. In an environment of rapid change and finite resources, the City must focus on projects and programs that will strengthen our technical infrastructure, widen the ability to communicate internally and with the community, allow easy access to data and services and streamline bureaucratic processes. Emphasis is also needed to ensure that Information Services projects are managed consistently, are cost effective and are aligned with the City's strategic visions.

FY 2007/2008 OBJECTIVES

- Continued deployment of the HTE software re-connect plan supporting the goals and objectives of the City. The re-connect plan includes: a detailed analysis of business processes and software usage, proper software application system setup, migration to a new Naviline graphical environment, extensive staff training on the most efficient usage of City software tools and improved business processes.
- Provide resources for Revenue Enhancement: analyze and document areas with uncollected revenue potential; propose the institution of procedures to maximize efficiency and revenue collection; participate in the aggressive collection of uncollected revenue.
- Implement HTE Click2Gov system to improve communication with the public and quickly and efficiently track public requests while tracking information.
- Enhance information system security for increased user efficiency and technology protection.
- Evaluate City communication and technology assets and develop a comprehensive telecommunications and computer technology network to improve service, maximize the effectiveness of technology investments, increase efficiency, and lower overall costs.
- Information accessed by the public and City members will be accurate, appropriate and timely.

**INTERNAL SERVICE FUND
INFORMATION SERVICES (658)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Services - Sales	959	165	2,881	0	0	0	0
Charge for Services	1,746,288	1,524,053	1,391,392	1,326,001	1,494,729	1,494,729	1,492,729
Interest and Rents	0	5,685	0	8,368	0	9,840	5,000
Other Revenues	0	69	80,686	0	0	0	120,000
Transfers from Other Funds	102,778	0	1,788	0	0	0	0
TOTAL RESOURCES	<u>1,850,025</u>	<u>1,529,971</u>	<u>1,476,747</u>	<u>1,334,369</u>	<u>1,494,729</u>	<u>1,504,569</u>	<u>1,617,729</u>

EXPENDITURE ANALYSIS SUMMARY

1720 INFORMATION SERVICES

Personnel Services	702,795	735,920	769,245	761,892	712,062	708,566	704,884
Operating Expenses	642,437	728,409	647,735	620,628	783,744	798,794	821,318
Capital Outlay	0	4,165	57,186	1,421	14,297	30,921	88,086
TOTALS	<u>1,345,232</u>	<u>1,468,494</u>	<u>1,474,166</u>	<u>1,383,941</u>	<u>1,510,103</u>	<u>1,538,281</u>	<u>1,614,288</u>

9660 TRANSFERS TO OTHER FUNDS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	3,441	3,441	3,441
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,441</u>	<u>3,441</u>	<u>3,441</u>

TOTAL INFORMATION SERVICES

Personnel Services	702,795	735,920	769,245	761,892	712,062	708,566	704,884
Operating Expenses	642,437	728,409	647,735	620,628	783,744	798,794	821,318
Capital Outlay	0	4,165	57,186	1,421	14,297	30,921	88,086
Miscellaneous	0	0	0	0	3,441	3,441	3,441
TOTAL EXPENDITURES	<u>1,345,232</u>	<u>1,468,494</u>	<u>1,474,166</u>	<u>1,383,941</u>	<u>1,513,544</u>	<u>1,541,722</u>	<u>1,617,729</u>

**SPECIAL REVENUE FUND
RADIO OPERATIONS (660)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	216,181	RADIO OPERATIONS	92,633
INTEREST	25,000	INCREASE IN FUND EQUITY	148,108
		TRANSFERS OUT	440
TOTAL RESOURCES	<u>241,181</u>	TOTAL APPROPRIATIONS	<u>241,181</u>

FUND: 660 – Radio Operation Fund
DEPARTMENT: Public Services
ACTIVITY: 4422 – Radio Operation

STRATEGIC NARRATIVE

The Radio Operations section is responsible for administering the City's public service two-way radio communications system. Proper installation and maintenance of approximately 700 fixed and mobile radio devices ensures a reliable communication system to the users. The police and fire radios operate off the county system and in FY 2003-04 the maintenance was coordinated with the Radio Operations Section. FY 2004-05 brought the repair and maintenance of these radios under the control of the City of Saginaw. Due to the City's not filling the vacant Radio Technician position, it was extremely difficult to continue to monitor and repair all of the radios within the City's system. The City has a purchase order with ComSource, Inc. to repair all radios. In general, program objectives were met during FY 2006-07. Also, Police and Fire radios have surpassed their useful life, and are in need of replacement. The public safety radios were purchased in 1994 as part of the county wide E911 system, and the radios were expected to last about ten years. Budget issues beginning in FY 2002 made for conditions where the radio fund has been depleted by approximately \$1,000,000. It appears due to audit recommendations that a majority of this money has been placed back within the radio fund. City of Saginaw is currently working with the countywide 911 Authority to determine whether or not they will be paying for all Police and Fire Radios that require replacement.

Upgrading to a full-time position enhanced the quality of service and provided trained staff to work on the new style of radios. Radio users did experience improved radio communications and service as result of utilizing this full-time position. This position has been vacant since September of 2004, and currently has been removed from the personnel complement. Therefore, radio users may experience a decrease in quality of service and radio communications due to lack of trained staff. An outside vendor that is licensed to work on Motorola style radios is performing all Radio repair and service. The City will continue utilizing the services of outside vendors for repair and maintenance to all radio communication systems. Radio communications is a very important component of public service and has proven to be an effective means to emergency response and public security. After talking to Barry Nelson from Saginaw County, he made me aware that as of December 1, 2005 the County 911 would take over responsibility of all maintenance and future replacement of the City of Saginaw's Public Safety Radio system, which includes all police and fire radios. I haven't seen anything in writing justifying this. I am working on this currently.

FY 2007/2008 OBJECTIVES

- Continue to monitor radio system as best as possible in-house versus outsourcing.
- Outsourcing will continue to be required due to not filling Radio Technician Position.
- Work with the Police and Fire Departments to get replacement radios utilizing County 911 Authority Monies.

**INTERNAL SERVICE FUND
RADIO OPERATIONS (660)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	118,768	118,768	252,605	192,636	216,181	216,180	216,181
Interest and Rents	426	15,091	0	38,577	9,200	45,366	25,000
Other Revenues	2	0	0	9	0	0	0
Transfers from Other Funds	104	0	0	0	0	0	0
TOTAL RESOURCES	119,300	133,859	252,605	231,221	225,381	261,546	241,181

EXPENDITURE ANALYSIS SUMMARY							
<u>4422 RADIO OPERATIONS</u>							
Personnel Services	49,747	7,356	59,755	2,655	0	7,087	0
Operating Expenses	112,897	75,199	91,120	65,367	90,403	24,495	82,633
Capital Outlay	0	0	0	0	5,000	0	10,000
TOTALS	162,644	82,555	150,875	68,022	95,403	31,583	92,633
<u>8559 INCREASE IN FUND EQUITY</u>							
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	96,400	0	129,538	0	148,108
TOTALS	0	0	96,400	0	129,538	0	148,108
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
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	220	330	330	330	440	440	440
TOTALS	220	330	330	330	440	440	440
TOTAL RADIO OPERATIONS							
Personnel Services	49,747	7,356	59,755	2,655	0	7,087	0
Operating Expenses	112,897	75,199	91,120	65,367	90,403	24,495	82,633
Capital Outlay	0	0	0	0	5,000	0	10,000
Miscellaneous	220	330	96,730	330	129,978	440	148,548
TOTAL EXPENDITURES	162,864	82,885	247,605	68,352	225,381	32,022	241,181

**SPECIAL REVENUE FUND
MOTOR POOL OPERATIONS (661)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	2,474,722	GARAGE OPERATIONS	2,974,604
OTHER REVENUES	34,724	TRANSFERS OUT	9,037
TRANSFERS IN	474,195		
TOTAL RESOURCES	<u>2,983,641</u>	TOTAL APPROPRIATIONS	<u>2,983,641</u>

FUND: 661 – Motor Pool Fund
DEPARTMENT: Public Services
ACTIVITY: 4480 – Garage Operation

STRATEGIC NARRATIVE

The primary function of the Motor Pool Fund is to provide the maintenance, repair and replacement of motorized equipment. The Division currently maintains City-owned motor vehicles, leased vehicles and 134 miscellaneous pieces of equipment. Currently, the Garage maintains all City vehicular equipment, with the exception of that assigned to the Police and Fire Departments.

FY 2007/2008 OBJECTIVES

- To implement a vehicle replacement revolving fund to finance vehicle replacement.
- To implement a rental schedule for financing garage operations.

**INTERNAL SERVICE FUND
MOTOR POOL OPERATIONS (661)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	1,872,526	2,226,030	2,004,030	1,888,141	2,082,922	1,837,967	2,474,722
Interest and Rents	44	0	0	0	0	0	0
Other Revenues	145,205	(3,915)	1,098	12,750	5,000	1,231	34,724
Transfers from Other Funds	33,131	0	744,671	0	474,195	0	474,195
TOTAL RESOURCES	<u>2,050,906</u>	<u>2,222,115</u>	<u>2,749,799</u>	<u>1,900,891</u>	<u>2,562,117</u>	<u>1,839,198</u>	<u>2,983,641</u>

EXPENDITURE ANALYSIS SUMMARY

4480 GARAGE OPERATIONS

Personnel Services	856,695	792,416	905,986	662,326	939,736	681,082	874,595
Operating Expenses	1,641,191	1,349,436	1,053,292	1,191,768	1,126,799	577,668	909,421
Capital Outlay	528	2,626	352,122	2,029	423,021	176,629	763,173
Miscellaneous	11,500	20,814	396,514	60,963	195,777	0	427,415
TOTALS	<u>2,509,914</u>	<u>2,165,292</u>	<u>2,707,914</u>	<u>1,917,086</u>	<u>2,685,333</u>	<u>1,435,378</u>	<u>2,974,604</u>

9660 TRANSFERS TO OTHER FUNDS

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	4,519	6,778	6,778	6,778	9,037	9,037	9,037
TOTALS	<u>4,519</u>	<u>6,778</u>	<u>6,778</u>	<u>6,778</u>	<u>9,037</u>	<u>9,037</u>	<u>9,037</u>

TOTAL MOTOR POOL OPERATIONS

Personnel Services	856,695	792,416	905,986	662,326	939,736	681,082	874,595
Operating Expenses	1,641,191	1,349,436	1,053,292	1,191,768	1,126,799	577,668	909,421
Capital Outlay	528	2,626	352,122	2,029	423,021	176,629	763,173
Miscellaneous	16,019	27,592	403,292	67,741	204,814	9,037	436,452
TOTAL EXPENDITURES	<u>2,514,433</u>	<u>2,172,070</u>	<u>2,714,692</u>	<u>1,923,864</u>	<u>2,694,370</u>	<u>1,444,415</u>	<u>2,983,641</u>

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**SPECIAL REVENUE FUND
PTO LIABILITY (662)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	30,000	TRANSFERS OUT	165,000
OTHER REVENUES	135,000		
TOTAL RESOURCES	<u>165,000</u>	TOTAL APPROPRIATIONS	<u>165,000</u>

**INTERNAL SERVICE FUND
PTO LIABILITY (662)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charges for Services	0	24,602	0	0	0	0	0
Interest and Rents	11,788	0	0	33,269	35,000	17,077	30,000
Other Revenues	0	0	499,655	0	130,000	0	135,000
TOTAL RESOURCES	<u>11,788</u>	<u>24,602</u>	<u>499,655</u>	<u>33,269</u>	<u>165,000</u>	<u>17,077</u>	<u>165,000</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
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	781,519	347,002	499,655	456,951	165,000	0	165,000
TOTALS	<u>781,519</u>	<u>347,002</u>	<u>499,655</u>	<u>456,951</u>	<u>165,000</u>	<u>0</u>	<u>165,000</u>
TOTAL PTO LIABILITY							
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	781,519	347,002	499,655	456,951	165,000	0	165,000
TOTAL EXPENDITURES	<u>781,519</u>	<u>347,002</u>	<u>499,655</u>	<u>456,951</u>	<u>165,000</u>	<u>0</u>	<u>165,000</u>

**SPECIAL REVENUE FUND
 SELF-INSURANCE FUND (677)
 RESOURCE ALLOCATION
 2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,429,619	SELF INSURANCE	1,360,483
INTEREST	15,000	INCREASE IN FUND EQUITY	164,906
TRANSFERS IN	80,770		
TOTAL RESOURCES	<u><u>1,525,389</u></u>	TOTAL APPROPRIATIONS	<u><u>1,525,389</u></u>

**INTERNAL SERVICE FUND
SELF-INSURANCE FUND (677)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	1,610,568	1,713,645	1,591,975	1,374,980	1,429,619	1,930,676	1,429,619
Interest and Rents	6,132	12,511	7,000	12,133	15,000	15,912	15,000
Other Revenues	0	(247)	0	5,918	0	0	0
Transfers from Other Funds	81,680	78,550	73,235	0	80,770	0	80,770
Current Reserve GF	262,992	0	0	14,008	0	0	0
TOTAL RESOURCES	<u>1,961,372</u>	<u>1,804,459</u>	<u>1,672,210</u>	<u>1,407,038</u>	<u>1,525,389</u>	<u>1,946,588</u>	<u>1,525,389</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>1762 SELF INSURANCE</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,489,692	1,362,596	1,598,975	1,321,038	1,349,713	1,398,734	1,349,713
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	21,680	18,550	73,235	86,000	10,770	10,770	10,770
TOTALS	<u>1,511,372</u>	<u>1,381,146</u>	<u>1,672,210</u>	<u>1,407,038</u>	<u>1,360,483</u>	<u>1,409,504</u>	<u>1,360,483</u>
<u>8559 INCREASE IN FUND EQUITY</u>							
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	450,000	0	0	0	164,906	0	164,906
TOTALS	<u>450,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>164,906</u>	<u>0</u>	<u>164,906</u>
TOTAL SELF INSURANCE							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,489,692	1,362,596	1,598,975	1,321,038	1,349,713	1,398,734	1,349,713
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	471,680	18,550	73,235	86,000	175,676	10,770	175,676
TOTAL EXPENDITURES	<u>1,961,372</u>	<u>1,381,146</u>	<u>1,672,210</u>	<u>1,407,038</u>	<u>1,525,389</u>	<u>1,409,504</u>	<u>1,525,389</u>

**SPECIAL REVENUE FUND
WORKERS COMPENSATION (678)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,200,000	WORKERS COMPENSATION ADMINISTRATION	1,114,367
INTEREST	40,000	EMPLOYEE HEALTH SERVICES	74,172
		INCREASE IN FUND EQUITY	51,461
TOTAL RESOURCES	<u>1,240,000</u>	TOTAL APPROPRIATIONS	<u>1,240,000</u>

FUND: 678-Workers' Compensation Fund
DIVISION: Workers' Compensation Administration
ACTIVITY: 1750

STRATEGIC NARRATIVE

The City of Saginaw is a self-insured employer governed by the Michigan Workers' Disability Compensation Act. The program is coordinated with the Office of Employee Services, a third party administrator and medical treatment facilities. Occupational health services are provided by Covenant Occupational Medical Center. This budget includes expenses for our in-house safety and health program, third party administrative costs, workers' compensation payments and medical payments for permanent and temporarily disabled employees, and funds for litigated cases and settlements. Employee Services monitors 33 long-term workers' compensation cases, of which 12 are presently litigated, and up to 100 temporary claims submitted by Departments throughout the year. Our third party administrator, Cambridge Integrated Services, handles all medical and lost time claims by claims management, bill review and payment of all medical expenses and generates indemnity payments on behalf of the City.

The primary focus of the program is medical cost containment, along with aggressive case and risk management. The goals are to lower work-related injuries and reduce lost workdays. The program elements include job hazard analysis, aggressive handling of injury and illness, and an early return to work program. Departments continue to promote a safety program by safety training, maintaining equipment and utilizing personal protective equipment. The team effort of our safety program with labor and management strive to improve the safety and health of our employees and their working environment.

FY 2007/2008 STRATEGIC OBJECTIVES

1. To promote safety training, maintain equipment and utilize personal protective equipment to reduce work-related injury claims.
2. To further reduce temporary disability payroll and lost workday costs by aggressive medical case management and return to work programs in departments.
3. To reduce caseload through rehabilitation efforts and settlements of long-term cases.

**INTERNAL SERVICE FUND
WORKERS COMPENSATION (678)
2007/2008 PROPOSED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	22,660	0	5,000	0	0	0	0
Charge for Services	1,270,355	1,256,755	1,223,801	1,194,654	1,247,418	1,234,964	1,200,000
Interest and Rents	3,141	11,731	0	37,673	0	44,303	40,000
Other Revenues	0	0	0	0	0	0	0
Transfers from Other Funds	0	0	21,200	0	0	0	0
TOTAL RESOURCES	<u>1,296,156</u>	<u>1,268,486</u>	<u>1,250,001</u>	<u>1,232,327</u>	<u>1,247,418</u>	<u>1,279,267</u>	<u>1,240,000</u>

EXPENDITURE ANALYSIS SUMMARY

1750 WORKERS COMPENSATION ADMINISTRATION

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,248,488	991,773	1,111,701	556,735	1,159,811	984,205	1,114,367
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	<u>1,248,488</u>	<u>991,773</u>	<u>1,111,701</u>	<u>556,735</u>	<u>1,159,811</u>	<u>984,205</u>	<u>1,114,367</u>

1751 EMPLOYEE HEALTH SERVICES

Personnel Services	49,019	49,365	57,696	34,206	31,982	30,806	31,178
Operating Expenses	68,596	53,287	80,604	56,355	55,625	54,162	42,994
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	<u>117,615</u>	<u>102,652</u>	<u>138,300</u>	<u>90,561</u>	<u>87,607</u>	<u>84,968</u>	<u>74,172</u>

8559 INCREASE IN FUND EQUITY

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	4,519	6,778	6,778	6,778	0	0	51,461
TOTALS	<u>4,519</u>	<u>6,778</u>	<u>6,778</u>	<u>6,778</u>	<u>0</u>	<u>0</u>	<u>51,461</u>

TOTAL WORKERS COMPENSATION

Personnel Services	49,019	49,365	57,696	34,206	31,982	30,806	31,178
Operating Expenses	1,317,084	1,045,060	1,192,305	613,090	1,215,436	1,038,367	1,157,361
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	4,519	6,778	6,778	6,778	0	0	51,461
TOTAL EXPENDITURES	<u>1,370,622</u>	<u>1,101,203</u>	<u>1,256,779</u>	<u>654,074</u>	<u>1,247,418</u>	<u>1,069,173</u>	<u>1,240,000</u>

**POSITION ANALYSIS
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget
INTERNAL SERVICE FUND							
Public Works Building	2.20	2.20	2.20	2.20	2.20	2.20	2.20
GIS Fund	3.00	4.00	4.00	4.00	4.00	4.00	4.00
Information Services	8.00	8.00	7.00	7.00	7.00	7.00	7.00
Radio Operations	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Motor Pool Operations	10.65	9.65	9.65	9.65	9.20	9.20	9.20
Workers Compensation	0.45	2.00	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	25.30	26.85	23.45	23.45	23.00	23.00	23.00

In the 2008 Approved Budget, the personnel complement will remain the same as in 2007.



**SPECIAL REVENUE FUND
UNFUNDED LIABILITIES FUND (674)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	30,000	INCREASE IN FUND EQUITY	430,000
CHARGE TO OTHER FUNDS	400,000		
TOTAL RESOURCES	<u>430,000</u>	TOTAL APPROPRIATIONS	<u>430,000</u>

**FIDUCIARY FUND
UNFUNDED LIABILITIES FUND (674)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	708	25,509	0	25,403	30,000	47,062	30,000
Other Revenues	(6,445)	40,875	0	136,802	0	147,617	0
Charge to Other Funds	200,001	300,000	300,000	300,000	400,000	400,000	400,000
TOTAL RESOURCES	<u>194,264</u>	<u>366,384</u>	<u>300,000</u>	<u>462,205</u>	<u>430,000</u>	<u>594,679</u>	<u>430,000</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	135,000	131,448	0
Miscellaneous	0	6,627	300,000	131,470	430,000	430,000	430,000
TOTALS	<u>0</u>	<u>6,627</u>	<u>300,000</u>	<u>131,470</u>	<u>565,000</u>	<u>561,448</u>	<u>430,000</u>
TOTAL SELF INSURANCE							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	135,000	131,448	0
Miscellaneous	0	6,627	300,000	131,470	430,000	430,000	430,000
TOTAL EXPENDITURES	<u>0</u>	<u>6,627</u>	<u>300,000</u>	<u>131,470</u>	<u>565,000</u>	<u>561,448</u>	<u>430,000</u>

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**SPECIAL REVENUE FUND
FOREST LAWN CEMETERY (711)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	19,000	INCREASE IN FUND EQUITY	19,000
TOTAL RESOURCES	<u>19,000</u>	TOTAL APPROPRIATIONS	<u>19,000</u>

**FIDUCIARY FUND
FOREST LAWN CEMETERY (711)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	27,649	24,374	24,000	29,325	19,000	0	19,000
Other Revenues	0	(903)	0	0	0	0	0
TOTAL RESOURCES	<u>27,649</u>	<u>23,471</u>	<u>24,000</u>	<u>29,325</u>	<u>19,000</u>	<u>0</u>	<u>19,000</u>

EXPENDITURE ANALYSIS SUMMARY							
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	19,000	0	19,000
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>19,000</u>	<u>0</u>	<u>19,000</u>
TOTAL FOREST LAWN CEMETERY							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	19,000	0	19,000
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>19,000</u>	<u>0</u>	<u>19,000</u>

**SPECIAL REVENUE FUND
OAKWOOD CEMETERY (712)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	6,000	INCREASE IN FUND EQUITY	6,000
TOTAL RESOURCES	6,000	TOTAL APPROPRIATIONS	6,000

**FIDUCIARY FUND
OAKWOOD CEMETERY (712)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	2,791	4,481	6,700	5,063	6,000	0	6,000
Other Revenues	0	(254)	0	0	0	0	0
TOTAL RESOURCES	<u>2,791</u>	<u>4,227</u>	<u>6,700</u>	<u>5,063</u>	<u>6,000</u>	<u>0</u>	<u>6,000</u>

EXPENDITURE ANALYSIS SUMMARY

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	6,000	0	6,000
TOTALS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,000</u>	<u>0</u>	<u>6,000</u>

TOTAL OAKWOOD CEMETERY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	6,000	0	6,000
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,000</u>	<u>0</u>	<u>6,000</u>

**SPECIAL REVENUE FUND
POLICE AND FIRE PENSION FUND (732)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	4,680,000	POLICE AND FIRE PENSION	885,900
INTEREST AND RENTS	4,486,592	POLICE PENSION	6,450,000
OTHER REVENUES	3,669,308	FIRE PENSION	5,500,000
TOTAL RESOURCES	<u>12,835,900</u>	TOTAL APPROPRIATIONS	<u>12,835,900</u>

**FIDUCIARY FUND
POLICE AND FIRE PENSION (732)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge to Other Funds	3,429,637	3,369,291	3,626,717	4,571,724	4,842,383	4,842,384	4,680,000
Interest and Rents	1,849,272	5,770,730	4,125,950	5,684,204	4,100,000	3,193,801	4,486,592
Other Revenues	14,450,467	3,856,265	4,253,533	4,315,684	3,541,717	16,677,043	3,669,308
TOTAL RESOURCES	<u>19,729,376</u>	<u>12,996,285</u>	<u>12,006,200</u>	<u>14,571,612</u>	<u>12,484,100</u>	<u>24,713,228</u>	<u>12,835,900</u>

EXPENDITURE ANALYSIS SUMMARY

1765 POLICE AND FIRE PENSION

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	656,827	562,063	806,200	787,067	884,100	717,941	885,900
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	<u>656,827</u>	<u>562,063</u>	<u>806,200</u>	<u>787,067</u>	<u>884,100</u>	<u>717,941</u>	<u>885,900</u>

1766 POLICE PENSION

Personnel Services	6,033,981	6,175,826	6,200,000	6,226,889	6,300,000	6,347,818	6,450,000
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	<u>6,033,981</u>	<u>6,175,826</u>	<u>6,200,000</u>	<u>6,226,889</u>	<u>6,300,000</u>	<u>6,347,818</u>	<u>6,450,000</u>

1767 FIRE PENSION

Personnel Services	4,771,774	4,939,175	500,000	5,154,310	5,300,000	5,434,880	5,500,000
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	<u>4,771,774</u>	<u>4,939,175</u>	<u>500,000</u>	<u>5,154,310</u>	<u>5,300,000</u>	<u>5,434,880</u>	<u>5,500,000</u>

TOTAL POLICE AND FIRE PENSION FUND

Personnel Services	10,805,755	11,115,001	6,700,000	11,381,199	11,600,000	11,782,698	11,950,000
Operating Expenses	656,827	562,063	806,200	787,067	884,100	717,941	885,900
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	<u>11,462,582</u>	<u>11,677,064</u>	<u>7,506,200</u>	<u>12,168,266</u>	<u>12,484,100</u>	<u>12,500,639</u>	<u>12,835,900</u>

**SPECIAL REVENUE FUND
SAGINAW HOUSING COMMISSION (733)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	125,739	SAGINAW HOUSING COMMISSION	243,239
TRANSFERS IN	117,500		
TOTAL RESOURCES	<u>243,239</u>	TOTAL APPROPRIATIONS	<u>243,239</u>

**FIDUCIARY FUND
SAGINAW HOUSING COMMISSION (733)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Other Revenues	2,027,445	1,937,135	1,912,402	1,383,161	125,739	4,805	125,739
Transfers from General Fund	0	0	0	0	20,981	20,981	117,500
TOTAL RESOURCES	<u>2,027,445</u>	<u>1,937,135</u>	<u>1,912,402</u>	<u>1,383,161</u>	<u>146,720</u>	<u>25,786</u>	<u>243,239</u>

EXPENDITURE ANALYSIS SUMMARY

8525 SAGINAW HOUSING COMMISSION

Personnel Services	2,021,429	1,913,299	1,902,084	1,631,213	256,069	233,174	243,239
Operating Expenses	6,017	10,467	8,318	10,938	0	1,474	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	<u>2,027,446</u>	<u>1,923,766</u>	<u>1,910,402</u>	<u>1,642,151</u>	<u>256,069</u>	<u>234,648</u>	<u>243,239</u>

TOTAL SAGINAW HOUSING COMMISSION

Personnel Services	2,021,429	1,913,299	1,902,084	1,631,213	256,069	233,174	243,239
Operating Expenses	6,017	10,467	8,318	10,938	0	1,474	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	<u>2,027,446</u>	<u>1,923,766</u>	<u>1,910,402</u>	<u>1,642,151</u>	<u>256,069</u>	<u>234,648</u>	<u>243,239</u>

**SPECIAL REVENUE FUND
BLISS PARK EXPENDITURE ENDOWMENT (737)
RESOURCE ALLOCATION
2007/2008 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	9,150	BLISS PARK MAINTENANCE	9,150
TOTAL RESOURCES	<u>9,150</u>	TOTAL APPROPRIATIONS	<u>9,150</u>

FUND: 737 – A.T. Bliss Park Expendable Trust Fund
DEPARTMENT: Public Services
ACTIVITY: 7545– Bliss Park Maintenance

STRATEGIC NARRATIVE

This account provides for the beautification activities that take place seasonally in the park. Activities include the restocking of the gardens and the temporary caretaker employed to maintain the park. The source of funding is the A.T. Bliss Endowment (expendable).

FY 2007/2008 OBJECTIVES

Improve the quality of the grounds, building and equipment in the Bliss Park area.

To utilize volunteers as much as possible for grooming of public sitting and flower garden areas.

**FIDUCIARY FUND
BLISS PARK EXPENDITURE ENDOWMENT (737)
2007/2008 APPROVED BUDGET**

	2004 Actual	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	176	0	1,000	0	1,200	0	0
Other Revenues	0	0	7,727	0	7,358	2,842	9,150
TOTAL RESOURCES	176	0	8,727	0	8,558	2,842	9,150

EXPENDITURE ANALYSIS SUMMARY							
<u>7545 BLISS PARK MAINTENANCE</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	9,631	6,581	8,727	1,998	8,558	2,842	9,150
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	9,631	6,581	8,727	1,998	8,558	2,842	9,150
TOTAL BLISS PARK EXPENDITURE ENDOWMENT							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	9,631	6,581	8,727	1,998	8,558	2,842	9,150
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	9,631	6,581	8,727	1,998	8,558	2,842	9,150

CAPITAL IMPROVEMENT PLAN

OVERVIEW

The Capital Improvement Plan (CIP) is vital to our 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. Recognition of this importance prompted the Administration to propose additions to, and finance the continuation of, the existing CIP. In past years, City Council had approved the financing for existing projects and the addition of new projects. The City anticipates several new projects for consideration in FY 2007/2008.

THE 2007/2008 CIP

The Capital Improvement Plan for FY 2007/2008 calls for anticipated expenditures totaling \$25,249,700. The expenditures planned for the year addresses facilities and infrastructure improvements for Public Services, specifically Traffic Engineering, Engineering (both in the Streets Fund), Water and Sewer Funds. Projects included in FY 2007/2008 are listed by capital program on the following pages.

CAPITAL BUDGET PROCESS

The Capital Budget Process follows the same preparation schedule as the Operating Budget Process. This process begins as the department directors evaluates capital expenditure need and identify priorities for City Manager review. The City Manager evaluates these request and determines which capital expenditure project should be undertaken. The capital projects are then presented to City Council along with a capital financing strategy for review and approval. If Council approves the action presented, then it is legally enacted through the passage of an ordinance.

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, contracted services, maintenance, and supplies costs. It provides for all city services, but does not result in major physical assets in the City. Major sources to fund the operating budget are generated in taxes, state revenue sharing monies, user fees, fines and forfeitures, intergovernmental payments, and appropriations of undesignated fund balance.

The capital budget, in contrast, usually includes one-time costs for projects that may last more than one year. The result of these projects is physical assets in 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 the projects. Resources for the capital budget generally come from the issuance of General Obligation Bonds or Revenue Bonds, Federal or State aid program, grants, or foundations, service groups, business and private donations.

Regardless of the differences, the operating and capital budgets are closely linked, with the capital budget having a direct impact on the operating budget. 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 budgeted on an ongoing basis. Capital Improvements, on the other hand, will decrease in maintenance costs through the replacement or improvement of older less efficient facilities or equipment.

The operating budget also includes debt service appropriations for the payment of long-term debt, principal, interest and related costs. The majority part of the City's capital improvement costs has been funded through the issuance of tax supported general obligation bonds, and user fee supported revenue bonds (for the enterprise programs such as water and sewer), which are generally repaid over the useful life of the improvement being financed.

CAPITAL IMPROVEMENT PLAN SUMMARY

Project Description	First Yr. Approved/ Funded	Est. Yr. Of Acquis./ Compl.	Total Est. Cost of Project	Est. Expend. to Date	Est. Expend After 2008	2007/2008 Planned Expend.	Funding Source
Public Services - Traffic Engineering/Engineering							
Cherry and 6th St. Intersection Improvements	2008	2008	512,000	0	0	362,000	City Funds, MDOT Monies
Court/Congress Signal Upgrade	2008	2008	174,000	0	174,000	174,000	City Funds, Federal
Woodbridge Construction	2008	2010	5,200,000	0	5,200,000	0	City Funds, Federal, State
M-13 / M-16 Intersection Improvements	2008	2008	641,200	0	0	641,200	City Funds, Federal
Johnson Street Construction	2008	2008	200,000	0	100,000	100,000	City Funds MDOT
Ramp Improvement	2008	2012	250,000	0	200,000	50,000	City Funds, Federal
Traffic Engineering/ Engineering Subtotal:			6,977,200	0	5,674,000	1,327,200	

Impact on Operating Budget: Some of these projects will cause minor recurring costs for utilities, maintenance, and supplies in the General Fund as well as the Street Funds for city streets, and traffic and other related operations.

Public Services - Sewer Funds (including Surplus, Operations, and Bond Construction)							
Upgrade of the Wastewater Treatment Facility	2008	2009	4,800,000	0	0	4,800,000	City Funds
Woodbridge Sewer Lines	2008	2008	1,000,000	0	0	1,000,000	City Funds
Holmes Sewer Lines	2008	2008	50,000	0	0	50,000	City Funds
Schaffer Sewer Lines	2008	2009	750,000	0	500,000	250,000	City Funds
Sewer Relining	2008	2012	5,000,000	1,000,000	3,000,000	1,000,000	City Funds
Paving and Lighting	2008	2008	250,000	0	0	250,000	City Funds
Radio Meter Reads	2008	2008	800,000	0	0	300,000	City Funds
Sewer Fund Subtotal:			11,850,000	1,000,000	3,500,000	7,350,000	

Impact on Operating Budget: Due to the upgrade to the facility, there will be changes to the utilities and chemical costs.

CAPITAL IMPROVEMENT PLAN SUMMARY

Project Description	First Yr. Approved/ Funded	Est. Yr. Of Acquis./ Compl.	Total Est. Cost of Project	Est. Expend. to Date	Est. Expend After 2008	2007/2008 Planned Expend.	Funding Source
Public Services - Water Funds (including Surplus, Operations, and Bond Construction)							
Upgrade Water Treatment Facility	2008	2009	3,694,000	0	0	3,730,000	City Funds
Johnson Street Watermain	2008	2008	800,000	0	0	500,000	City Funds
SVSU/Davis Rd Watermain	2008	2008	1,840,000			1,840,000	City Funds
Cherry & 6th Street	2008	2008	512,000	0	0	150,000	City Funds
Gratiot Road Watermains	2007	2008	2,500,000	0	0	2,500,000	City Funds
Hamilton Street Watermains	2008	2009	1,000,000	0	137,500	862,500	City Funds
Woodbridge Watermains	2008	2009	2,800,000	0	0	1,800,000	City Funds
Gratiot Engineering - (upgrade)	2007	2008	800,000	0	0	800,000	City Funds
Gratiot Pump Station	2007	2008	1,662,000	0	0	1,662,000	City Funds
Paving Lights	2008	2008	250,000	0	0	125,000	City Funds
Tittabawassee Land Acq.	2008	2008	75,000	0	0	75,000	City Funds
Radio Tower	2008	2008	28,000	0	0	28,000	City Funds
Radio Meter Reads	2008	2008	500,000	0	0	500,000	City Funds
Woodbridge Re-line	2008	2008	2,000,000	0	0	2,000,000	City Funds
			Water Fund Subtotal:	18,461,000	0	137,500	16,572,500

Impact on Operating Budget: Due to the upgrade to the facility, there will be changes to the utilities and chemical costs.

GRAND TOTAL CAPITAL PROJECTS:	37,288,200	1,000,000	9,311,500	25,249,700
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1315 South Washington Avenue, Saginaw, MI 48601-2599