

CITY OF SAGINAW

SAGINAW, MICHIGAN



2008 / 2009 Approved Budget

CITY OF SAGINAW, MICHIGAN

Honorable Joyce Seals
Mayor



Darnell Earley
City Manager

Approved by City Council

May 19, 2008

Honorable Larry Coulouris, Mayor Pro-Tem

Greg Branch, Council Member

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2008-2009 APPROVED BUDGET

CITY OF SAGINAW, MICHIGAN

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2008-2009 APPROVED BUDGET

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INTRODUCTION



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

April 28, 2008

Honorable Mayor and City Council:

In accordance with Section 43 of The Charter of the City of Saginaw and M.C.L.A. 141.421 et seq, the Uniform Budgeting and Accounting Act, submitted to you is the City Manager's Fiscal Year 2009 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 recommended budget reflects a "no-nonsense spending plan" that corrects organizational deficiencies as well as allocating very scarce resources toward financial and administrative stability.

The major highlights of the fiscal year 2009 Approved Budget include:

A General Fund budget total of \$36,035,703 - This represents an increase of \$2,765,725 over the FY 2008 General Fund budget of \$33,269,978.

A recommended tax levy of 14.2588 mills – In 2009 the tax levy is projected to increase .096 from 2007. The General Fund property tax receipts will be limited by the gross revenue ceiling limitation in the City Charter.

Millage Rate	2008-2009
City Operating	5.3056
Trash Collections	2.9532
Police & Fire Special Asmt.	6.0000
Total	14.2588

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 2008 tax year the Proposal A cap is 2.3%. As a result of all these factors the net taxable value decreased by 2.55% from 740,549,396 to 721,640,702.

General Fund staffing complement - The General Fund complement is anticipated to decrease by one position in FY 2009. A part-time Secretary will be added to the Office of the City Manager. This position will be shared with the Administration Division of the Department of Fiscal Services. In addition, 45% of the Personnel Generalist will be allocated to the Police and Fire Pension Fund. Also, within the Department of Fiscal Services, the City Controller, the Deputy City Controller and two Fiscal Services

Accountant positions will be eliminated. As part of the financial stabilization plan and as a cost containment measure, the City has hired Plante & Moran, Inc to administer the accounting function within the Department of Fiscal Services. Through this reputable governmental accounting firm, the City will be able to remedy the financial deficiencies cited in our annual audit management letters since 2003. In the Department of Police, the personnel complement remains the same. The Department of Fire will be adding three Firefighters to its complement. Through the addition of these personnel the City will realize more than \$179,000 in overtime savings and will address the minimum manning policies necessary to operate four fire stations. This recommendation is consistent with the new Fire Chief's assessment of the needs for effective fire service operations in the City. Since the General Fund continues to operate under declining financial resources, it has not been able to expand its complement in other departments. In fact, in order to alleviate more of the financial strain, the following positions have been distributed to other funds: the Director of Public Services 10% to Rubbish Collection Fund, an Administrative Assistant for the Department of Public Services 30% to Sewer and Water Funds, and the Building Operations Supervisor 20% to the Public Works Building Fund. In addition, one Grounds Keeper will be eliminated from the Building and Maintenance Division of the General Fund's Department of Public Services.

Non-General Funds account for 78% of the \$157,818,957 City budget. Water and Sewer Utility Enterprise Funds make up 65% of the total Non-General Fund spending with a combined budget of \$78,503,843.

This year's budget message covers three major topic areas: Budget Preparation and Presentation, FY 2009 Budget Highlights, and a brief comment on unfunded liabilities. This 2009 "no-nonsense" approach to spending is indicative of the future direction of budget development and implementation in the City of Saginaw. Except where inflationary differences and organizational changes have been noted, no other areas reflect significant budgetary changes.

The 2009 Approved Budget also reflects the strategic planning efforts and priorities as discussed in ongoing strategic planning sessions. Our intent for 2009 is to continue services at current levels, balance the budget, retain minimum staffing levels, and at the same time correct organizational deficiencies. We have achieved that objective with this proposed spending plan. In order to retain current services for FY 2009, approximately \$701,433 of the undesignated fund balance will have to be appropriated to balance the FY 2009 Budget. This is \$477,321 more than what was used in FY 2008. As we project forward to the end of this current fiscal year, we anticipate that because of diligent budgeting and accounting monitoring, aggressive revenue collections, and regular budget adjustment, expenditures will be balanced to revenues. This budget use is in compliance with the Uniform Budget and Accounting Act.

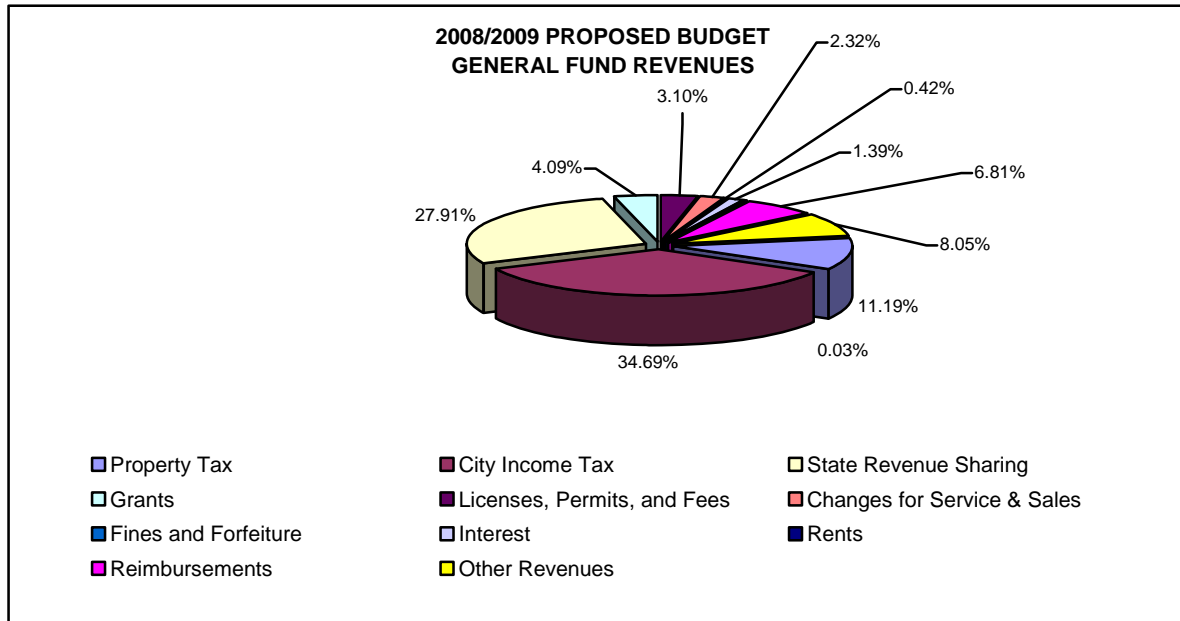
Budget Preparation and Presentation

The FY 2009 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 2009 to make the budget useful as a management tool, communication device, and policy document. The City's Strategic Plan has been incorporated with objectives and measures. The budget process as it relates to wage, salary and other benefits projections is challenged by the fact that the City is currently negotiating all labor union contracts. The Budget contains no wage and salary increases based on any prospective collective bargaining agreements. Budget adjustment appropriations will have to be made contingent upon any negotiated or arbitrated settlement.

FY 2009 Budget Highlights

General Fund Revenues

The following chart indicates the various General Fund Revenue Sources for 2008/2009 and the proposed relative percentage supplied by each.



Tax Rate

The 2009 Budget calls for a total City tax levy of 14.2588 mills. This represents a .096 increase in the overall millage rate from 2007. 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 2008/2009 fiscal year, to levy a tax rate of up to 14.2588 without a vote of the citizens, as indicated below.

Millage Rate History	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
City Operating	5.5412	5.4185	5.2598	5.1701	5.3056
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>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>
	8.4944	8.3717	14.2130	14.1233	14.2588

Tax Shift

The Taxable Value of residential properties decreased from \$477,680,156 to \$471,601,430 a decrease of 1.3%. The total taxable value projected for FY 2009 is \$721,640,702, of which real property will be \$615,739,514, and personal property will be \$105,901,188.

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 2009 is projected to be \$12,500,000 (a 5.0% decrease over the FY 2008 budget of \$13,034,978). This revenue relies heavily upon the financial health of businesses operating in the Saginaw area.

Additionally, in FY 2009 as the City has been experiencing a decline in the Income Tax base and other revenue sources, an aggressive approach towards delinquent revenue collections must be undertaken. As part of that process, the City has been working with Plante & Moran, Inc. in the Department of Fiscal Services and other key personnel citywide to develop, implement, and structure a revenue collections effort. Going forward, it will be imperative that the monies that are owed to the City be collected.

Cost Allocation Plan

In 2008, as the City strives to continuously improve the budget process, the cost allocation plan was implemented. The implementation of this plan will ensure that costs are spread equitably and administered accurately. The 2009 Approved Budget continues to reflect implementation of the cost allocation plan.

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. In FY 2009, the cost of active healthcare is projected to increase by approximately 6%. This increase is minimal to the nation-wide trend of 12% to 13%. Because of the close management of the City's portfolio by the Public Employee Benefits Solutions, the City has been able to realize cost containment. However, as the nation goes, so must the City of Saginaw. In the future, the City will have to focus extensively on health care costs and provide solutions as to how to reduce the employer's contribution for healthcare costs and begin cost sharing with employees.

Un-funded 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 2009 Approved Budget for the City includes all required contributions for employee pension obligations.

Reorganization

In the Approved 2009 Budget, the Department of Fiscal Services will be altered to reflect the restructuring of its General Ledger and accounting maintenance functions to Plante & Moran, Inc. Due to continued problems with completing the annual audit, other matters related to daily financial administration and the tight financial constraints on the limited resources available to the City, Plante & Moran, Inc. was hired in February 2008 to evaluate the accounting operations of the City. In agreement with the City audit management letter, dating back to 2003, deficiencies have been identified in the Controller's Office, which require bold and immediate action. This measure will save approximately \$150,000 in direct costs for the City's accounting services. Moreover, it will save monies in many additional costs related to auditing and financial inefficiencies that have plagued the City for many years. The success of this measure will require a minimum three-year contractual commitment. The function of this arrangement can then be reevaluated at that time.

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. We will continue to evaluate the benefits of the 12-Hour Shift Plan for the 2008/2009 Budget Year.

Capital Improvements

Included in the FY 2009 Budget are the following major capital improvements:

Capital Improvement Project	Amounts
New Pumping Station	\$15,000,000
WWTP Project – Phase C	\$4,825,000
Gerace Phase C	\$4,825,000
Replace Lime Pumps	\$1,940,000
SVSU/Davis Road Watermain	\$1,840,000
Remodel/Chemical Feed	\$1,300,000
Woodbridge	\$1,100,000
Police Vehicles (3)	\$71,625

City Strategic Plan

In January of 2008, City Council Members and Senior Staff met in a strategic retreat. Continuing in the same efforts established in 2007, 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 2009 funding have been earmarked to meet these goals and objectives:

City of Saginaw – Goals and Objectives	Amount designated from 2009 Approved Budget
Crime and Public Safety Issues	\$27,259,850
Neighborhood Revitalization and City Beautification	\$6,495,454
Recreational Offering and Youth Activities	\$117,500
Maintain and Enhance City Revenue Efforts	\$60,000
Organizational Development	\$100,000

Conclusion

As City Manager, my task is to produce a budget document that incorporates long-term financial planning. As with previous budgets, the FY 2009 Approved Budget continues a trend that means perpetual 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: retirement benefits, unfunded liabilities, fee structures, revenue collections, and the removal of the property tax cap.

Many budgetary policy choices and administrative procedure related questions will continue to face the City Council in future years. The challenge we face today is making the tough decisions now to position us to a point where we can respond to the dire revenue projections we are all too familiar with. 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



Darnell Earley
City Manager

HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2008/2009 Approved 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 2008/2009 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

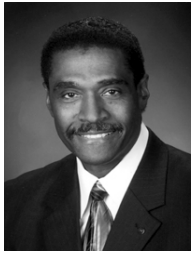
Contained within the Budget Overview is the Budget and Finance section. This section describes the financial and operating policies and procedures that guide the development of the City's budget. Additionally, the Budget Summary section provides the reader a series of financial summaries with information on revenues, expenditures, and staffing levels for FY 2008/2009 and prior years.

Budget Detail

These sections contain information on FY 2008/2009, 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 2005-2007 actual, FY 2008 Adjusted Budget, FY 2008 projections, and FY 2009 approved budget. Revenue line items identify specific funding sources. Expenditure line items are categorized as personnel, operating, capital outlay, and miscellaneous.

**CITY OF SAGINAW
ELECTED
OFFICIALS**



**City Manager
Darnell Earley**



**Mayor
Joyce Seals**



**Mayor Pro-Tem
Larry Coulouris**



**Council Member
Greg Branch**



**Council Member
Dan Fitzpatrick**



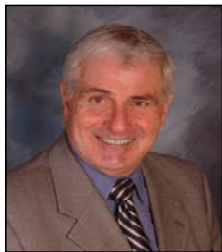
**Council Member
Amanda Kitterman**



**Council Member
Amos O'Neal**



**Council Member
William G. Scharffe, Ph.D.**

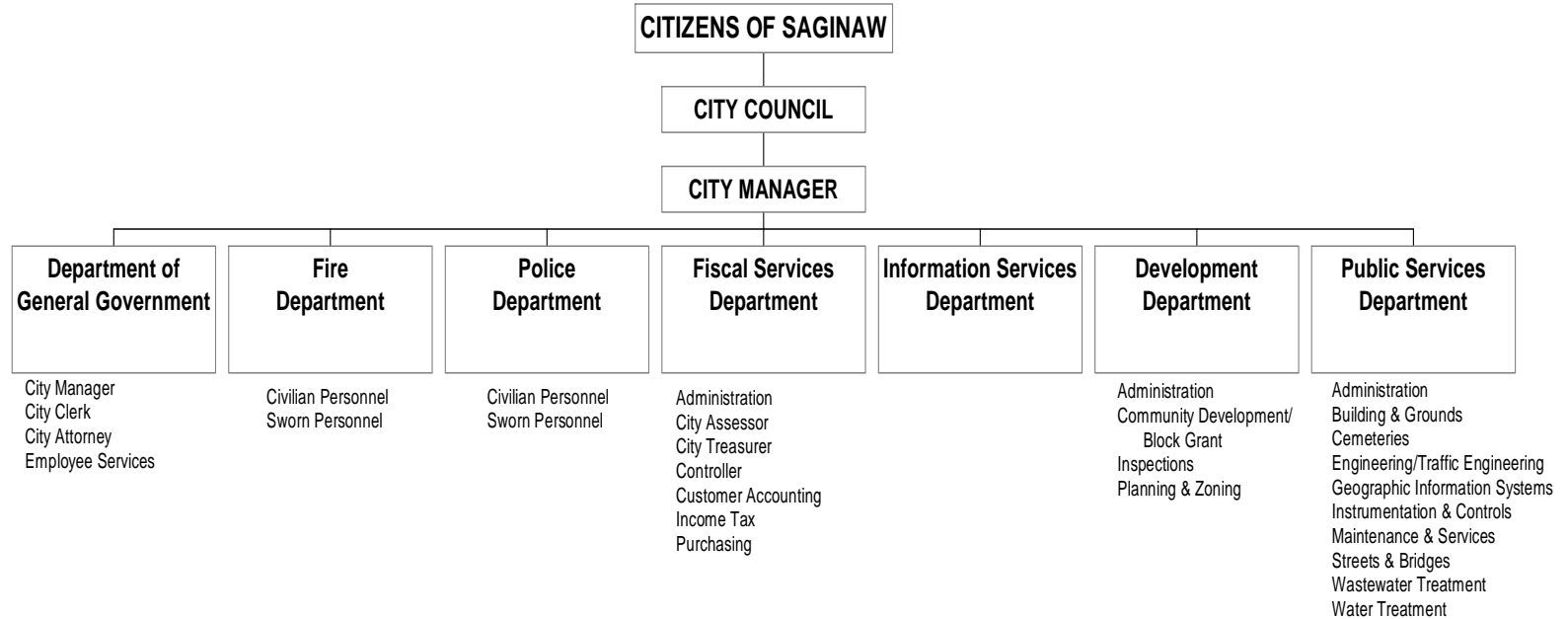


**Council Member
Paul Virciglio**



**Council Member
Andrew Wendt**

City of Saginaw



City of Saginaw

Organizational Structure

The City of Saginaw operates under the Council-Manager form of government. Nine Council members are elected on a non-partisan, at-large basis for four-year, overlapping terms. The Mayor is elected from the Council by the Council at the first meeting after each election, for a two-year term. The City Council appoints the City Manager who in turn appoints all City employees and Department Heads. The City Manager, as the Chief Executive Officer, prepares and submits his/her budget to City Council for review and approval. Organizationally, the City Manager provides the institutional focus for planning, programming, and developing policy.

The City Manager, as Chief Executive Officer, has the sole responsibility to select, direct, and oversee his Administration. As the head of the Executive/Administrative Branch of government, the City Manager is responsible for conveying City Council instructions to department heads and division heads. With a top-down form of management, department heads and division heads are fully accountable for departmental operations. This includes overseeing supervisory line management to assure the City's goals and priorities are met.

The formal organizational structure of the City comprises of General Government operations, the Department of Fiscal Services, Public Safety Department, Department of Development, Department of Public Services, and the Information Services Department. The largest organizational component within a department is the division. The structural design of the division is closely related to service output or function. Divisions provide separation of duties within each department. With responsibilities delegated at such a definitive level, many divisions can be interpreted as local government program, wherein the City places emphasizes on the distribution of workloads to achieve a specific output. To evaluate this output, the Budget staff has incorporated policy objectives and performance measurements into the budget document to analyze the effectiveness and efficiency of service delivery. Meeting organizational goals and objectives is the ultimate outcome each department is attempting to achieve.

To account for departmental and office fiscal transactions, the City utilizes the fund basis of accounting whereby all governmental activities are accounted for through a series of distinct funds which include reporting entities to control resources and demonstrates compliance with various legal and budget constraints affecting government. The General Fund accounts for all resources not otherwise devoted to specific activities and finances many of the basic municipal functions. Other governmental funds include Special Revenue Funds, Enterprise Funds, Internal Service Funds, and Fiduciary Funds. The City also has several expendable Trust Funds. The budget is organized by fund and is further identified by revenue and expenditure details.

Some departments combine the operations of more than one fund. The Department of Development combines General Fund operations with Community Development Block Grant (CDBG) Fund Operations as well as Tax Increment Financing Authority (TIFA) and the Local Development Financing Authority (LDFA). The Information Services Department combines the General Funds – SGTV Division with the Internal Service Fund – Information Service Fund. Additionally, the Department of Public Services combines General Fund Operations

with Special Revenue Funds – Major and Local Streets, Rubbish Collection Fund, Andersen Enrichment Center, and Boat Launch, Enterprise Funds – Parking Operations, Sewer and Water Funds, and Internal Service Funds – Public Works Building, Geographical Information Systems, Radio Operation Fund, and the Motor Pool Operation Fund. All Enterprise Funds are owed by the City, therefore, all revenues goes directly for those operations.

The Offices of General Government and departments listed below are part of the General Fund with the exception of Special Revenue Funds, Enterprise Funds, Internal Service Funds, and Fiduciary Funds. Further discussions regarding the departments will involve the roles of management and supervisory personnel.

General Government encompasses five offices, which include separate offices for elected officials. The City Council Office is made up of nine at-large elected members headed by the Mayor. The Administrative Assistant to the City Manager provides technical and administrative support to City Council. The Administrative Support Clerk assists the Administrative Assistant to the City Manager with all related responsibilities.

The Office of the City Manager is the administrative office for all administrative activities. The City Manager, who is appointed by City Council, is the highest-ranking official. City Manager Office personnel include an Administrative Assistant to the City and 50% of an Administrative Support Clerk. Both individuals conduct the day-to-day business for the office. The responsibilities of the City Manager is the supervision and coordination of the City administration in implementing policies formulated by the City Council; preserving the health, safety, and general welfare of persons and property within the City of Saginaw; and enforcing the City Charter, City Ordinances, and applicable State and Federal Laws. Likewise, the primary responsibilities of this office is preparation of Council agendas; providing informational material and staff support to Council members; providing information to the general public; submitting an annual recommended budget to the City Council; performing all administrative functions necessary for the operation of City government programs and services; and identifying and securing outside funding resources for City programs and projects

An Employee Services Director heads the Employee Services Office. This individual manages the City human resource operation which includes maintenance of personnel records, recruitment for vacant positions, labor administration and negotiation of collective bargaining contracts, payroll, equal employment opportunity, workers compensation, health and safety, and administering the City's benefit programs. There are five employees in this office – the Director, Labor Relation Administrator, Personnel Generalist, Benefits Coordinator, and an Administrative Assistant. All individuals are considered non-union management.

The City Clerk's Office is headed by the City Clerk, who serves the City Council by recording and indexing minutes of Council meetings and handling correspondence needed as a result of official Council action. The office updates codes and ordinances and maintains a legislative history of code changes and indexes and files all legal documents pertaining to city business. The City Clerk serves as Clerk of the Civil Service Commission; operates the Charter mandated Bureau of Public Information and Complaints, and oversees the operation of the City Hall mail service, printing and office supplies sections. The office also administers city licensing functions and publishes all legal notices, unless otherwise provided.

The City Clerk's Office, also functions as the Election Office. The City Clerk, along with the Deputy City Clerk and other supporting staff is also responsible for ballot preparation, issuance of absent voter ballots, delivery and set up of voting equipment, training of election board workers in proper election procedures, the processing of ballots in compliance with federal and state election laws and the maintenance of voter registration files.

City Attorney's Office provides advice and counsel to the City Council, City Manager, department and division supervisors, and employees of the city on city-related business. In addition, the City Attorney's Office provides assistance and counsel to the city's boards and commissions, and it represents the City and city employees when they are sued for acts occurring in the course of their employment.

The Department of Fiscal Services is comprised of seven divisions – Administration, Controller's Office, Purchasing, Treasury, Assessor's Office, Income Tax, and Customer Accounting. The Fiscal Services Director, who is responsible for financial planning, control and reporting for the City of Saginaw, heads this department. Fiscal Services also provides administrative support in budgeting, financial planning, management, evaluation and forecasting necessary for administering City services and assisting all departments in their missions.

A Chief and a Deputy Chief, both of which are management employees, head the Police Department. The total number of sworn officers in the Police Department is 97. The divisions within this department are: Administration, Police Patrol Division, Police Investigation Division, Criminal Investigation Division, Building and Maintenance Division, and Technical Support Division. Currently the City of Saginaw has implemented the 12-hour shift for the Patrol Officers, which includes the some of the Commanding officers. In addition, in FY 2006 the City of Saginaw passed a public safety millage, which pays the salaries and benefits of 51 Police Officers and Firefighters. The Police Department has 31 Patrol Officer paid through this mileage. The Public Safety mileage is renewable in FY 2011. The costs for these 51 individuals are reflected in the Public Safety Fund, which is a Special Revenue Fund.

The Fire Department, headed by the Chief of Fire and three Battalion Chiefs, consists of five divisions – Administration, Fire Prevention, Fire Suppression, Fire Training and Fire Apparatus Operations and Maintenance Divisions. As with the Police Department, the Fire Department has approximately 20 Firefighters who are paid from the Public Safety Millage. There are approximately 67 individuals in this department, wherein only the Chief is considered to be management.

The Director of Development, who is accountable for all of the CDBG programs, supervises the Department of Development. The General Fund portion of this Department is composed of the Planning and Zoning division, which consists of two and a quarter individuals – Zoning and Development Coordinator and an Associate Planner, and 25% of the Director of Development. Their main responsibility is to provide the comprehensive management structure for all development related activities. Further, these individuals oversee all planning and zoning activities of the City, including staff support to the Planning Commission and Zoning Board of Appeals. Staff also provides customer service functions with regard to numerous zoning inquiries, site plan review, and other regulatory questions.

The second division of the Department of Development is Inspections, which consists of a Chief Inspector, Assistant Building Inspector, Plumbing/Mechanical Inspector, Electrical Inspector, Code Enforcement Specialist, two Code Enforcement Inspector and an Office Assistant. The primary goal of this division is to protect the general health, safety, and welfare of the public by administering and enforcing the City's building, electrical, plumbing, mechanical, and other property codes. The division is also responsible for managing the inspection staff assigned to the housing rehabilitation program and demolitions.

A Director of Public Services and a Deputy Director head the Department of Public Services. This department makes up more than half the City's workforce and spans multiple funds The Department of Public Services consist of nine divisions within the General Fund – Cemeteries, Public Services - Administration, Engineering, Traffic Engineering, Street Lighting, Japanese Tea House, Recreation, Weed and Abatement, and Building Maintenance; five Special Revenue Funds – Major and Local Streets, Rubbish Collections, Andersen

Enrichment Commission, and Boat Launch; two Enterprise Funds – Water and Sewer, and four Internal Service Funds – Public Works Building, Geographical Information Systems, Radio Operations, and Motor Pool Operations; and one Fiduciary Fund – Bliss Park Endowment. Many of the services provided by the Department of Public Services require a twenty-four hour, seven-day-per-week schedule. The crucial utility infrastructure services that are maintained around the clock include water and sewage facilities, traffic signal engineering, and general management of City streets in the event of an emergency. The Administration division oversees the entire operation of Public Services and serves as an advisor to the City Manager regarding any serious conditions.

A Director of Information Services and a Deputy Director head the Information Services Department. Information Services provides Information Technology services for all of Saginaw Departments. Activities include telecommunications, cellular phones, computer networking services, software and hardware selection and installation, systems analysis and design, programming, problem resolution, end-user training, and on-line and batch processing. This department is also responsible for the Saginaw Government Television (SGTV), which has been on the air since January 1988. The purpose of the station is to provide residents with up-to-date information; such as using a character generated list of City government services, activities, and events; live and taped telecasts of City Council Meetings and special meeting or news conferences; and public service announcements.

The City is unique in providing a full array of services including utility operations. The City of Saginaw has used an entrepreneurial approach to solving problems resulting in substantial savings to the City while meeting public needs. Through continual improvement in productivity, the Administration intends to expand services where necessary and minimize costs.



BUDGET OVERVIEW

BUDGET AND FINANCE

SCOPE OF THE BUDGET

The City of Saginaw budget policies are governed by the City Charter, the Uniform Budgeting and Accounting Act for Local Units of Government in Michigan, and generally accepted accounting principles. These laws provide for budget control, establish tax levy and assessment valuation limits, and provide for bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow 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
December-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. expenditures requests • Preliminary summary of projected revenues and expenditures requests presented to City Manager for review
March	<ul style="list-style-type: none"> • City Manager meets with Departments • 1st and 2nd rounds of budget review with City Manager and Department of Fiscal Services-Administration Division
April	<ul style="list-style-type: none"> • City Manager's Proposed Budget presented to City Council • Development and printing of the FY Proposed Budget
May	<ul style="list-style-type: none"> • 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 previous ten years, current year receipts, collection rates where applicable, and important input from all departments. Each projection method is tested against actual prior year revenues to determine validity and reasonability. These tests are conducted at the revenue line item (detail) level, and only the projections methods deemed valid and reasonable are utilized. In addition, in accordance with the Uniformed Budgeting and Accounting 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. City Council does not formally adopt budgets for the Municipal Streets, Marina Grant, 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.

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 Collection Fund, Parking Operation Fund and the Budget Stabilization Fund. 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 expenditures.

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BUDGET SUMMARY RESOURCE ALLOCATION

The following Resource Allocation chart lists resources and appropriations for each fund and provides a grand total for all City resources. The accounts of the City are organized on the basis of fund(s), each of which is considered to be a separate accounting entity. These funds are the General 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 Officers 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:

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

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 received 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 sewer 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. In FY 2009, the City will no longer utilize this fund.

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:

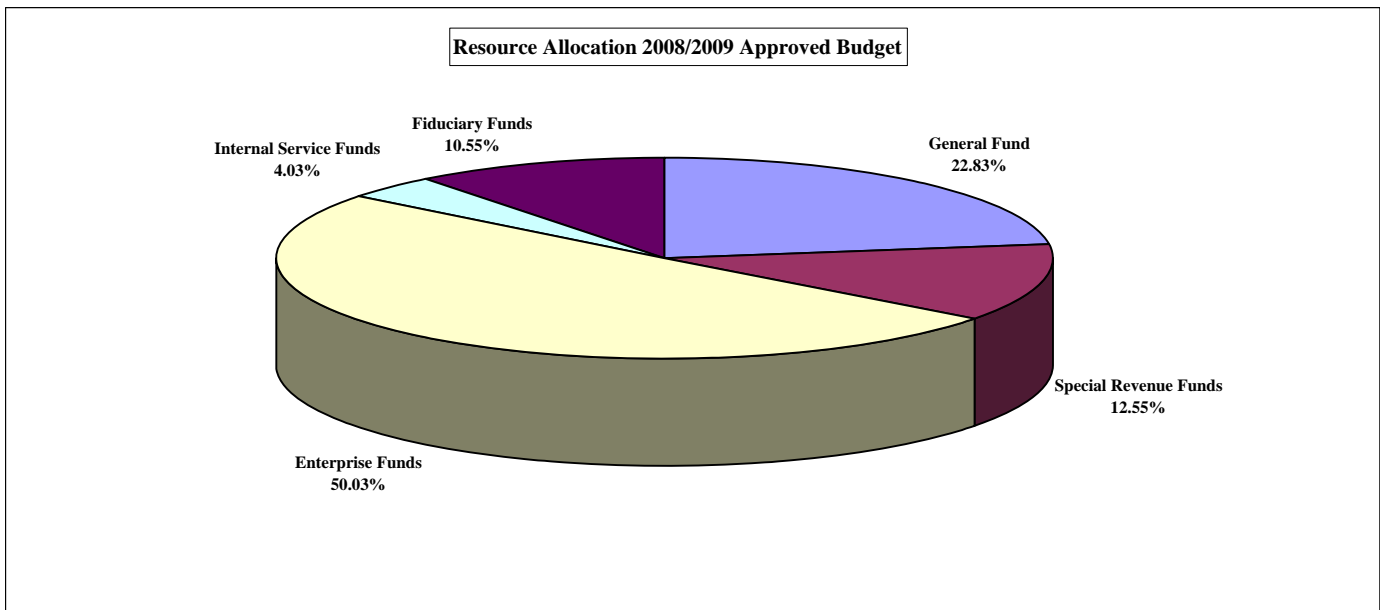
Assets accumulated for the payment of retirement benefits for City Police and Fire personnel are recorded in this fund. Benefits for retired members are paid from this fund and active members contribute to the pension system through payroll deductions. The City contributes to the fund by an annual appropriation 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
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATION	
GENERAL FUND	\$ 36,035,703	GENERAL FUND	\$ 36,035,703
SPECIAL REVENUE FUNDS	19,806,730	SPECIAL REVENUE FUNDS	19,806,730
ENTERPRISE FUNDS	78,963,223	ENTERPRISE FUNDS	78,963,223
INTERNAL SERVICE FUNDS	6,360,720	INTERNAL SERVICE FUNDS	6,360,720
FIDUCIARY FUNDS	16,652,581	FIDUCIARY FUNDS	16,652,581
TOTAL RESOURCES	<u>\$ 157,818,957</u>	TOTAL APPROPRIATION	<u>\$ 157,818,957</u>



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SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to increase \$2,765,725, or 7.7% from the 2008 Budget. Property Tax revenue is expected to decrease slightly by \$2,963. City Income Tax revenues, totaling \$12,500,000, are anticipated to decrease \$534,978, or -4.28% in 2009. This decrease is primarily due to the reduction in the number of employers within the City of Saginaw. State Revenue Sharing is expected to increase \$145,073, or 1.4% from the 2008 budgeted levels. The increase is primarily due to the State's increase in revenue sharing monies to municipalities throughout the State of Michigan. Grant revenue is projected to increase \$1,368,275 or 92.9%, over the 2008 budgeted levels. This increase is attributable to the increase in funding from federal, state, and local grants for Police overtime and the Kildee Grant for Economic Development. Licenses, Permits, and Fees revenues, totaling \$1,118,050, are anticipated to increase \$129,800, or 11.6% due to the anticipated increases in the fee structure for code enforcements. Charges for Services and Sales are expected to be \$835,139, which is an increase of \$72,791, or 8.7%. Fines and Forfeitures are expected to increase \$5,000, or 3.3% over 2008 budget levels. Reimbursement revenues, totaling \$2,455,201, are projected to decrease \$223,171, or -9.1%, in 2009. Other Revenue is projected to increase \$1,795,398, or 61.9%, in 2009. This is primarily due to the City's aggressive approach to revenue collections, a slight increase in the use of undesignated fund balance as well as a operating transfer from the Radio Operations Fund to reimburse the General Fund for monies held in anticipation of future purchases of radios for Public Safety.

SPECIAL REVENUE FUNDS

Major and Local Streets

The Major and Local Streets revenue is expected to decrease, in total, \$889,955, or -25.9%, from 2007/2008. This decrease is primarily due to the decrease in State Share Revenue for Gas and Weight Tax.

Public Safety Fund

The Public Safety Fund is projected to decrease \$76,250, or -2.0% over 2008 budgeted levels. This decrease is due to a downward assessment of real property within the City of Saginaw.

Rubbish Collection

Rubbish Collection revenue is expected to decrease \$107,121, or -2.8% in 2008. This decrease is due to a downward assessment of real property within the City of Saginaw.

Andersen Enrichment Center

The Andersen Enrichment Center revenue is expected to be \$2,375, or 1.1% higher in 2009. This increase is primarily due to the amount of monies anticipated to be received from the Saginaw Enrichment Commission.

Downtown Development Authority

Revenues for the Downtown Development Authority are expected to be \$88,041, or -125.4%, lower in 2009. This reduction is due to a decrease in funding from the Community Development Block Grant.

Drug Forfeiture Fund

Revenues in the Drug Forfeiture Fund will decrease \$80,678, or -135.7% from 2008. This is primarily due to a decrease in the amount of monies transferred from the General Fund.

Youth Initiative Fund

The Youth Initiative Fund will decrease \$106,784, or -48.9% in FY 2009. This is primarily attributed to a decrease in the amount of monies transferred from the General Fund as well as a decline in the monies received from Saginaw County.

Community Development Block Grant

The Community Development Block Grant will decrease \$150,640, or -6.0%, due to a decrease in the City's federal allocation.

ENTERPRISE FUNDS

Sewer Surplus

Sewer Surplus revenue is projected to decrease by \$2,436,908, or -108.6%, in 2009. This is primarily due to a decline in the amount of work completed through the fund, which necessitates a decrease in the monies needed for operations.

Water Surplus

Water Surplus revenue is projected to decrease by \$3,117,408, or -113.3%, in 2009. This is primarily due to a decline in the amount of work completed through the fund, which necessitates a decrease in the monies needed for operations.

Wave Pool Operations

The Wave Pool Operations will increase by \$90,000, or 97.3%. This increase is due to the City utilizing the Mershon Trust for the building of a splash pool for the future Water and Skate Board Park.

Sewer Operations & Maintenance

The Sewer Operations & Maintenance revenue is projected to increase \$1,229,576, or 5.6% in 2009.

Sewer Bond Construction

Sewer Bond Construction revenue will increase \$5,118,588, or 60.3%, in 2009. This is primarily due to bond proceeds received for the Wastewater Plant project in 2009.

Water Bond Construction

Water Bond Construction revenue will increase \$18,609,500, or 67.1%, in 2009. This is primarily due to bond proceeds received for various construction projects that will be started in FY 2008 and will continue in FY 2009.

INTERNAL SERVICE FUNDS

Public Works Building

The Public Works Building is anticipated to increase by \$73,500, or 15.8% in FY 2009.

Radio Operation Fund

The Radio Operation Fund will increase by \$965,368, or 80.0% in 2009. This is attributed to the appropriation of available fund balance for the reimbursement of monies to the General Fund for contributions received over the last 6 years for the purchase of radio equipment.

Motor Pools Operations

Revenues for the Motor Pool Operations will decrease \$444,532, or -17.51%, in 2009. This decrease is attributable to the decrease 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 \$461,902, or 3.5%, from 2008 budgeted levels. This increase is due to an expected increase in gain on investments as well as military buyouts.

**SUMMARY OF REVENUES
2008/2009 APPROVED BUDGET**

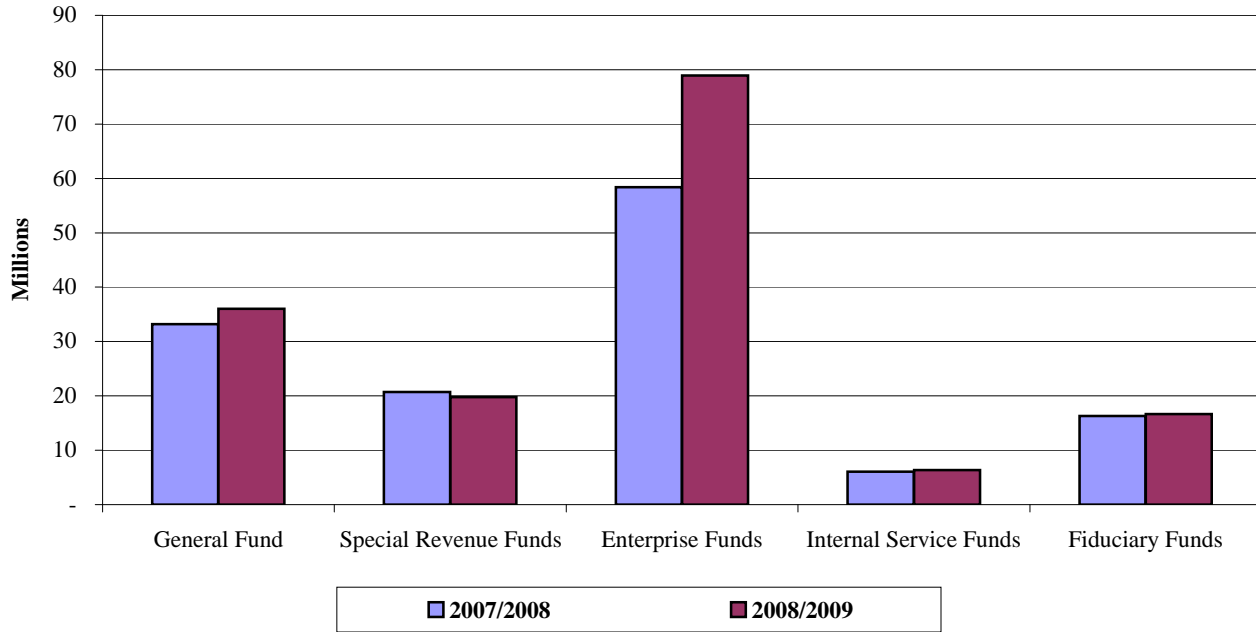
FUND	2007/2008 APPROVED BUDGET	2008/2009 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>				
Property Tax	4,035,187	4,032,224	(2,963)	-0.07%
City Income Tax	13,034,978	12,500,000	(534,978)	-4.28%
State Revenue Sharing	9,913,518	10,058,591	145,073	1.44%
Grants	104,490	1,472,765	1,368,275	92.91%
Licenses, Permits, and Fees	988,250	1,118,050	129,800	11.61%
Charges for Service & Sales	762,348	835,139	72,791	8.72%
Fines and Forfeiture	145,000	150,000	5,000	3.33%
Interest	440,800	500,800	60,000	11.98%
Rents	62,000	12,500	(49,500)	-396.00%
Reimbursements	2,678,372	2,455,201	(223,171)	-9.09%
Other Revenues	1,105,035	2,900,433	1,795,398	61.90%
TOTAL GENERAL FUND	<u>33,269,978</u>	<u>36,035,703</u>	<u>2,765,725</u>	<u>7.67%</u>
<u>SPECIAL REVENUE FUNDS</u>				
MAJOR STREETS	4,974,449	4,191,949	(782,500)	-18.67%
LOCAL STREETS	1,585,246	1,477,791	(107,455)	-7.27%
PUBLIC SAFETY FUND	3,994,920	3,918,670	(76,250)	-1.95%
RUBBISH COLLECTION FUND	3,875,377	3,768,256	(107,121)	-2.84%
ANDERSEN CENTER FUND	211,584	213,959	2,375	1.11%
GM TOWER PAYMENT	51,250	102,500	51,250	50.00%
BOAT LAUNCH FUND	35,950	38,350	2,400	6.26%
COMMERCE CENTER DDA	30,000	28,636	(1,364)	-4.76%
DOWNTOWN DEVELOPMENT AUTH.	158,259	70,218	(88,041)	-125.38%
ECONOMIC DEVELOPMENT	345,000	345,000	0.00	0.00%
BROWNFIELD AUTHORITY SRRF	29,455	36,135	6,680	18.49%
BAKER PERKINS LDFA	23,868	17,040	(6,828)	-40.07%
SILS ISLAND DDA	3,078	2,939	(139)	-4.73%
SAGINAW TOOL & DIE LDFA	32,061	28,750	(3,311)	-11.52%
SEXTON LDFA	23,548	21,952	(1,596)	-7.27%
THOMSON LDFA	176,988	142,218	(34,770)	-24.45%
TREASURE ISLAND LDFA	7,397	6,424	(973)	-15.15%
COMMUNITY POLICING FUND	323,262	315,299	(7,963)	-2.53%
POLICING TRAINING FUND	21,000	21,000	0.00	0.00%
J.A.G. FUND	17,160	0.00	(17,160)	0.00%
DRUG FORFEITURE FUND	140,149	59,471	(80,678)	-135.66%
YOUTH INITIATIVE GRANT FUND	325,000	218,216	(106,784)	-48.94%
COMM. DEV. BLOCK GRANT FUND	2,644,942	2,494,302	(150,640)	-6.04%
CDBG RESIDENTIAL LOANS	460,978	938,049	477,071	50.86%
CDBG RENTAL LOANS	40,000	44,800	4,800	10.71%
BLOCK GRANT HOME PROGRAM FUND	668,258	849,580	181,322	21.34%
SECTION 108 LOAN	15,000	15,000	0	0.00%
SEDC REVOLVING LOAN	200,000	275,430	75,430	27.39%
SEDC MICRO LOAN	6,921	0.00	(6,921)	0.00%
AUTO THEFT PREVENTION FUND	208,039	164,796	(43,243)	-26.24%
DEBT SERVICE - JUDGMENT BONDS	81,600	0.00	(81,600)	0.00%
TOTAL SPECIAL REVENUE FUNDS	<u>20,710,739</u>	<u>19,806,730</u>	<u>(904,009)</u>	<u>-4.56%</u>

**SUMMARY OF REVENUES
2008/2009 APPROVED BUDGET**

FUND	2007/2008 APPROVED BUDGET	2008/2009 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>				
PARKING SYSTEM	350,574	366,880	16,306	4.44%
SEWER SURPLUS	4,680,752	2,243,844	(2,436,908)	-108.60%
WATER SURPLUS	5,868,752	2,751,344	(3,117,408)	-113.30%
WAVE POOL	2,500	92,500	90,000	97.30%
SEWER OPERATIONS & MAINTENANCE	20,757,470	21,987,046	1,229,576	5.59%
WATER OPERATIONS & MAINTENANCE	14,315,535	15,310,521	994,986	6.50%
SEWER BOND CONSTRUCTION	3,375,000	8,493,588	5,118,588	60.26%
WATER BOND CONSTRUCTION	9,108,000	27,717,500	18,609,500	67.14%
TOTAL ENTERPRISE FUNDS	<u>58,458,583</u>	<u>78,963,223</u>	<u>20,504,640</u>	<u>25.97%</u>
<u>INTERNAL SERVICE FUNDS</u>				
CENTRAL STORES	204,025	204,025	0.00	0.00%
PUBLIC WORKS BUILDING FUND	392,008	465,508	73,500	15.79%
GEOGRAPHICAL INFORMATION SYSTEMS	483,216	501,627	18,411	3.67%
INFORMATION SERVICES FUND	1,617,729	1,443,902	(173,827)	-12.04%
RADIO OPERATION FUND	241,181	1,206,549	965,368	80.01%
MOTOR POOLS OPERATIONS	2,983,641	2,539,109	(444,532)	-17.51%
PTO LIABILITY	165,000	0.00	(165,000)	0.00%
TOTAL INTERNAL SERVICE FUNDS	<u>6,086,800</u>	<u>6,360,720</u>	<u>273,920</u>	<u>4.31%</u>
<u>FIDUCIARY FUNDS</u>				
UNFUNDED LIABILITIES	430,000	500,000	70,000	14.00%
SELF-INSURANCE FUND	1,525,389	1,580,629	55,240	3.49%
WORKERS' COMPENSATION FUND	1,240,000	1,240,000	0	0.00%
FOREST LAWN CEMETERY	19,000	19,000	0	0.00%
OAKWOOD CEMETERY	6,000	6,000	0	0.00%
POLICE AND FIRE PENSION FUND	12,835,900	13,297,802	461,902	3.47%
SAGINAW HOUSING COMMISSION	243,239	0.00	(243,239)	0.00%
BLISS PARK EXPENDITURE ENDOW.	9,150	9,150	0	0.00%
TOTAL FIDUCIARY FUNDS	<u>16,308,678</u>	<u>16,652,581</u>	<u>343,903</u>	<u>2.07%</u>
TOTAL REVENUES	<u>134,834,778</u>	<u>157,818,957</u>	<u>22,984,179</u>	<u>14.56%</u>

**CITY OF SAGINAW
SUMMARY OF REVENUES**

**Summary of Revenues
2007/2008 Approved and 2008/2009 Approved Budgets**



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SUMMARY OF EXPENDITURES

GENERAL FUND

The General Fund expenditures will increase \$2,765,725, or 7.67% from the 2008 Budget. General Government will increase \$65,270, or 3.0%, due to the hiring of one Part-time Secretary in the Office of the City Manager as well as increases in the healthcare costs. The Department of Fiscal Services will decrease \$7,428, or -0.3% in 2009. The Police Department will increase \$1,428,295, or 11.0%. This increase is primarily attributed to the City recognizing the extra pay for the 12-hour shifts as well as an increase in the retiree healthcare costs. The Fire Department increased by \$116,515 or 1.2% from the 2008 budgeted levels. This increase is primarily due to the hiring of three new firefighters in an effort to decrease the overtime costs. The Department of Development will increase by \$707,677, or 37.7%. The Department of Development will receive a federal grant in FY 2009. The revenue portion will be recognized in the same year, making the net increase minimal. The Public Services Department will increase \$245,462, or 6.6%. This increase is primarily attributed to the increase in motor pool charges as well as other market driven costs. The Other General Fund Expenditures will increase \$209,934, or 6.7%. This is 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, \$889,955 or -25.9%, from 2007/2008. This decrease is primarily attributed the movement of individuals from the Engineering and Traffic Engineering division within the Major Streets Fund . The reason for the movement is due to decline in the appropriation received from the State for the Gas and Weight Tax.

Public Safety Fund

The Public Safety Fund is projected to decrease by \$76,250, or -2.0% over 2007/2008 budgeted levels. The decrease in expenditures is due to the downward assessment of revenues received for the real property tax. Therefore, the Police and Fire Departments have allocated more of their new hires into this fund.

Rubbish Collection

Rubbish Collection is expected to decrease \$107,121 or -2.8% in 2009. This decrease is due to a reduction in monies required for the cost allocation plan.

GM Tower Fund

In 2008/2009, the GM Tower will be \$51,250 higher than FY 2008. This increase is attributable to the City paying the full contractual amount for Saginaw Future, Inc. out of this fund instead of the General Fund.

Downtown Development Authority

The Downtown Development Authority is expected to decrease by \$88,041 or -125.4% in 2009. This decrease is primarily due to a decrease in professional fees.

Drug Forfeiture Fund

Expenditures in the Drug Forfeiture Fund will decrease \$80,678 or -135.7% from 2008. In FY 2009, no personnel cost will be allocated in this fund.

Youth Initiative Fund

The Youth Initiative Fund will decrease \$106,784, or -48.9% in FY 2009. The decrease is attributed to less use of available fund balance.

Community Development Block Grant

The Community Development Block Grant will decrease \$150,640 or -6.0%, due to a decrease in federal funding.

CDBG Residential Loans

In FY 2009, the CDBG Residential Loans will increase \$477,071, or 50.9% over FY 2008. A new Basic Needs Program was added to this fund July 1, 2007. This will continue in FY 2009.

ENTERPRISE FUNDS

Parking System

Parking System will increase \$16,306, or 4.4% from the budgeted 2008 levels. The increase is primarily due to increases in pension and healthcare costs.

Sewer Surplus

Sewer Surplus is projected to decrease by \$2,436,908, or -108.6%, in 2009 due to reduction in the number of projects that are expected to be

Water Surplus

Water Surplus is projected to decrease by \$3,117,408, or -113.3%, in 2009 due to the decrease in Capital Outlay.

Sewer Operations & Maintenance

The Sewer Operations & Maintenance is anticipated to increase \$1,229,576, or 5.6% in 2009. This increase is due to the shift of approximately six Equipment Operators, a portion of a Heavy Equipment Operator, and a portion of a Tree Trimmer from the Major Streets Fund. In addition, a portion of an Administrative Assistant will be allocated from the General Fund.

Water Operations & Maintenance

The Water Operations & Maintenance is expected to increase \$994,986, or 6.5% in 2009. This increase is due to the shift of approximately six Equipment Operators, a portion of a Heavy Equipment Operator, and a portion of a Tree Trimmer from Major Streets Fund. In addition, a portion of an Administrative Assistant will be shifted from the General Fund.

Sewer Bond Construction

Sewer Bond Construction will increase \$5,118,588, in 2009. This is primarily due to the continued construction on the Wastewater Treatment Plant.

Water Bond Construction

Water Bond Construction will increase \$18,609,500, in 2009. This is primarily due to increases in various construction projects that were started in FY 2008.

INTERNAL SERVICE FUNDS**Public Works Building**

The Public Works Building Fund will increase \$73,500, or 15.8%, in FY 2009. The increase in this fund is attributed to the shift of .20 of the Building Operations Supervisor.

Information Services Funds

The Information Services Fund is projected to decrease by \$173,827, or -12.0%, from the 2008 budgeted levels.

Motor Pools Operations

The Motor Pool Operations will decrease \$444, 532, or -17.5%, in 2009. The decrease in the fund is primarily due to the new percentage allocations for repairs and replacement of the City fleet.

PTO Liability Fund

The PTO Liability Fund will decrease \$165,000 in FY 2009. This is due to the fund becoming inactive.

FIDUCIARY FUNDS**Saginaw Housing Commission**

The Saginaw Housing Commission Fund will decrease \$243,239. In FY 2009. The City will begin recognizing the expenditures as liabilities of the fund.

**SUMMARY OF EXPENDITURES
2008/2009 APPROVED BUDGET**

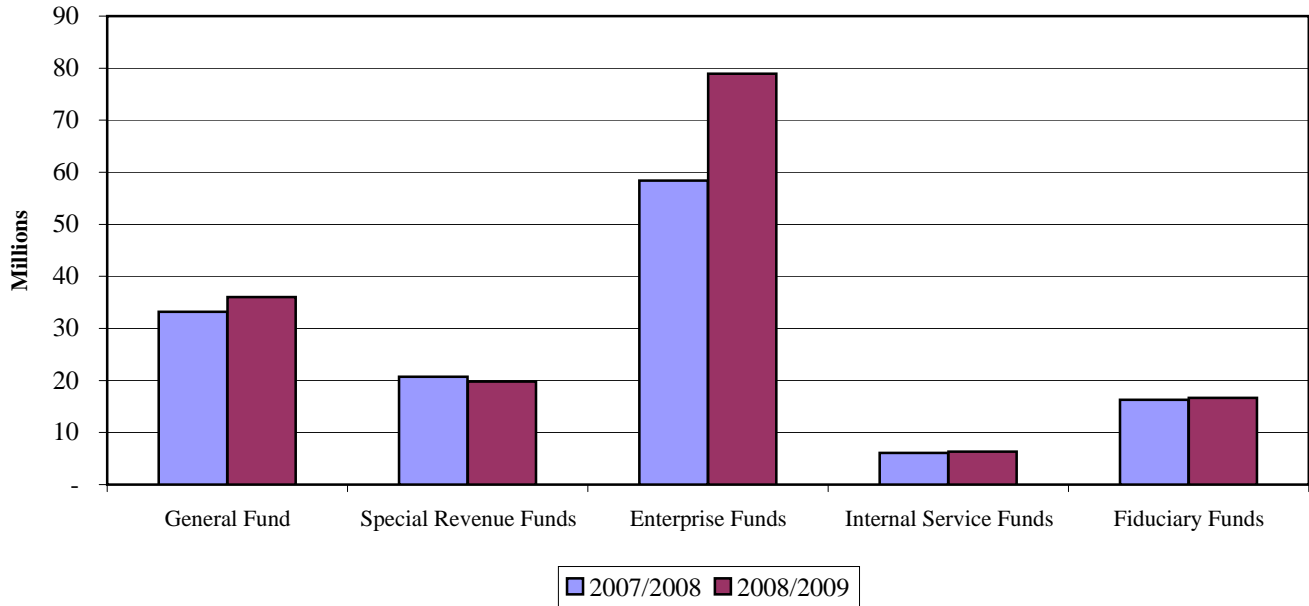
FUND	2007/2008 APPROVED BUDGET	2008/2009 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
GENERAL FUND				
General Government	2,130,204	2,195,474	65,270	2.97%
Fiscal Services	2,604,139	2,596,711	(7,428)	-0.29%
Police	11,566,200	12,994,495	1,428,295	10.99%
Fire	9,451,388	9,567,903	116,515	1.22%
Development	1,170,616	1,878,293	707,677	37.68%
Public Services	3,493,632	3,739,094	245,462	6.56%
Other Expenditures	2,853,799	3,063,733	209,934	6.85%
TOTAL GENERAL FUND	<u>33,269,978</u>	<u>36,035,703</u>	<u>2,765,725</u>	<u>7.67%</u>
<u>SPECIAL REVENUE FUNDS</u>				
MAJOR STREETS	4,974,449	4,191,949	(782,500)	-18.67%
LOCAL STREETS	1,585,246	1,477,791	(107,455)	-7.27%
PUBLIC SAFETY FUND	3,994,920	3,918,670	(76,250)	-1.95%
RUBBISH COLLECTION FUND	3,875,377	3,768,256	(107,121)	-2.84%
ANDERSEN CENTER FUND	211,584	213,959	2,375	1.11%
GM TOWER PAYMENT	51,250	102,500	51,250	50.00%
BOAT LAUNCH FUND	35,950	38,350	2,400	6.26%
COMMERCE CENTER DDA	30,000	28,636	(1,364)	-4.76%
DOWNTOWN DEVELOPMENT AUTH.	158,259	70,218	(88,041)	-125.38%
ECONOMIC DEVELOPMENT	345,000	345,000	0.00	0.00%
BROWNFIELD AUTHORITY SRRF	29,455	36,135	6,680	18.49%
BAKER PERKINS LDFA	23,868	17,040	(6,828)	-40.07%
SILS ISLAND DDA	3,078	2,939	(139)	-4.73%
SAGINAW TOOL & DIE LDFA	32,061	28,750	(3,311)	-11.52%
SEXTON LDFA	23,548	21,952	(1,596)	-7.27%
THOMSON LDFA	176,988	142,218	(34,770)	-24.45%
TREASURE ISLAND LDFA	7,397	6,424	(973)	-15.15%
COMMUNITY POLICING FUND	323,262	315,299	(7,963)	-2.53%
POLICING TRAINING FUND	21,000	21,000	0.00	0.00%
J.A.G. FUND	17,160	0.00	(17,160)	0.00%
DRUG FORFEITURE FUND	140,149	59,471	(80,678)	-135.66%
YOUTH INITIATIVE GRANT FUND	325,000	218,216	(106,784)	-48.94%
COMM. DEV. BLOCK GRANT FUND	2,644,942	2,494,302	(150,640)	-6.04%
CDBG RESIDENTIAL LOANS	460,978	938,049	477,071	50.86%
CDBG RENTAL LOANS	40,000	44,800	4,800	10.71%
BLOCK GRANT HOME PROGRAM FUND	668,258	849,580	181,322	21.34%
SECTION 108 LOAN	15,000	15,000	0	0.00%
SEDC REVOLVING LOAN	200,000	275,430	75,430	27.39%
SEDC MICRO LOAN	6,921	0.00	(6,921)	0.00%
AUTO THEFT PREVENTION FUND	208,039	164,796	(43,243)	-26.24%
DEBT SERVICE - JUDGMENT BONDS	81,600	0.00	(81,600)	0.00%
TOTAL SPECIAL REVENUE FUNDS	<u>20,710,739</u>	<u>19,806,730</u>	<u>(904,009)</u>	<u>-4.56%</u>

**SUMMARY OF EXPENDITURES
2008/2009 APPROVED BUDGET**

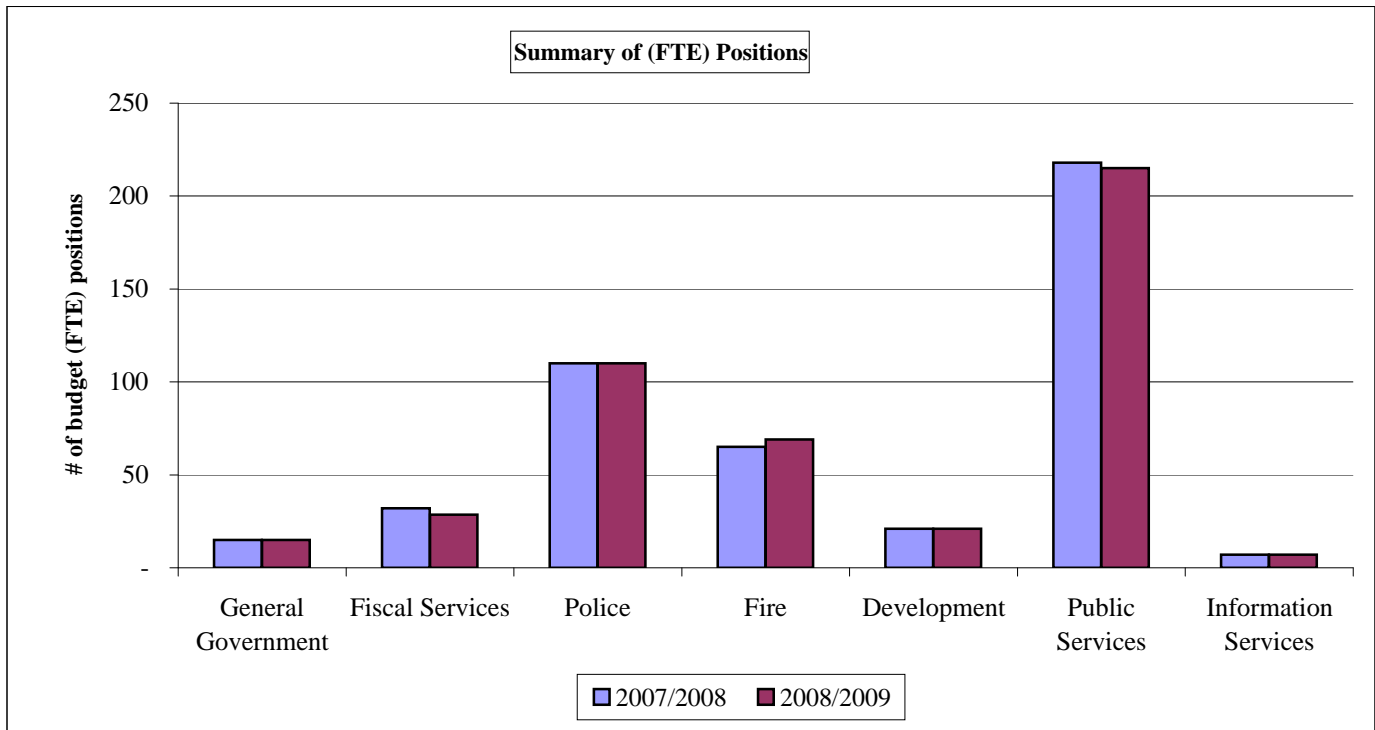
FUND	2007/2008 APPROVED BUDGET	2008/2009 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>				
PARKING SYSTEM	350,574	366,880	16,306	4.44%
SEWER SURPLUS	4,680,752	2,243,844	(2,436,908)	-108.60%
WATER SURPLUS	5,868,752	2,751,344	(3,117,408)	-113.30%
WAVE POOL	2,500	92,500	90,000	97.30%
SEWER OPERATIONS & MAINTENANCE	20,757,470	21,987,046	1,229,576	5.59%
WATER OPERATIONS & MAINTENANCE	14,315,535	15,310,521	994,986	6.50%
SEWER BOND CONSTRUCTION	3,375,000	8,493,588	5,118,588	60.26%
WATER BOND CONSTRUCTION	9,108,000	27,717,500	18,609,500	67.14%
TOTAL ENTERPRISE FUNDS	<u>58,458,583</u>	<u>78,963,223</u>	<u>20,504,640</u>	<u>25.97%</u>
<u>INTERNAL SERVICE FUNDS</u>				
CENTRAL STORES	204,025	204,025	0.00	0.00%
PUBLIC WORKS BUILDING FUND	392,008	465,508	73,500	15.79%
GEOGRAPHICAL INFORMATION SYSTEMS	483,216	501,627	18,411	3.67%
INFORMATION SERVICES FUND	1,617,729	1,443,902	(173,827)	-12.04%
RADIO OPERATION FUND	241,181	1,206,549	965,368	80.01%
MOTOR POOLS OPERATIONS	2,983,641	2,539,109	(444,532)	-17.51%
PTO LIABILITY	165,000	0.00	(165,000)	0.00%
TOTAL INTERNAL SERVICE FUNDS	<u>6,086,800</u>	<u>6,360,720</u>	<u>273,920</u>	<u>4.31%</u>
<u>FIDUCIARY FUNDS</u>				
UNFUNDED LIABILITIES	430,000	500,000	70,000	14.00%
SELF-INSURANCE FUND	1,525,389	1,580,629	55,240	3.49%
WORKERS' COMPENSATION FUND	1,240,000	1,240,000	0.00	0.00%
FOREST LAWN CEMETERY	19,000	19,000	0	0.00%
OAKWOOD CEMETERY	6,000	6,000	0	0.00%
POLICE AND FIRE PENSION FUND	12,835,900	13,297,802	461,902	3.47%
SAGINAW HOUSING COMMISSION	243,239	0.00	(243,239)	0.00%
BLISS PARK EXPENDITURE ENDOW.	9,150	9,150	0.00	0.00%
TOTAL FIDUCIARY FUNDS	<u>16,308,678</u>	<u>16,652,581</u>	<u>343,903</u>	<u>2.07%</u>
TOTAL EXPENDITURES	<u>134,834,778</u>	<u>157,818,957</u>	<u>22,984,179</u>	<u>14.56%</u>

**SUMMARY OF EXPENDITURES
2008/2009 APPROVED BUDGET**

**Summary of Expenditures
2007/2008 Approved and 2008/2009 Approved Budget**



**SUMMARY OF (FTE) POSITIONS
2008/2009 APPROVED BUDGET**



The above summary compares positions in the 2008 Approved Budget with those in the 2009 Approved Budget by offices, departments, and divisions. The total full-time budgeted positions in 2008 was 468 compared to 466 in the 2009 Approved Budget, a net decrease of two positions. The largest departmental decrease will be in the Department of Fiscal Services with the elimination of the City Controller, Deputy Controller, and two Fiscal Services Accountants this decrease will be offset by the addition of .50 of a part time Secretary in the Administration Division. The largest departmental increase is projected in the Department of Fire with the addition of three Firefighters.

In the Department of General Government, .45 of the Personnel Generalist in the Office of Employees Services will be transferred to Police and Fire Pension Fund. Also, .50 of a part-time Secretary will be added to the Office of the City Manager. This position will be shared with the Administration Division of the Department of Fiscal Services.

The Department of Fiscal Services, in FY 2009, will eliminate a total of four authorized positions: a City Controller, a Deputy City Controller, and two Fiscal Services Accountants. These position will be filled by Plante & Moran, Inc. who is acting as the Controller's Office for the City. In addition, .50 of a part-time secretary will be added to the Administration Division of the Department. This position will be shared with the Office of the City Manager.

The 2008/2009 personnel complement for the Police Department will remain the same. In the Fire Department, three Firefighters will be added to the Fire Suppression Division. By adding these additional personnel, the City will realize approximately \$300,000 savings in overtime costs.

The Department of Public Services will eliminate, approximately three positions in the FY 2009 budget. These positions are: a vacant temporary Laborer, a vacant seasonal Grounds Keeper, and a vacant Equipment Operator. Likewise, in the Major Street Fund, approximately six Equipment Operators have been reallocated to the Sewer and Water Funds, as well as .25 of a Heavy Equipment Operator, and .50 of a Tree Trimmer. In the General Public Services - Administration Division .30 of an Administrative Assistant was reallocated to the Sewer and Water Fund, .10 of the Director of Public Services will be incurred in the Rubbish Collection Fund, and .20 of the Building Operations Supervisor was reallocated to the Public Works Building Fund.

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 2009, the General Fund has appropriated \$701,433 of its undesignated fund balance.

The Parking Fund was in unfavorable undesignated fund balance positions at June 30, 2007. Through such measures as user charge increases and prudent internal expenditure controls the City expects to improve this unfavorable undesignated fund balance positions in the future.

The \$176,997 deficit in the unrestricted retained earnings balance for the Parking Fund as of June 30, 2007 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 three fiscal years, and the City is aggressively pursuing past due tickets. Additionally, expenditures have been scrutinized for potential savings.

**UNDESIGNATED FUND BALANCE ANALYSIS
2008/2009 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Undesignated Fund Balance (Deficit) - June 30, 2007	4,585,472	989,959	16,559,387	2,344,502	216,785
FY 2008 Projected Revenues	33,721,999	18,699,005	47,322,620	7,344,646	15,602,483
FY 2008 Projected Expenditures (w/ Encumbrances)	34,474,640	17,825,250	38,486,787	5,223,943	14,652,466
Est. Undesignated Fund Balance (Deficit) - June 30, 2008	3,832,831	1,863,714	25,395,220	4,465,205	1,166,802
FY 09 Estimated Revenues:					
Property Taxes	4,032,224	5,947,303	0	0	0
City Income Taxes	12,500,000	0	0	0	0
State Revenue Sharing	10,058,591	4,632,000	0	0	0
Grants	1,472,765	4,496,593	481,100	0	0
Licenses, Permits, and Fees	1,118,050	47,500	400		0
Charge for Services	835,139	1,516,790	33,365,945	7,218,748	4,956,700
Fines and Forfeitures	150,000	54,471	40,000	0	0
Interest	500,800	204,675	738,500	85,000	4,516,592
Rents	12,500	0	0	0	0
Reimbursements	2,455,201	494,949	0	0	0
Other Revenues	2,900,433	2,412,449	43,970,398	1,877,601	4,358,660
Total FY 09 Estimated Revenues	36,035,703	19,806,730	78,596,343	9,181,349	13,831,952
Total Resources Available for Appropriation	39,868,534	21,670,444	103,991,563	13,646,554	14,998,754
FY 09 Expenditure Appropriations:					
General Government	2,195,474	0	0	0	0
Fiscal Services	2,596,711	0	0	0	0
Police	12,994,495	3,162,859	0	0	0
Fire	9,567,903	1,534,593	0	0	0
Highways and Streets	0	5,669,740	0	0	0
Garbage and Rubbish	0	3,768,256	0	2,539,109	0
Public Works	0	38,350	40,048,911	0	0
Development	1,878,293	5,287,837	0	0	0
Public Services (GF)	3,739,094	0	0	0	0
Other General Services	3,063,733	345,095	38,547,432	6,642,240	13,831,952
Total FY 09 Expenditure Appropriations	36,035,703	19,806,730	78,596,343	9,181,349	13,831,952
Estimated Undesignated Fund Balance - June 30, 2009	3,832,831	1,863,714	25,395,220	4,465,205	1,166,802

GENERAL FUND REVENUE

**GENERAL FUND REVENUE (101)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	4,032,224	GENERAL GOVERNMENT	2,195,474
CITY INCOME TAXES	12,500,000	FISCAL SERVICES	2,596,711
STATE REVENUE SHARING	10,058,591	POLICE	12,994,495
GRANTS	1,472,765	FIRE	9,567,903
LICENSES, PERMITS, & FEES	1,118,050	DEVELOPMENT	1,878,293
CHARGE FOR SERVICES	835,139	PUBLIC SERVICE (GF)	3,739,094
FINES AND FORFEITURES	150,000	OTHER GENERAL FUND	3,063,733
INTEREST	500,800		
RENTS	12,500		
REIMBURSEMENTS	2,455,201		
FUND BALANCE	701,433		
OTHER REVENUES	2,199,000		
TOTAL RESOURCES	<u><u>36,035,703</u></u>	TOTAL APPROPRIATIONS	<u><u>36,035,703</u></u>

GENERAL FUND REVENUE

Total 2008/2009 General Fund resources are budgeted at \$36,035,703, which represents an increase of \$2,765,725, or 7.7%, from 2008 approved resources of \$33,269,978.

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, 2008 levy will be assessed at \$615,739,514 and personal property taxable value will be assessed at \$105,901,188.

The City of Saginaw's operating tax rate for FY 2009 is projected to be 5.3056 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 does not levy for debt service.

On March 15, 1994, voters in the State of Michigan approved Proposal A, a property tax reform proposal, which shifted the funding of education from property taxes to a combination of property taxes, higher sales tax and a real estate transfer tax. Property taxes were reduced to a maximum of six mills for homestead property and eighteen mills for non-homestead property; the State Sales Tax was increased from four cents to six cents; and a new real estate transfer tax of \$7.50 per thousand dollars was added. In addition, Proposal A restricted the growth of assessments on individual properties to 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 that may be levied by the City in any year from 10 mills to 7.50 mills. The amendment further provided that if in subsequent years the assessed value of all property within the City is increased for any reason, this maximum 7.50 mill rate would have to be permanently reduced so as to yield the same gross dollar revenue as the fiscal year 1979 property tax revenue yield (\$3,828,778). The amendment further provided for up to a 3 mill emergency levy if a specific emergency is declared by the Mayor and concurred 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 2008/2009 Approved Budget, the revenue from income taxes is expected to decrease \$534,978, or -5%. The decrease is primarily due to the continued loss of business within the City.

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 2008/2009 Approved Budget reflects an overall decrease of -0.5%. It is the City's belief that any additional and continued cuts in state shared revenue will severely impact the City's ability to provide services.

GRANTS

For FY 2009, the City budgeted \$1,472,765 for federal grant funding related to police overtime, gas reimbursements for drug enforcement and the Kildee Grant for demolitions.

LICENSES, PERMITS, & FEES

The City anticipates \$1,118,050 for licenses, permits, and fees for FY 2009. This represents an increase of \$870,200, or 78% over the projected 2008 revenue. This includes business licenses, building permits, and cable television franchise fees.

CHARGE FOR SERVICES

The total charges for services for FY 2009 is \$835,139 which is an increased of 9%, or \$72,755. Charges for services include cemetery charges, Public Act 425, and Police and Fire Services. Future State of Michigan Public Act 425 Agreements or corresponding service agreements are being negotiated with other communities as they increase business and residential development. These agreements will provide 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 increase from the 2008 projected revenue by \$5,000, or .4%.

INTEREST REVENUE

Interest revenue is projected to increase by \$60,000, or 12% from 2008 projected. This is primarily due to anticipated increases in the Interest on City Income Taxes as well as Cemetery Interest on Investments.

REIMBURSEMENTS

The General Fund charges cost allocations to other funds as a part of its internal cost allocation plan. In 2001 and 2007, the City hired Maximus to prepare a cost allocation plan. For FY 2009, a total of \$2,378,201 has been budgeted for indirect cost allocations.

OTHER REVENUES

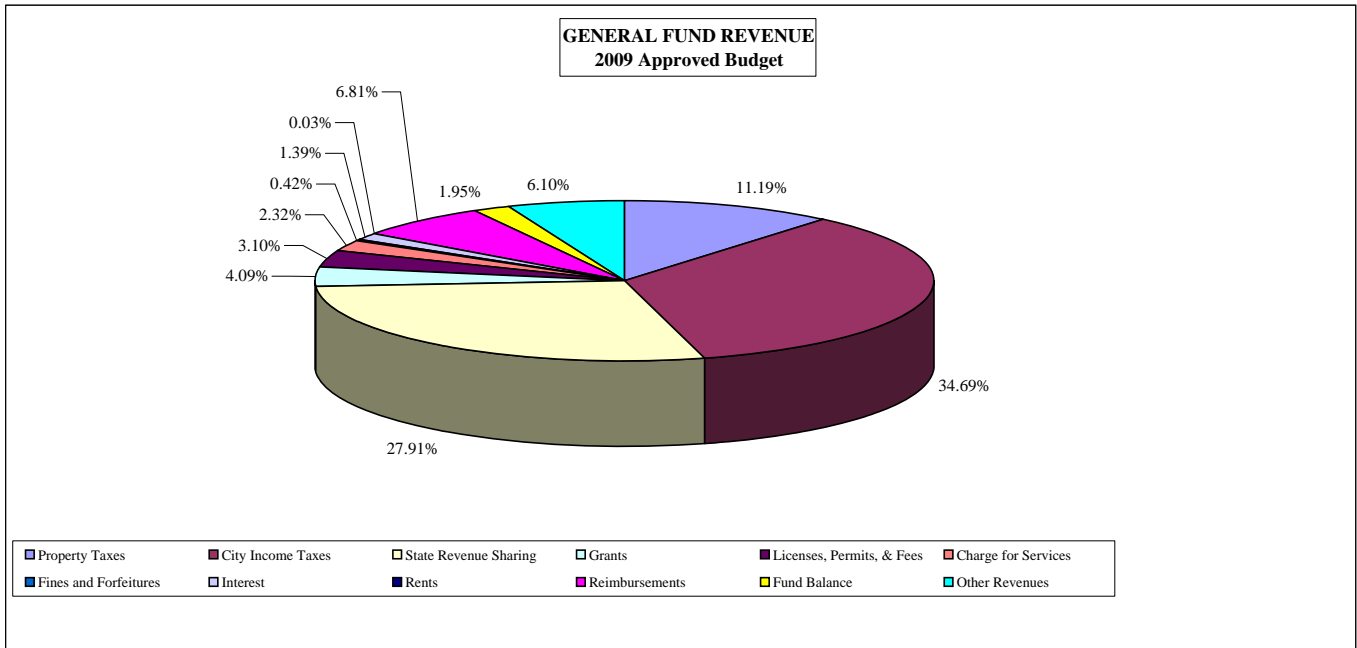
Other revenues will increase \$1,351,784 from 2008 projected levels. This includes miscellaneous revenue related to police department services, donations, the sale of assets, and transfers from other funds.

CITY OF SAGINAW
SCHEDULE OF TAXABLE VALUE

	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	104,870	140,870	118,773	118,773	98,362
Commercial	77,085,623	78,148,860	80,479,980	85,587,616	90,909,193
Industrial	42,973,223	43,296,339	46,621,391	44,668,255	44,860,660
Residential	365,427,337	374,317,566	388,116,469	403,269,702	413,964,808
Total Real	<u>485,591,053</u>	<u>495,903,635</u>	<u>515,336,613</u>	<u>533,644,346</u>	<u>549,833,023</u>
Personal Property					
Commercial	38,096,403	38,553,596	41,582,426	47,149,374	45,770,900
Industrial	117,329,700	106,750,600	146,661,900	88,485,700	71,968,600
Utility	19,681,300	20,380,850	18,241,000	18,720,800	14,844,100
Total Personal	<u>175,107,403</u>	<u>165,685,046</u>	<u>206,485,326</u>	<u>154,355,874</u>	<u>132,583,600</u>
Total Real & Personal	<u>660,698,456</u>	<u>661,588,681</u>	<u>721,821,939</u>	<u>688,000,220</u>	<u>682,416,623</u>
BY TAXPAYER CLASS					
Agricultural	104,870	140,870	118,773	118,773	98,362
Commercial	115,182,026	116,702,456	122,062,406	132,736,990	136,680,093
Industrial	160,302,923	150,046,939	193,283,291	133,153,955	116,829,260
Residential	365,427,337	374,317,566	388,116,469	403,269,702	413,964,808
Utility	19,681,300	20,380,850	18,241,000	18,720,800	14,844,100
Total	<u>660,698,456</u>	<u>661,588,681</u>	<u>721,821,939</u>	<u>688,000,220</u>	<u>682,416,623</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	99,786	102,078	105,157	77,958	95,631
Commercial	93,217,849	95,061,305	95,064,902	96,361,425	96,304,235
Industrial	45,112,282	49,008,656	48,980,153	48,939,004	47,738,218
Residential	428,229,633	442,314,586	461,076,412	477,680,156	471,601,430
Total Real	<u>566,659,550</u>	<u>586,486,625</u>	<u>605,226,624</u>	<u>623,058,543</u>	<u>615,739,514</u>
Personal Property					
Commercial	41,335,600	42,377,998	41,796,637	45,810,753	43,787,288
Industrial	68,297,000	62,754,000	65,211,400	55,373,600	45,371,600
Utility	14,669,100	14,982,400	15,691,400	16,306,500	16,742,300
Total Personal	<u>124,301,700</u>	<u>120,114,398</u>	<u>122,699,437</u>	<u>117,490,853</u>	<u>105,901,188</u>
Total Real & Personal	<u>690,961,250</u>	<u>706,601,023</u>	<u>727,926,061</u>	<u>740,549,396</u>	<u>721,640,702</u>
BY TAXPAYER CLASS					
Agricultural	99,786	102,078	105,157	77,958	95,631
Commercial	134,553,449	137,439,303	136,861,539	142,172,178	140,091,523
Industrial	113,409,282	111,762,656	114,191,553	104,312,604	93,109,818
Residential	428,229,633	442,314,586	461,076,412	477,680,156	471,601,430
Utility	14,669,100	14,982,400	15,691,400	16,306,500	16,742,300
Total	<u>690,961,250</u>	<u>706,601,023</u>	<u>727,926,061</u>	<u>740,549,396</u>	<u>721,640,702</u>

**REVENUE ANALYSIS SUMMARY
GENERAL FUND REVENUE (101)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
Property Taxes	4,129,142	4,279,652	4,035,187	4,997,694	4,035,187	4,035,187	4,564,109	4,032,224
City Income Taxes	13,228,923	13,549,513	13,500,000	13,406,280	13,034,978	13,034,978	11,282,887	12,500,000
State Revenue Sharing	10,497,714	10,164,682	10,220,601	9,837,511	9,913,518	10,586,518	7,961,475	10,058,591
Grants	147,030	166,593	18,000	92,399	104,490	104,490	406,812	1,472,765
Licenses, Permits, & Fees	970,180	988,978	988,850	786,611	988,250	988,250	818,031	1,118,050
Charge for Services	812,384	765,049	899,250	656,280	762,348	761,384	643,724	835,139
Fines and Forfeitures	269,729	168,143	131,000	261,630	145,000	145,000	222,561	150,000
Interest	252,217	486,842	349,000	570,248	440,800	440,800	490,278	500,800
Rents	0	62,500	62,000	500	62,000	62,000	104,073	12,500
Reimbursements	1,870,133	2,333,746	2,351,372	2,409,528	2,678,372	2,697,595	2,809,790	2,455,201
Fund Balance	0	0	724,112	0	500,000	801,540	801,540	701,433
Other Revenues	3,481,078	532,863	293,000	788,057	605,035	609,886	280,762	2,199,000
TOTAL RESOURCE	35,658,530	33,498,561	33,572,372	33,806,737	33,269,978	34,267,628	30,386,042	36,035,703



**REVENUE ANALYSIS DETAIL
GENERAL FUND REVENUE (101)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Proposed Budget
TAXES								
Real Property	2,977,932	2,989,509	2,895,019	2,996,707	2,918,170	2,918,170	3,023,174	2,954,336
Real Property - IFT	5,458	7,237	6,050	5,745	5,478	5,478	9,302	5,171
Personal Property	435,230	561,671	586,916	501,122	548,702	548,702	835,472	508,117
Personal Property - IFT	199,168	172,856	111,769	111,740	85,868	85,868	124,774	41,494
Penalties & Interest	140,823	126,397	72,000	148,916	72,000	72,000	167,192	125,000
Tax Administration Fees	330,561	365,626	336,433	373,999	375,005	375,005	404,196	371,106
New Admin Fees	0	0	0	0	0	0	0	0
PROPERTY TAX	4,089,172	4,223,296	4,008,187	4,138,229	4,005,223	4,005,223	4,564,109	4,005,224
Housing Commission	21,064	25,020	15,000	14,005	15,000	15,000	0	15,000
Birch Park	18,906	10,466	12,000	0	12,000	12,000	0	12,000
Bancroft Eddy	0	20,870	0	0	0	0	0	0
P. I. L. O. T. TAXES	39,970	56,356	27,000	14,005	27,000	27,000	0	27,000
City Income Taxes	13,228,923	13,549,513	13,500,000	13,406,280	13,034,978	13,034,978	11,282,887	12,500,000
INCOME TAXES	13,228,923	13,549,513	13,500,000	13,406,280	13,034,978	13,034,978	11,282,887	12,500,000
TOTAL TAXES	17,358,065	17,829,165	17,535,187	17,558,514	17,067,201	17,067,201	15,846,996	16,532,224
INTERGOVERNMENTAL								
Statutory	6,509,169	6,319,746	6,337,434	6,102,944	6,213,484	6,213,484	4,451,023	6,327,343
Constitutional	4,156,745	4,227,514	4,260,456	4,157,409	4,142,323	4,142,323	3,526,254	4,149,537
Inventory Tax Reimb.	(267,019)	(467,289)	(467,289)	(467,289)	(467,289)	(467,289)	(467,289)	(467,289)
Parimutuels Tax	53,208	16,964	60,000	0	0	0	0	0
Liquor Licenses	45,612	46,495	25,000	43,157	25,000	25,000	41,635	45,000
State Grants	0	21,252	5,000	1,290	0	673,000	409,851	4,000
STATE SHARED REV.	10,497,714	10,164,682	10,220,601	9,837,511	9,913,518	10,586,518	7,961,475	10,058,591
Summer Food Program	0	0	0	0	0	0	0	0
FEMA	84,616	25,436	0	0	0	0	0	0
Fetal-Infant Mortality	0	0	0	0	0	0	0	0
Federal Grants	14,262	64,460	0	224,754	0	0	43,160	1,094,000
Police Drug Overtime	48,152	75,593	18,000	110,439	104,490	104,490	111,377	128,765
Miscellaneous	0	1,103	0	0	0	0	252,276	0
Reimbursement/Medicare	0	0	0	273,632	0	0	0	250,000
GRANTS	147,030	166,593	18,000	608,825	104,490	104,490	406,812	1,472,765
TOTAL INTERGOV'TAL	10,644,744	10,331,276	10,238,601	10,446,336	10,018,008	10,691,008	8,368,287	11,531,356
LICENSES, PERMITS & FEES								
Occupational	25,924	25,943	25,600	24,369	25,600	25,600	27,665	5,000
General Business License	0	76,465	70,000	75,650	70,000	70,000	78,448	70,000
TOTAL LICENSES	25,924	102,408	95,600	100,019	95,600	95,600	106,112	75,000

**REVENUE ANALYSIS DETAIL
GENERAL FUND REVENUE (101)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Proposed Budget
Housing Registration Fees	178,607	295,978	175,000	176,515	175,000	175,000	174,588	242,308
Building Permits	150,935	146,828	125,000	165,333	125,000	125,000	108,209	173,077
Electrical Permits	37,933	34,815	30,000	44,954	30,000	30,000	28,185	41,538
Mechanical Permits	46,237	46,888	35,000	54,276	35,000	35,000	25,309	48,462
Plumbing Permits	21,741	33,986	25,000	34,545	25,000	25,000	22,335	34,615
Demolition Permits	0	76	0	0	0	0	0	0
Sign Permits	1,225	1,510	600	1,450	1,000	1,000	1,250	1,000
Street Cut Permits	2,790	3,135	1,200	3,315	1,000	1,000	1,695	1,000
Curb Cut Permits	390	1,335	1,200	405	500	500	255	500
Fire Department Permits	0	0	0	0	0	0	75	400
Barricade Permits	180	870	250	1,890	150	150	1,800	150
TOTAL PERMITS	440,038	565,420	393,250	482,682	392,650	392,650	363,700	543,050
Telecommunications Fees	0	0	0	0	0	0	500	0
Cable TV Franchise Fees	504,218	466,266	500,000	709,549	500,000	500,000	347,719	500,000
TOTAL FEES	504,218	466,266	500,000	709,549	500,000	500,000	348,219	500,000
TOTAL LIC./PERM/FEES	970,180	1,134,094	988,850	1,292,250	988,250	988,250	818,031	1,118,050
CHARGE FOR SERVICES								
Softball League Fees	1	0	0	0	0	0	0	0
Arthur Hill Swim Fees	0	64	0	0	0	0	0	0
Tea House Fees	8,025	6,414	10,000	5,441	10,000	10,000	6,983	5,000
Sports Lessons	0	0	0	0	0	0	0	0
RECREATION	8,026	6,477	10,000	5,441	10,000	10,000	6,983	5,000
Boot Removal Fees	0	0	0	0	0	0	0	0
Witness Fees	9,230	7,043	10,000	7,467	16,145	16,145	19,473	7,000
Board of Appeal Case Fees	0	0	0	(735)	0	0	0	0
Zoning Code Fees	5,870	6,135	10,000	11,515	10,000	10,000	6,430	10,000
Fire System Plan Review	0	450	0	50	0	0	50	0
Franchise Application Fees	0	0	0	0	0	0	0	0
Attorney Collections	1	0	0	0	0	0	2	0
Traffic Engineering	1,609	227	1,000	0	1,000	0	0	0
Public Act 425	0	163,489	200,000	111,089	176,089	176,089	7,000	242,689
Election Services	25,188	740	0	0	0	0	23,780	0
Special Events Services	40,901	25,879	40,000	35,577	25,000	25,000	24,970	30,000
Special Events Ojibway	12,847	7,228	10,000	7,830	5,000	5,000	5,942	6,000
Special Events Showmobile	0	0	0	0	0	0	0	0
Grass Cutting Services	0	0	0	0	0	0	0	0
Civic Center Concession	0	0	0	0	0	0	0	0
Engineering Plans	1,555	965	500	2,476	1,000	1,000	1,535	1,000
Fire Apparatus Testing	0	0	0	0	0	0	0	0
Ticket Master Commission	0	0	0	0	0	0	0	0
Abandoned Vehicles	198,697	18,045	100,000	13,800	0	0	0	0
Pay Phone Commissions	0	0	0	0	0	0	0	0
Sale of Junk	2,742	225	2,500	784	2,500	2,500	624	1,000
Construction Plan Review	0	0	0	0	0	0	0	0
Traffic Signs	25	20	50	0	50	50	15	50
Materials and Services	25,292	33,034	25,000	16,267	25,000	25,000	14,350	25,000
TOTAL GENERAL GOVT.	323,958	263,479	399,050	206,119	261,784	260,784	104,171	322,739

**REVENUE ANALYSIS DETAIL
GENERAL FUND REVENUE (101)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Proposed Budget
Gun Registration Fees	1,460	1,520	1,000	1,505	1,400	1,400	1,820	1,700
Vehicle Storage Fees	0	2,970	30,000	0	0	0	30	0.00
Hazmat Clean Up Fees	3,513	2,739	5,000	4,531	5,000	5,000	2,291	0.00
False Alarm Fees	965	6,455	1,000	1,050	1,000	1,000	1,680	2,500
Police Department	34,257	30,270	30,000	43,586	30,000	30,000	36,228	30,000
Fire Department	12,173	3,989	2,000	1,885	2,000	2,000	1,957	2,000
Materials and Services	2,288	20,284	0	35,640	0	0	0	0
TOTAL POLICE & FIRE	54,655	68,227	69,000	88,196	39,400	39,400	44,006	36,200
Internment Services	280,852	260,100	300,000	303,318	280,000	280,000	251,409	280,000
Markers and Bases	(938)	(1,592)	1,200	70,274	1,200	1,200	(2,475)	1,200
Grave Spaces	88,120	94,745	100,000	146,268	100,000	100,000	151,033	120,000
Materials and Services	59,924	73,613	20,000	74,558	70,000	70,000	88,597	70,000
TOTAL CEMTERIES	427,958	426,866	421,200	594,418	451,200	451,200	488,565	471,200
TOTAL CHARGE SVC.	814,596	765,049	899,250	894,174	762,384	761,384	643,724	835,139
FINES & FORFEITURES								
Ordinance Fines	108,451	106,924	75,000	97,693	75,000	75,000	161,818	150,000
Parking Violation Fines	39,756	14,077	0	68	0	0	893	0
Civil Infractions	(100)	(950)	0	0	0	0	0	0
Parking Tickets	0	5,931	0	0	0	0	0	0
Transfer Affidavit Fines	121,622	42,161	56,000	67,245	70,000	70,000	59,850	0
TOTAL FINES & FORFEIT.	269,729	168,143	131,000	165,005	145,000	145,000	222,561	150,000
INTEREST								
Interest on Investments	139,010	175,134	160,000	219,118	160,000	160,000	172,599	160,000
Cemetery Endowments	0	0	50,000	0	0	0	0	0
Interest on City Income Taxes	109,587	205,431	130,000	245,566	200,000	200,000	224,208	250,000
Interest Del Pers Property	0	0	0	0	0	0	0	0
Interest on Spec Asmts	3,620	17,053	4,000	(6)	500	500	3,187	500
Interest and Penalties	0	0	5,000	2,846	300	300	816	300
Cemetery Int on Investments	0	89,224	0	117,029	80,000	80,000	89,468	90,000
TOTAL INTEREST	252,217	486,842	349,000	584,553	440,800	440,800	490,278	500,800
RENTS & PRIVILEGES								
Civitan Recreation Center	0	11,000	12,000	0	12,000	12,000	0	12,000
Land and Building Rentals	0	51,500	50,000	500	50,000	50,000	104,073	500
TOTAL RENTS & PRIV.	0	62,500	62,000	500	62,000	62,000	104,073	12,500
OTHER REVENUES								
Recreation Programs-Grant	160	0	0	0	0	0	0	0
City/Cty/School Liaison	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Saginaw County	7,866	0	0	0	0	0	0	0
Sales of Materials/Services	0	0	0	0	0	0	0	0
Riverfront Comm Donations	(589)	4,749	0	2,150	0	0	950	0
Contributions	0	1,150	0	6,000	0	0	8,084	0
CONTRIBUTIONS	17,437	15,899	10,000	18,150	10,000	10,000	19,034	10,000

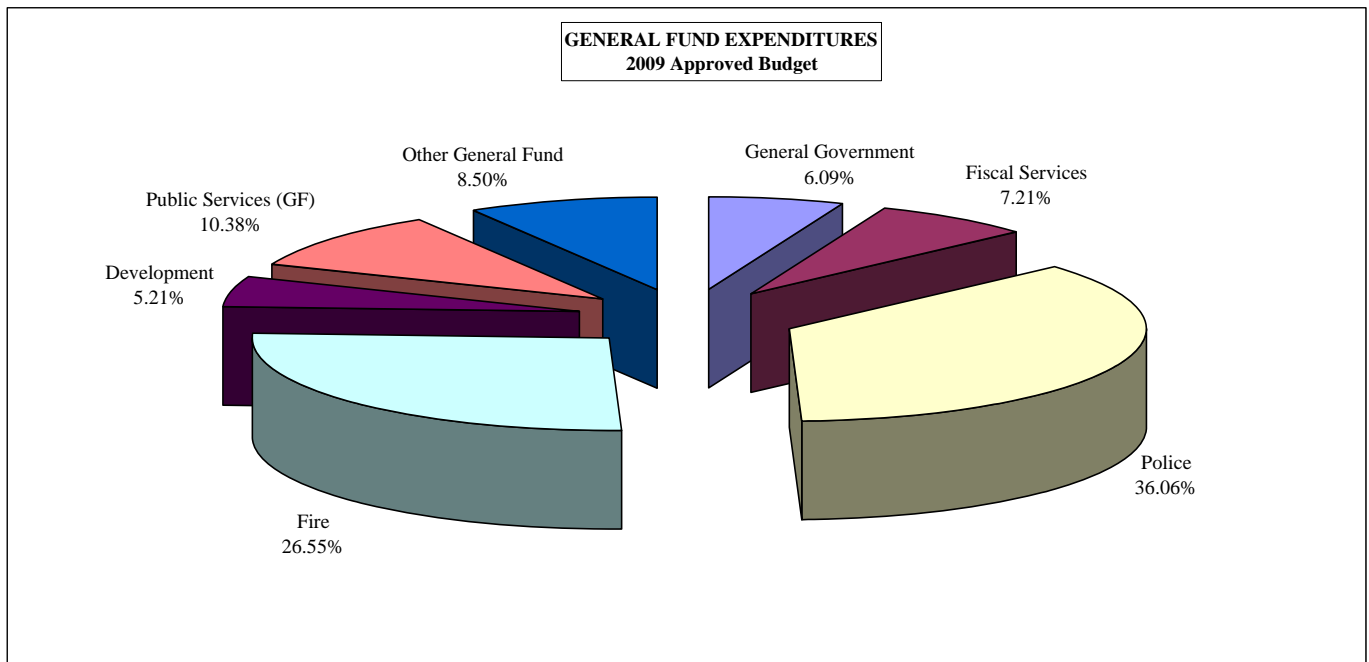
**REVENUE ANALYSIS DETAIL
GENERAL FUND REVENUE (101)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Proposed Budget
Sale of Land/Buildings	141,521	6	60,000	51,843	60,000	60,000	87,729	345,000
SALES OF PROPERTY	141,521	6	60,000	51,843	60,000	60,000	87,729	345,000
Special Assessments	93,334	67,076	100,000	45,108	100,000	100,000	83,752	700,000
TOTAL SPECIAL ASSESS.	93,334	67,076	100,000	45,108	100,000	100,000	83,752	700,000
Surplus Receipts	86,393	32,033	25,000	47,687	25,000	25,000	11,124	25,000
Demolition Contracts	(1,459)	5,050	3,000	14,994	3,000	3,000	15,362	3,000
Install Contract Proceeds	0	0	0	0	0	0	0	0
Gain/Loss on Equipment	0	0	0	0	0	0	0	0
Cash Over and Short	(112)	(714)	5,000	(1,503)	0	0	(416)	0
Smoke Detectors	21,500	0	0	125	0	3,347	4,098	5,000
Police Donations	0	5,000	0	20,750	20,000	20,000	20,000	20,000
Pawn Shop	0	0	0	0	0	0	4,543	24,000
Undesignated Fund Balance	0	0	0	0	0	0	0	0
TOTAL SURPLUS RECEIPT	106,321	41,369	33,000	82,052	48,000	51,347	54,711	77,000
Indirect Costs	1,854,204	2,188,692	2,351,372	2,351,376	2,351,372	2,351,372	2,737,821	2,378,201
Insurance Proceeds	7,991	106,621	0	9,279	2,000	2,000	63,973	2,000
Insurance Premiums	7,939	8,433	0	6,809	75,000	75,000	6,900	75,000
Reimbursements	0	30,000	0	117,659	250,000	250,000	1,426	0
Pagers/Cell Phones	0	0	0	36	0	0	0	0
TOTAL REIMBURSEMENTS	1,870,133	2,333,746	2,351,372	2,485,160	2,678,372	2,678,372	2,810,120	2,455,201
Police Dept Services	590	110	0	10	219,000	219,000	480	0
TOTAL PUB. SAFETY FEE	590	110	0	10	219,000	219,000	480	0
Gain/Loss on Investment	(70)	3,215	0	0	0	0	0	0
TOTAL G/L ON INVEST.	(70)	3,215	0	0	0	0	0	0
TOTAL OTHER REVENUE	2,229,267	2,461,421	2,554,372	2,682,322	3,115,372	3,118,719	3,055,826	3,587,201
Decrease in Fund Equity	0	0	724,112	0	500,000	801,540	801,540	701,433
TOTAL FUND EQUITY	0	0	724,112	0	500,000	801,540	801,540	701,433
Community Dev. Block Grant	0	0	0	0	13,963	13,963	13,963	0
Transfer from Other Funds	0	0	0	0	0	20,763	20,763	0
Sick and Vacation Fund	319,732	405,186	150,000	0	157,000	157,000	0	157,000
Budget Stabilization	2,800,000	0	0	0	0	0	0	0
Radio Operation Fund	0	0	0	0	0	0	0	910,000
TOTAL TRANSFERS	3,119,732	405,186	150,000	0	170,963	191,726	34,726	1,067,000
TOTAL GENERAL FUND	35,658,530	33,643,676	33,632,372	33,623,654	33,269,978	34,267,628	30,386,042	36,035,703

**GENERAL FUND EXPENDITURES (101)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
General Government	2,157,736	1,787,222	2,233,864	2,036,347	2,130,204	2,137,169	1,946,512	2,195,474
Fiscal Services	2,172,790	1,990,488	2,504,114	2,153,864	2,604,139	2,627,781	2,573,214	2,596,711
Police	12,841,306	12,918,338	12,446,206	11,332,238	11,566,200	11,584,763	12,290,481	12,994,495
Fire	9,275,274	10,101,550	9,283,157	9,293,121	9,451,388	9,454,735	8,854,288	9,567,903
Development	1,062,887	963,201	1,157,272	1,183,470	1,170,616	1,843,616	1,773,700	1,878,293
Public Services (GF)	2,838,610	2,626,965	3,534,293	4,061,505	3,493,632	3,491,404	4,002,110	3,739,094
Other General Fund	2,410,819	2,467,462	4,923,332	3,921,321	2,853,799	2,859,100	2,934,683	3,063,733
TOTAL GENERAL FUND	32,759,422	32,855,226	36,082,238	33,981,866	33,269,978	33,998,568	34,374,988	36,035,703

Personnel Services	24,457,487	25,124,041	26,863,268	22,775,269	24,322,324	24,322,324	24,339,578	27,915,253
Operating Expenses	5,864,193	5,111,785	6,244,823	7,022,323	6,073,755	6,802,345	7,018,492	7,222,170
Capital Outlay	26,924	151,936	387,030	262,950	20,100	20,100	82,236	0
Miscellaneous	2,410,819	2,467,462	4,923,332	3,921,321	2,853,799	2,853,799	2,934,683	898,280
TOTAL GENERAL FUND	32,759,423	32,855,224	38,418,453	33,981,863	33,269,978	33,998,568	34,374,988	36,035,703



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 GOVERNMENT

**GENERAL FUND
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>0101 CITY COUNCIL</u>								
Personnel Services	19,016	20,597	17,216	17,343	18,114	18,114	17,775	18,271
Operating Expenses	60,665	30,404	65,650	55,110	80,690	80,690	67,631	43,687
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	79,681	51,001	82,866	72,453	98,804	98,804	85,406	61,958
<u>0105 CITY/COUNTY/SCHOOL LIAISON</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	6,692	11,898	15,000	11,678	15,000	12,000	9,984	15,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	6,692	11,898	15,000	11,678	15,000	12,000	9,984	15,000
<u>1710 CITY MANAGER</u>								
Personnel Services	434,950	322,189	250,533	227,812	225,949	225,949	247,106	267,919
Operating Expenses	72,092	60,903	82,446	69,834	69,093	69,093	70,262	69,239
Capital Outlay	0	1,151	3,650	150	0	0	1,416	0
TOTALS	507,042	384,243	336,629	297,796	295,042	295,042	318,785	337,158
<u>1711 SGTV</u>								
Personnel Services	37,866	38,472	38,981	29,022	41,956	41,956	29,579	31,212
Operating Expenses	5,232	1,011	8,120	4,781	7,970	7,670	4,955	7,687
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	43,098	39,483	47,101	33,803	49,926	49,626	34,535	38,899
<u>1725 EMPLOYEE SERVICES</u>								
Personnel Services	472,558	422,532	479,778	460,645	436,465	436,465	440,900	406,714
Operating Expenses	78,909	39,777	100,542	107,024	84,908	84,908	81,119	94,567
Capital Outlay	0	1,766	928	270	0	0	0	0
TOTALS	551,467	464,075	581,248	567,939	521,373	521,373	522,019	501,281
<u>1730 CITY CLERK</u>								
Personnel Services	251,961	207,559	274,807	290,738	267,887	267,887	269,133	280,280
Operating Expenses	58,735	35,415	68,985	79,832	70,671	72,211	63,858	77,277
Capital Outlay	0	375	716	632	0	0	0	0
TOTALS	310,697	243,348	344,508	371,202	338,558	340,098	332,992	357,557

**DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>1731 ELECTIONS</u>								
Personnel Services	70,555	65,866	41,241	107,333	66,262	66,262	83,675	76,766
Operating Expenses	104,269	55,082	120,638	65,176	93,566	93,566	81,926	119,119
Capital Outlay	0	0	0	0	20,100	20,100	1,006	0
TOTALS	174,824	120,948	161,879	172,509	179,928	179,928	166,607	195,885
<u>1734 CITY ATTORNEY</u>								
Personnel Services	332,585	352,541	361,578	385,030	331,286	331,286	330,772	396,473
Operating Expenses	151,651	119,686	303,055	122,566	300,287	300,287	145,412	291,263
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	484,236	472,227	664,633	507,596	631,573	631,573	476,184	687,736
TOTAL GENERAL GOVERNMENT								
Personnel Services	1,619,491	1,429,755	1,464,134	1,517,923	1,387,919	1,387,919	1,418,941	1,477,635
Operating Expenses	538,245	354,175	764,436	517,371	722,185	720,425	525,148	717,839
Capital Outlay	0	3,292	5,294	1,052	20,100	20,100	2,422	0
TOTAL EXPENDITURES	2,157,736	1,787,222	2,233,864	2,036,347	2,130,204	2,128,444	1,946,512	2,195,474

GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
POSITION ANALYSIS
2008/2009 APPROVED BUDGET

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 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	4.00	2.05	2.00	2.00	2.00	2.00	2.50
Cable TV	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Employee Services	5.00	4.00	5.00	4.40	4.40	4.40	3.95
Office of the City Clerk	3.00	3.60	4.00	3.40	3.40	3.40	4.40
Election	1.00	1.40	1.00	1.60	1.60	1.60	1.60
Office of City Attorney	5.00	5.00	4.00	4.00	4.00	4.00	4.00
TOTAL POSITIONS	29.00	26.05	26.00	25.40	25.40	25.40	26.45

In the Approved 2009 Budget, .50 of a part-time Secretary was added to the Office of the City Manager. In addition, .45 of the Personnel Generalist will be reallocated to the Police and Fire Pension Fund, due to the work this individual completes for the pension board. The 2008 Budget added one part-time Secretary to the City Clerk's Office, the City Clerk position was reclassified to a non-union position and 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. 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: 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 are open to the public, except as provided in the Open Meetings Act. A calendar of the regular Council meetings is adopted each year in December for the upcoming twelve months.

FY 2008/2009 OBJECTIVES

- To adopt policies and programs that allow the city to realize the three strategic visions 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.

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-0101 City Council

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	12,410	Council Members	9.00	12,410
Overtime	0			
Fringe Benefits	5,861	Total Personnel	9.00	12,410
TOTAL	18,271			
		Overtime		0
OPERATING EXPENSES				
		FICA		947
Supplies	1,000	Healthcare Benefits - Active		4,914
Internal Services	167	Healthcare Benefits - Retirees		0
Other Services	42,520	Pension		0
TOTAL	43,687	Total Fringe Benefits		5,861
		TOTAL	9.00	18,271
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	61,958			

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.

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-0105 City/County/School Liaison

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0			
Fringe Benefits	0			
TOTAL	<u>0</u>	Total Personnel	<u>0</u>	<u>0</u>
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	3,280			
Internal Services	0	FICA		
Other Services	11,720	Healthcare Benefits - Active		
TOTAL	<u>15,000</u>	Healthcare Benefits - Retirees		
		Pension		
		Total Fringe Benefits		<u>0</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>	TOTAL	<u>0</u>	<u>0</u>
TOTAL APPROPRIATION				
	<u>15,000</u>			

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 2008/2009 OBJECTIVES

- Working with the Management Efficiency Team and 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.

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1710 City Manager

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	170,531	City Manager	1.00	110,000
Overtime	0	Administrative Assistant	1.00	49,715
Fringe Benefits	97,388	Secretary (PT)	0.50	10,816
TOTAL	<u>267,919</u>	Total Personnel	2.50	170,531
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	7,300			
Internal Services	21,149	FICA		12,758
Other Services	40,790	Healthcare Benefits - Active		27,465
		Healthcare Benefits - Retirees		2,500
TOTAL	<u>69,239</u>	Pension		54,665
		Total Fringe Benefits		<u>97,388</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>	TOTAL	<u>2.50</u>	<u>267,919</u>
TOTAL APPROPRIATION				
	<u>337,158</u>			

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 2008/2009 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.

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1711 SGTV

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	27,223	SGTV Director	<u>1.00</u> <u>27,223</u>
Overtime	0		
Fringe Benefits	3,989	Total Personnel	1.00 27,223
TOTAL	<u>31,212</u>	Overtime	<u>0</u>
OPERATING EXPENSES		FICA	2,083
Supplies	2,000	Healthcare Benefits - Active	885
Internal Services	4,287	Healthcare Benefits - Retirees	0
Other Services	1,400	Pension	1,021.00
TOTAL	<u>7,687</u>	Total Fringe Benefits	<u>3,989</u>
		TOTAL	<u><u>1.00</u></u> <u><u>31,212</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>38,899</u></u>		

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 2008/2009 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.

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1725 Employee Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	246,885	Director of Employee Services	1.00	79,718
Overtime	0	Labor Relations Admin.	1.00	72,065
Fringe Benefits	159,829	Personnel Generalist	0.55	31,197
		Benefits Coordinator	1.00	48,041
		Administrative Assistant I	0.40	15,864
TOTAL	<u>406,714</u>			
		Total Personnel	3.95	246,885
OPERATING EXPENSES				
Supplies	5,000	Overtime		<u>0</u>
Internal Services	25,591			
Other Services	63,976			
TOTAL	<u>94,567</u>			
		FICA		19,712
		Healthcare Benefits - Active		50,838
		Healthcare Benefits - Retirees		2,500
		Pension		86,779
		Total Fringe Benefits		<u>159,829</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
		TOTAL	<u>3.95</u>	<u>406,714</u>
TOTAL APPROPRIATION	<u>501,281</u>			

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

STRATEGIC NARRATIVES

The Office of the City Clerk serves as the City’s Bureau of Information and Complaint. It documents and assigns all citizen complaints, and maintains contracts/agreements, reports, petitions and informational documentation related to the City. The City Clerk/Deputy Clerk attends all meetings of Council and the 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 special 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 2008/2009 OBJECTIVES

The goals of the Office of the City Clerk include improving public relations, and maintaining, organizing, and updating City records, licenses and ordinances.

Objectives:

- Continue to improve the complaint process, making it accurate and efficient.

Performance Measures:

- Work with departments to standardize the City’s new Contact Management System and Code Enforcement, both of which are used in processing complaints or requests, to increase efficiency, improve accuracy and promote timely response, including updating the ordinance.

- Improve the licensing of City businesses.

Performance Measures:

- Work with departments to update the ordinance governing licensing of businesses and notify/educate the public on license requirements.
- Increase efforts to collect past-due license fees.
- Increase efforts to identify unregistered businesses and initiate compliance.
- Compare current to prior encroachment records and verify that all exist in H.T.E., and that all required insurances are on file and up-to-date.

- Maintain, organize and update City records.

Performance Measures:

- Transfer twenty-five percent (25%) of the cross-reference records currently maintained on 5,500 index cards in the City Clerk’s office into a database for easy identification/location.

- Work with the G.I.S. Department to identify, preserve and coordinate storage of 338 miscellaneous drawings (including maps and blueprints) stored in the Clerk's office vault, and document for easy location and retrieval.
- Complete the indexing and binding of two past years' Council minutes.
- Create a database to track the history of City ordinances in accordance with the City Charter.

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	160,070	City Clerk	0.70	49,697
Overtime	591	Deputy City Clerk	0.70	38,248
Fringe Benefits	119,619	Office Assistant III	1.00	26,353
		Office Assistant II	1.00	31,732
		Secretary (PT)	1.00	14,040
TOTAL	<u>280,280</u>	Total Personnel	4.40	160,070
OPERATING EXPENSES				
Supplies	2,500	Overtime		<u>591</u>
Internal Services	36,777	FICA		12,425
Other Services	38,000	Healthcare Benefits - Active		43,831
		Healthcare Benefits - Retirees		0
		Pension		63,363
TOTAL	<u>77,277</u>	Total Fringe Benefits		<u>119,619</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>	TOTAL	<u>4.40</u>	<u>280,280</u>
TOTAL APPROPRIATION				
	<u><u>357,557</u></u>			

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

STRATEGIC NARRATIVE

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 2008/2009 GOALS AND OBJECTIVES

The primary goal of the Election Division is to conduct elections with intelligent and efficiently trained staff and poll workers, to provide the voters with a smooth and expedient process both through absentee voting and at the polls.

Objectives:

- To stay up-to-date on election rules and regulations by attending annual seminars and conferences, as well as regular training sessions offered by the State of Michigan to keep up-to-date with the changes in election law, voter registration and the voting process.
- To replace unsatisfactory workers with new workers prior to the August 5, 2008 Primary and November 4, 2008 General Elections.
- To train precinct workers to keep precise and accurate Election Day records.
- To keep voters informed on any changes to their polling location and educated on the voting process.
- To update and eradicate discrepancies between the State of Michigan QVF (Qualified Voter File) and the City's Mastercard Voter File.
- To continue to improve the accuracy of voter records held by the city.

Performance Measures:

- Reconciliation of the State of Michigan QVF and the City's Mastercard Voter File to eliminate any discrepancies prior to the 2008 presidential election
- Research the actual status of voters listed under a "Verify/Challenged" status
 - Target = 100% review and reconciliation of voter files by end of FY 2009

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1731 Elections

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	40,571	City Clerk	0.30	21,299
Overtime	10,492.00	Deputy City Clerk	0.30	16,392
Fringe Benefits	25,703	Secretary (Temp)	1.00	2,880
TOTAL	<u>76,766</u>	Total Personnel	1.60	40,571
OPERATING EXPENSES				
		Overtime		<u>10,492.00</u>
Supplies	5,120			
Internal Services	9,278	FICA		4,155
Other Services	104,721	Healthcare Benefits - Active		6,020
		Healthcare Benefits - Retirees		2,500
TOTAL	<u>119,119</u>	Pension		13,028
		Total Fringe Benefits		<u>25,703</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>	TOTAL	<u>1.60</u>	<u>76,766</u>
TOTAL APPROPRIATION				
	<u><u>195,885</u></u>			

STRATEGIC NARRATIVE

The City Attorney’s Office is responsible for handling all legal matters affecting the City. This entails providing legal counsel to the City Council and various City departments. The Attorney’s Office also handles all legal action taken by the City and defends actions filed by and against the City, including prosecuting code violations and criminal misdemeanors. In addition, it plays a significant role in developing special projects undertaken by the City. Duties of the City Attorney’s Office include: drafting and/or reviewing contracts, ordinances, council communications, Freedom of Information Act responses, employee disciplines, legal opinions, pleadings, risk management issues, Police and Fire Pension Board issues, Purchasing matters and special events applications. It also performs demolition of buildings (DBO) reviews.

FY 2008/2009 OBJECTIVES

- To maximize revenue enhancement efforts related to income tax, business licenses, rental registration, housing inspections, environmental and demolitions.

Objective 1:

To prepare and issue misdemeanor warrants based upon information provided by the Finance Department in order to pursue prosecutions against individuals that have outstanding income taxes.

Performance Measure 1:

Will prepare warrants for prosecution of income taxes.

<u>2008</u>	<u>2009</u>	<u>2010</u>
1,200	1,400	1,500

Objective 2:

To prepare legal documents for municipal civil infractions based upon information provided by the Inspections, Zoning and Environmental Divisions.

Performance Measure 2:

Will prepare notices, motions and orders for municipal civil infractions, which will assist in alleviating blight in the City (based upon a calendar year).

<u>2008</u>	<u>2009</u>	<u>2010</u>
170	170	170

- To provide legal services for the prosecution of misdemeanors based upon information provided by the Police Department.

Objective 3:

To prepare and issue misdemeanor warrants for the prosecution of misdemeanors of local City ordinances.
(Based upon a calendar year.)

Performance Measure 3:

Will prepare warrants for prosecution to assist Public Safety in alleviating criminal activity in the City.
(Based upon a calendar year.)

<u>2008</u>	<u>2009</u>	<u>2010</u>
250	250	250

- To provide legal services for demolition of buildings (DBO) in the City.

Objective 4:

To review all DBO records to ensure compliance with the law.

Performance Measure 4:

Will review DBO files to assist the Development Department in alleviating blight in the City.

<u>2008</u>	<u>2009</u>	<u>2010</u>
200	200	200

ISSUE STATEMENT

Accomplishing the stated goals is dependent upon receiving legal requests and information needed to process those requests from the various City departments. Budgetary restraints, including the down-sizing of staff of the various departments may negatively impact the above-mentioned goals.

As a future goal, the City Attorney’s Office will implement procedures to aggressively pursue recovery of demolition costs which will aid in reducing blight and further revenue enhancement efforts. It will also pursue reimbursement of NSF checks to assist in recovery of revenue.

**GENERAL FUND (101)
DEPARTMENT OF GENERAL GOVERNMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1734 City Attorney

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	228,970	City Attorney	1.00	79,718
Overtime	0	Chief Asst. City Attorney	1.00	63,385
Fringe Benefits	167,503	Legal Assistant II	1.00	44,051
		Legal Assistant I	1.00	41,816
TOTAL	<u>396,473</u>	Total Personnel	4.00	228,970
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	6,000			
Internal Services	25,238			
Other Services	260,025	FICA		17,816
		Healthcare Benefits - Active		62,615
TOTAL	<u>291,263</u>	Healthcare Benefits - Retirees		0
		Pension		87,072
		Total Fringe Benefits		<u>167,503</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>	TOTAL	<u>4.00</u>	<u>396,473</u>
TOTAL APPROPRIATION	<u>687,736</u>			



FISCAL SERVICES

**DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>1740 ADMINISTRATION</u>								
Personnel Services	185,365	180,295	297,672	185,157	190,986	190,986	174,031	238,521
Operating Expenses	62,885	27,198	73,592	82,662	74,202	72,845	140,101	54,830
Capital Outlay	0	0	710	372	0	1,357	859	0
TOTALS	248,250	207,493	371,974	268,191	265,188	265,188	314,991	293,351
<u>1741 CITY CONTROLLER</u>								
Personnel Services	296,907	357,759	418,437	362,770	526,301	526,301	471,468	170,629
Operating Expenses	219,816	172,140	153,904	160,200	151,454	161,454	151,412	386,992
Capital Outlay	0	0	200	188	0	0	0	0
TOTALS	516,723	529,899	572,541	523,157	677,755	687,755	622,879	557,621
<u>1742 PURCHASING</u>								
Personnel Services	109,278	111,617	140,134	124,179	161,272	161,272	170,606	154,565
Operating Expenses	18,231	10,041	17,283	19,090	17,663	17,078	18,741	17,686
Capital Outlay	0	0	380	370	0	585	585	0
TOTALS	127,509	121,658	157,797	143,639	178,935	178,935	189,933	172,251
<u>1743 TREASURER</u>								
Personnel Services	559,198	335,771	366,836	298,230	299,075	299,075	311,255	324,640
Operating Expenses	311,842	121,808	133,656	124,716	133,284	133,284	127,787	135,785
Capital Outlay	0	0	200	188	0	0	0	0
TOTALS	871,041	457,579	500,692	423,134	432,359	432,359	439,042	460,425
<u>1744 ASSESSORS</u>								
Personnel Services	266,566	284,152	364,418	295,684	383,917	383,917	416,035	426,571
Operating Expenses	142,701	70,410	111,770	102,325	123,145	55,289	110,742	124,230
Capital Outlay	0	0	540	521	0	0	0	0
TOTALS	409,267	354,562	476,728	398,531	507,062	439,206	526,777	550,801

**DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>1745 INCOME TAX</u>								
Personnel Services	0	197,381	264,044	237,582	398,538	398,538	369,065	446,243
Operating Expenses	0	121,916	158,338	159,443	144,302	141,182	109,066	116,019
Capital Outlay	0	0	2,000	188	0	4,000	1,460	0
TOTALS	0	319,297	424,382	397,212	542,840	543,720	479,592	562,262
TOTAL FISCAL SERVICES								
Personnel Services	1,417,314	1,466,974	1,851,541	1,503,601	1,960,089	1,960,089	1,912,460	1,761,169
Operating Expenses	755,476	523,514	648,543	648,436	644,050	581,132	657,850	835,542
Capital Outlay	0	0	4,030	1,826	0	5,942	2,905	0
TOTAL EXPENDITURES	2,172,790	1,990,488	2,504,114	2,153,864	2,604,139	2,547,163	2,573,214	2,596,711

GENERAL FUND (101)
DEPARTMENT OF FISCAL SERVICES
POSITION ANALYSIS
2008/2009 APPROVED BUDGET

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
FISCAL SERVICES							
Fiscal Services - Administration	3.00	2.10	3.00	2.00	2.00	2.00	2.50
Office of the Controller	5.00	5.00	5.00	6.00	6.00	6.00	2.00
Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Treasury Office	8.00	5.50	5.50	5.50	4.20	4.20	4.20
Office of the Assessor	5.00	6.00	6.00	6.00	7.00	7.00	6.00
Income Tax Office	0.00	4.00	4.00	4.00	6.00	6.00	6.00
Customer Accounting	5.00	5.00	5.00	5.00	5.00	5.00	5.00
TOTAL POSITIONS	28.00	29.60	30.50	30.50	32.20	32.20	27.70

The 2009 Approved Budget restructures the Controller's Office through the elimination of the following positions: City Controller, the vacant Deputy City Controller, and two Fiscal Services Accountants. The elimination of these positions will be offset by the contracting services of Plante Moran, Inc, who will be providing the accounting function for the City. In addition, a part time Secretary will be added to the Administration division and shared with the City Manager's Office. The 2008 budget added three positions to the Department of Fiscal Services's personnel complement - 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 became full-time and reclassified to a Property Appraiser II. In addition, in the Office of Fiscal Service Administration a vacant Treasurer/Assistant Finance Director was eliminated.

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 2008/2009 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.

**GENERAL FUND (101)
DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1740 Fiscal Services Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	144,960	Director of Fiscal Services	1.00	75,508
Overtime	0	Budget Officer	1.00	58,636
Fringe Benefits	93,561	Administrative Support Clerk	0.50	10,816
TOTAL	238,521	Total Personnel	2.50	144,960
OPERATING EXPENSES				
		Overtime		0
Supplies	3,000			
Internal Services	20,207	FICA		10,763
Other Services	31,623	Healthcare Benefits - Active		35,431
		Healthcare Benefits - Retirees		0
TOTAL	54,830	Pension		47,367
		Total Fringe Benefits		93,561
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	2.50	238,521
TOTAL APPROPRIATION				
	293,351			

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 2008/2009 OBJECTIVES

Development and Training

- Complete the development of updated policies for Travel and Petty Cash. This will ensure consistency and efficiency of procedures and provide reference for all City staff.
- Continue staff training relative to problems with bank reconciliations and the City's software to result in timely completions of the bank reconciliations by the 20th of the following month.
- Continue to develop a plan to systematically begin sending customer statements monthly and designate and assign various accounts receivable tasks to staff to support accounts receivable collections.

Relevant Financial Reporting

- Perform monthly period closings by the 20th of the following month, complete annual audit preparation within three months of fiscal year end by 2009, and strive to receive GFOA Certificate of Achievement. This will provide for the timely accumulation of data to support planning and decision-making.
- Reconcile all bank accounts to the general ledger by the 20th 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. This will address the June 30, 2007 reportable condition that could adversely affect the City's funding status for federal and state grants.

Enhance Automation

- Continue to work with the City's Information Systems Department in developing a plan to perform accounts receivable data cleanup, collections and write offs, where appropriate. Continued attention to address the accounts receivable system will result in additional cash flow and revenue recognition. In addition, system report generation monthly and during the audit will provide an accounts receivable reporting system that is non labor intensive for our Information Systems Department and Controller's Office and allows audit deadlines to continue to be attained and even advanced.

**GENERAL FUND (101)
DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1741 Controller

Allocation Plan		Position Control		
		JOB CLASISIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,184	Payroll Specialist	1.00	42,549
Overtime	10,000	Acct. Payable Coordinator	1.00	34,635
Fringe Benefits	83,445			
	<u>170,629</u>	Total Personnel	2.00	77,184
TOTAL				<u>10,000</u>
OPERATING EXPENSES				
Supplies	5,000	FICA		7,053
Internal Services	57,392	Healthcare Benefits - Active		20,433
Other Services	324,600	Healthcare Benefits - Retirees		14,235
	<u>386,992</u>	Pension		41,724
TOTAL		Total Fringe Benefits		<u>83,445</u>
CAPITAL OUTLAY	0	TOTAL	<u>2.00</u>	<u>170,629</u>
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u>557,621</u>			

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. Purchasing solicits all bids, quotes, and proposals for City Departments and Divisions. The department also monitors and maintains all vendors, contract compliance, licenses and insurance records.

FY 2008/2009 OBJECTIVES

Objectives:

- To modify and update the purchasing procedures to incorporate the changes incurred by the HTE software technology and ordinance changes.
- To train all applicable employees on the purchasing system and those specifically responsible for requisitions and receiving, in order to enhance accuracy and timeliness.
- To update contract compliance records and vendor files.
- To initiate a procurement card system that will adhere to all City purchasing policies and procedures, thus facilitating the purchase of goods and services for all city departments.
- To develop policies and procedures that will maximize the efficiency of the purchasing process. Examples of this are the “Just in Time” delivery system and utilization of the State of Michigan Procurement program.
- To develop a process to evaluate bid specifications with departments and analyze the accuracy of the end results in order to promote competition and enhance quality and best pricing.
- To develop a tool that monitors vendor performance

Performance Measures:

- Number of purchase orders processed in FY 2009
- Number of purchase order process within 7 business days

**GENERAL FUND (101)
DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1742 Purchasing

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASISIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	85,674	Purchasing Officer	1.00 51,039
Overtime	0	Purchasing Assistant	1.00 34,635
Fringe Benefits	68,891		
		Total Personnel	2.00 85,674
TOTAL	<u>154,565</u>		
		Overtime	<u>0</u>
OPERATING EXPENSES			
Supplies	1,000	FICA	6,746
Internal Services	10,586	Healthcare Benefits - Active	20,480
Other Services	6,100	Healthcare Benefits - Retirees	0
		Pension	41,665
TOTAL	<u>17,686</u>	Total Fringe Benefits	<u>68,891</u>
CAPITAL OUTLAY	0	TOTAL	<u><u>2.00</u></u> <u><u>154,565</u></u>
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>172,251</u></u>		

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

STRATEGIC NARRATIVE

The Treasurer's Division administers the collection of funds for the City of Saginaw. The property tax billing and collection for 26,000 customers semi-annually. Water collection for 20,090 customers monthly. Business Licenses, Rental Licenses, Occupational Licenses 4,500 annually. Collection of electrical, plumbing, building permits. Collection of non-sufficient fund checks.

FY 2008/2009 OBJECTIVES

- To increase the accuracy of data that is manually entered.
- To increase the ease of payment and access to bill and assessment information.
- To increase number of on time payments for tax bills.
- To increase the collection of overdue tax bills.

Performance Measures:

- Number of requests for account revisions due to inaccurate initial manual data entry
- Number of visits to the SONAR web system as measured by a web counter
- Number of tax bills which are paid via online bill pay
- Total dollar amount received in FY 2009 from overdue payments
- Percent of overdue payments from FY 2008 that were received in FY 2009
- Percent of overdue payments from FY 2007 that were received in FY 2009
- Frequency in which late payment notices were sent to delinquent customers
 - Target = 3 months
- Average time from when customer's personal property tax bill due date has elapsed to when first late payment notice is sent.
 - Target = 30 days

**GENERAL FUND (101)
DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1743 Treasury

Allocation Plan		Position Control	
		JOB CLASISIFICATION	2008/ 2009 BUDGET
			ALLOCATION
PERSONNEL SERVICES			
Salaries	150,130	Deputy Treasurer	52,735
Overtime	0	Office Assistant III	61,464
Fringe Benefits	174,510	Customer Serv. Coordinator	12,473
		Customer Serv. Rep. IV	23,458
TOTAL	<u>324,640</u>		
		Total Personnel	<u>4.20</u>
			<u>150,130</u>
OPERATING EXPENSES			
Supplies	15,000	Overtime	<u>0</u>
Internal Services	57,165		
Other Services	63,620		
TOTAL	<u>135,785</u>	FICA	12,250
		Healthcare Benefits - Active	63,603
		Healthcare Benefits - Retirees	10,000
		Pension	88,657
		Total Fringe Benefits	<u>174,510</u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
		TOTAL	<u><u>4.20</u></u>
			<u><u>324,640</u></u>
TOTAL APPROPRIATION	<u><u>460,425</u></u>		

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

STRATEGIC NARRATIVE

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.

FY 2008/2009 OBJECTIVES

The primary goal 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.

Objectives:

- Appraise property at 50% of market value.

Performance Measures:

- Complete annual equalization and sales study by November 1, 2008.
- Review 4,000 residential parcels annually.
- Process 1,200 personal property statements by March 1, 2009

- Maintain property records.

Performance Measures:

- Timely process 2,000 owner and address changes.
- Complete 2,000 field inspections annually for changes in property due to building permits, fires, demolitions, etc.

- Complete residential reappraisal.

Performance Measures:

- Develop up-to-date land maps for proper land valuation.
- Redefine neighborhood boundaries.
- Complete Apex sketch for remaining 2,000 parcels.

**GENERAL FUND (101)
DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASISIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	235,181	City Assessor	1.00 65,579
Overtime	500	Property Appraiser III	2.00 86,613
Fringe Benefits	190,890	Property Appraiser II	1.00 40,052
		Office Assistant III	1.00 27,961
		Clerical II (PT)	1.00 14,976
TOTAL	<u>426,571</u>		
		Total Personnel	6.00 235,181
			<hr/>
		Overtime	500
			<hr/>
		FICA	18,412
		Healthcare Benefits - Active	67,153
		Healthcare Benefits - Retirees	0
		Pension	105,325
			<hr/>
		Total Fringe Benefits	190,890
			<hr/>
		TOTAL	<u>6.00 426,571</u>
			<hr/> <hr/>
		TOTAL APPROPRIATION	<u>550,801</u>

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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 Departments processes 43,000 payments, 38,000 individual tax returns, 2245 employer withholding reconciliation accounts with 48,535 w-2's, and 4,000 corporate and partnership tax returns annually.

FY 2008/2009 OBJECTIVES

Objectives:

- To offer our services as consultants or as an outsource site for a pre-determined amount for cities who are newly implementing an income tax. A new software server will be purchased in 08/09 to help position the income tax department to capitalize on these opportunities.
- To continue to ease usage of income tax payments for employers and individuals, especially through the online system.
- To increase the compliance with income tax payments and deadlines and decrease the number of outstanding payments owed to the city.
- To improve organization and systems within the income tax department so that there will be a more accurate picture of the amount of delinquent tax that is current and collectable.
- To implement new procedures to help streamline the income tax department. Specific goals are to create procedures to write off delinquent income taxes not collectable, to escheat unclaimed refund check for tax years 2005 and prior.

Performance Measures:

- Number of employers utilizing the internet withholding tool
- Number of local government clients in which the City of Saginaw is acting as a income tax consultant
- Percent increase in the collection of interest and penalty
 - Target = 10%
- Percent decrease in the amount of corporate tax and withholding outstanding
 - Target = 15%
- Frequency of employer billing
 - Target = monthly
- Percent decrease in the amount of individual tax outstanding.
 - Target = 15%

ISSUE STATEMENT

The Income Tax division would like to begin offering consulting services as a revenue source, however, this service is dependent on the purchase of a new server, without which, the department cannot handle the increased capacity.

**GENERAL FUND (101)
DEPARTMENT OF FISCAL SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1745 Income Tax

Allocation Plan		Position Control	
		JOB CLASISIFICATION	2008/ 2009 BUDGET
			ALLOCATION
PERSONNEL SERVICES			
Salaries	219,644	Income Tax Manager	49,771
Overtime	0	Income Tax Specialist	45,864
Fringe Benefits	226,599	Income Tax Auditor	99,356
		Office Assistant II	24,653
TOTAL	<u>446,243</u>		
		Total Personnel	<u>219,644</u>
			<u>6.00</u>
OPERATING EXPENSES			
Supplies	5,000	Overtime	<u>0</u>
Internal Services	51,502		
Other Services	59,517		
TOTAL	<u>116,019</u>	FICA	16,803
		Healthcare Benefits - Active	87,966
		Healthcare Benefits - Retirees	0
		Pension	121,830
		Total Fringe Benefits	<u>226,599</u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
		TOTAL	<u><u>6.00</u></u>
			<u><u>446,243</u></u>
TOTAL APPROPRIATION	<u><u>562,262</u></u>		



PUBLIC SAFETY

**DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005	2006	2006	2007	2007	2008	2008	2008	2009
	Actual	Adjusted	Actual	Adjusted	Actual	Approved	Adjusted	Projected	Approved
		Budget		Budget		Budget	Budget		Budget
<u>3010 POLICE CHIEF - ADMINISTRATION</u>									
Personnel Services	327,260	314,108	327,235	425,495	412,560	397,159	397,159	418,117	434,839
Operating Expenses	21,251	19,759	18,520	22,287	22,434	22,287	22,287	24,814	29,284
Capital Outlay	0	0	0	0	0	0	0	0	0
TOTALS	348,511	333,867	345,755	447,782	434,994	419,446	419,446	442,931	464,123
<u>3011 POLICE PATROL</u>									
Personnel Services	8,132,287	8,255,182	8,690,772	7,943,694	6,883,343	7,170,903	7,170,903	7,641,694	8,598,185
Operating Expenses	110,645	96,928	82,070	106,804	297,710	96,804	96,804	249,587	117,577
Capital Outlay	0	0	0	0	0	0	0	0	0
TOTALS	8,242,932	8,352,110	8,772,842	8,050,498	7,181,053	7,267,707	7,267,707	7,891,281	8,715,762
<u>3012 POLICE ADMINISTRATION</u>									
Personnel Services	163,538	164,783	166,639	200,137	178,009	185,957	185,957	187,961	193,880
Operating Expenses	296,681	309,846	234,645	243,699	235,219	263,624	260,624	205,344	218,795
Capital Outlay	0	0	10,050	0	0	0	0	0	0
TOTALS	460,219	474,629	411,334	443,836	413,228	449,581	446,581	393,305	412,675
<u>3013 POLICE INVESTIGATION</u>									
Personnel Services	2,071,765	1,639,174	1,566,718	1,613,460	1,537,813	1,479,241	1,479,241	1,549,402	1,419,918
Operating Expenses	189,625	210,445	191,839	137,811	152,915	132,311	142,311	153,346	164,378
Capital Outlay	0	0	0	0	0	0	0	0	0
TOTALS	2,261,390	1,849,619	1,758,557	1,751,271	1,690,728	1,611,552	1,621,552	1,702,748	1,584,296
<u>3014 POLICE BUILDING MAINTENANCE</u>									
Personnel Services	304,057	337,289	345,015	373,048	298,676	454,072	454,072	356,370	461,877
Operating Expenses	674,191	879,296	825,337	841,017	848,018	867,644	876,707	1,020,034	810,430
Capital Outlay	0	0	1,985	2,525	2,308	0	2,500	2,705	0
TOTALS	978,248	1,216,585	1,172,337	1,216,590	1,149,001	1,321,716	1,333,279	1,379,109	1,272,307
<u>3015 POLICE TECHNICAL SERVICES</u>									
Personnel Services	428,484	372,317	353,985	405,707	345,507	365,676	365,676	380,409	401,551
Operating Expenses	121,522	147,347	103,527	130,522	117,726	130,522	128,822	100,698	143,781
Capital Outlay	0	0	0	0	0	0	0	0	0
TOTALS	550,006	519,664	457,512	536,229	463,234	496,198	494,498	481,107	545,332
TOTAL POLICE									
Personnel Services	11,427,391	11,082,853	11,450,365	10,961,541	9,655,908	10,053,008	10,053,008	10,533,954	11,510,250
Operating Expenses	1,413,915	1,663,621	1,455,938	1,482,140	1,674,022	1,513,192	1,527,555	1,753,823	1,484,245
Capital Outlay	0	0	12,035	2,525	2,308	0	2,500	2,705	0
TOTAL EXPENDITURES	12,841,306	12,746,474	12,918,338	12,446,206	11,332,238	11,566,200	11,583,063	12,290,481	12,994,495

**GENERAL FUND (101)
DEPARTMENT OF POLICE
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget	2008 Projected	2009 Approved Budget
POLICE							
Police Chief's Office	7.00	6.00	7.00	5.00	5.00	5.00	5.00
Police Patrol	98.00	96.00	81.00	81.00	81.00	81.00	72.00
Police Administration	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Police Investigation	28.00	18.00	19.00	15.00	15.00	15.00	10.00
Building Maintenance	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Technical Services	9.00	8.00	7.00	7.00	7.00	7.00	7.00
TOTAL POSITIONS	151.00	137.00	123.00	117.00	117.00	117.00	103.00

The 2009 Approved Budget remains the same for the Department of Police. As a part of accurately recording the personnel complement the 51 (205) Public Safety Fund funded officers will be reflected in the Public Safety Fund. Because of the Public Safety Millage, the City is required to have the total Police and Fire personnel complement within the Public Safety Fund remain at the same levels as when the millage was adopted, therefore the 2008 Budget and personnel complement remained the same as in 2007. 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

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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 2008/2009 OBJECTIVES

Objectives:

- 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. To complete a review and update of policy and procedure manual so as to assure compliance with current best "practice" guidelines.

Performance Measure:

- Percent of participation of citizenry in neighborhood association meetings and volunteer activities, i.e. arson watch 2008.
 - Target = 5% increase from 2007/2008

**GENERAL FUND (101)
DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3010 Police Chief - Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	257,518	Chief of Police	1.00	86,477
Overtime	275	Deputy Chief of Police	1.00	75,478
Fringe Benefits	177,046	Administrative Professional	1.00	39,813
		Staff Professional	1.00	36,614
		Clerical II (PT)	1.00	19,136
TOTAL	434,839			
		Total Personnel	5.00	257,518
OPERATING EXPENSES				
Supplies	0	Overtime		275
Internal Services	29,284			
Other Services	0			
TOTAL	29,284	FICA		10,407
		Healthcare Benefits - Active		54,919
		Healthcare Benefits - Retirees		2,500
		Pension - Civilian		52,788
CAPITAL OUTLAY	0	Pension - Sworn		56,432
TOTAL	0	Total Fringe Benefits		177,046
		TOTAL	5.00	434,839
TOTAL APPROPRIATION	464,123			

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. The Safe Streets Unit will work 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. Crime mapping will provide officers and citizens with crime analysis information vital to our crime fighting effort.

FY 2008/2009 OBJECTIVES

Objectives:

- To facilitate a safe environment in which to live and work
- 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
- To expand the Community Policing program with the addition of a fourth CPO District
- To reduce the number of traffic accidents by stimulating traffic enforcement activities 5 - 10% from 2007/2008 figures

Performance Measures:

- Number of traffic accidents
 - Target = 10 % reduction from 2007/2008 figures
- Number of gun arrests
 - Target = 15% increase from 2007/2008 figures.
- Number of street level drug arrests
 - Target = 10% increase from 2007/2008 rates.

**GENERAL FUND (101)
DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3011 Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,627,684	Police Lieutenant	2.00	133,028
Overtime	94,500	Police Sergeant	5.00	305,931
Fringe Benefits	5,876,001	Police Officer	41.00	2,085,795
		Clerical I (PT)	1.00	15,990
TOTAL	8,598,185	School Crossing Guard	23.00	86,940
		Total Personnel	72.00	2,627,684
OPERATING EXPENSES				
Supplies	0	Overtime		94,500
Internal Services	117,577			
Other Services	0	FICA		50,463
TOTAL	117,577	Healthcare Benefits - Active		1,201,518
		Healthcare Benefits - Retirees		2,411,746
		Pension - Civilian		45,774
CAPITAL OUTLAY	0	Pension - Sworn		2,166,500
TOTAL	0	Total Fringe Benefits		5,876,001
		TOTAL	72.00	8,598,185
TOTAL APPROPRIATION	8,715,762			

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.

FY 2008/2009 OBJECTIVES

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.

Objectives:

- To maintain authorized/grant-funded staffing level of sworn officers at all times.
- Maintain current levels of specialized training and certification of all officers and detectives.
- Implement new objective performance based employee evaluation process.

**GENERAL FUND (101)
DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3012 Police Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	102,507	Police Sergeant	1.00	57,770
Overtime	1,600	Staff Professional	1.00	44,737
Fringe Benefits	89,773			
		Total Personnel	2.00	102,507
TOTAL	193,880			
OPERATING EXPENSES				
		Overtime		1,600
Supplies	21,933	FICA		4,310
Internal Services	9,921	Healthcare Benefits - Active		33,037
Other Services	186,941	Healthcare Benefits - Retirees		0
		Pension - Civilian		21,711
		Pension - Sworn		30,715
TOTAL	218,795	Total Fringe Benefits		89,773
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.00	193,880
TOTAL APPROPRIATION	412,675			

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 2008/2009 OBJECTIVES

- Maintain current levels of collaborative efforts with other law enforcement agencies in an effort to reduce the violent crime index by 5%.
- Direct the unit resources necessary to obtain a 70% or better closure rate on part one criminal complaints.
- Maintain current collaborative efforts with court corrections and social service providers to target repeat offenders and delinquent youth as a method of reducing and preventing crime.
 - Parishioners on Patrol
 - Domestic Abuse Response Team
 - Child Protective Services
 - Underground Railroad

**GENERAL FUND (101)
DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3013 Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	553,490	Police Sergeant	1.00	57,770
Overtime	47,250	Police Officer	9.00	435,771
Fringe Benefits	819,178	Office Assistant	1.00	31,733
		Clerical I	2.00	28,216
TOTAL	1,419,918	Total Personnel	10.00	553,490
OPERATING EXPENSES				
		Overtime		47,250
Supplies	0			
Internal Services	64,278			
Other Services	100,100	FICA		13,489
TOTAL	164,378	Healthcare Benefits - Active		213,824
		Healthcare Benefits - Retirees		46,940
		Pension - Civilian		22,770
		Pension - Sworn		522,155
CAPITAL OUTLAY	0	Total Fringe Benefits		819,178
TOTAL	0	TOTAL	10.00	1,419,918
TOTAL APPROPRIATION	1,584,296			

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 2008/2009 OBJECTIVES

- Continue efforts to maintain the work environment according to MIOSHA Standards
- Implement a standardized program of preventative maintenance so as to minimize vehicle maintenance costs and increase maximized safety for all police vehicles
- Develop a program of disposal through Internet auction of evidence property no longer needed so as to minimize use of stored property in the evidence property room
- Maintain or improve current evidence property procedures so as to assure compliance with legal requirements

**GENERAL FUND (101)
DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3014 Building Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	211,881	Prop/Bldg Mtce Supervisor	1.00	45,550
Overtime	2,100	Firearms & Prop. Specialist	1.00	42,909
Fringe Benefits	247,896	Prop/Evidence Specialist	1.00	36,672
		Service Person Mechanic	1.00	38,546
TOTAL	461,877	Property/Supply Clerk (PT)	2.00	31,980
		Custodial Worker (PT)	1.00	16,224
		Total Personnel	7.00	211,881
OPERATING EXPENSES				
Supplies	299,950			
Internal Services	109,334	Overtime		2,100
Other Services	401,146			
TOTAL	810,430	FICA		16,606
		Healthcare Benefits - Active		112,243
		Healthcare Benefits - Retirees		35,205
CAPITAL OUTLAY	0	Pension - Civilian		83,842
TOTAL	0	Total Fringe Benefits		247,896
		TOTAL	7.00	461,877
TOTAL APPROPRIATION	1,272,307			

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 2008/2009 OBJECTIVES

- Increase utility of mobile data terminals within patrol vehicles for records management and crime analysis processing.
- To increase availability of digital camera systems for patrol to allow direct uploading of photos into ARMS.
- To implement countywide crime mapping so as to enhance criminal intelligence gathering capabilities.
 - To enhance current ability to disseminate timely criminal intelligence.
- Develop and implement Shotspotter technology and effective response protocols so as to track and reduce gun violence.

**GENERAL FUND (101)
DEPARTMENT OF POLICE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3015 Technical Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	197,761	Police Sergeant	1.00	57,410
Overtime	200	Tac/Lein Operator	1.00	36,254
Fringe Benefits	203,590	Office Assistant II	2.00	56,745
		Clerical II (PT)	1.00	19,136
		Clerical I (PT)	2.00	28,216
TOTAL	401,551			
		Total Personnel	7.00	197,761
OPERATING EXPENSES				
Supplies	0	Overtime		200
Internal Services	52,708			
Other Services	91,073			
TOTAL	143,781	FICA		12,266
		Healthcare Benefits - Active		96,396
		Healthcare Benefits - Retirees		0
		Pension - Civilian		64,213
CAPITAL OUTLAY	0	Pension - Sworn		30,715
TOTAL	0	Total Fringe Benefits		203,590
		TOTAL	7.00	401,551
TOTAL APPROPRIATION	545,332			

**GENERAL FUND (101)
DEPARTMENT OF FIRE
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>3750 FIRE ADMINISTRATION</u>								
Personnel Services	216,025	221,865	267,764	292,904	254,024	254,024	203,294	219,032
Operating Expenses	149,204	143,472	161,995	194,811	158,165	163,290	122,178	132,091
Capital Outlay	0	0	0	1,070	0	600	0	0
TOTALS	365,229	365,337	429,759	488,785	412,189	417,914	325,471	351,123
<u>3751 FIRE SUPPRESSION</u>								
Personnel Services	7,359,720	8,277,122	7,316,002	7,199,899	7,858,206	7,858,206	7,545,308	7,873,655
Operating Expenses	770,095	775,189	446,014	732,640	436,498	435,298	342,641	409,944
Capital Outlay	24,328	78,851	281,947	219,919	0	30,578	22,311	0
TOTALS	8,154,143	9,131,162	8,043,963	8,152,458	8,294,704	8,324,082	7,910,260	8,283,599
<u>3752 FIRE TRAINING</u>								
Personnel Services	196,516	122,763	159,742	127,208	193,043	193,043	143,604	263,805
Operating Expenses	28,852	9,698	78,951	12,922	67,121	66,396	37,337	41,807
Capital Outlay	0	56,356	0	0	0	0	0	0
TOTALS	225,368	188,817	238,693	140,130	260,164	259,439	180,941	305,612
<u>3753 FIRE PREVENTION</u>								
Personnel Services	125,090	137,926	170,114	163,729	140,695	140,695	112,346	175,530
Operating Expenses	131,034	10,248	20,078	7,972	21,078	24,425	14,723	20,332
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	256,124	148,174	190,192	171,701	161,773	165,120	127,069	195,862
<u>3754 FIRE APPARATUS OPERATIONS AND MAINTENANCE</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	274,410	268,060	349,052	340,047	322,558	322,558	310,547	431,707
Capital Outlay	0	0	31,498	0	0	0	0	0
TOTALS	274,410	268,060	380,550	340,047	322,558	322,558	310,547	431,707
TOTAL FIRE								
Personnel Services	7,897,351	8,759,676	7,913,622	7,783,740	8,445,968	8,445,968	8,004,551	8,532,022
Operating Expenses	1,353,595	1,206,667	1,056,090	1,288,392	1,005,420	1,011,967	827,426	1,035,881
Capital Outlay	24,328	135,207	313,445	220,989	0	31,178	22,311	0
TOTAL EXPENDITURES	9,275,274	10,101,550	9,283,157	9,293,121	9,451,388	9,489,113	8,854,288	9,567,903

**GENERAL FUND (101)
DEPARTMENT OF FIRE
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget	2008 Projected	2009 Approved Budget
FIRE							
Fire Administration	4.00	4.00	4.00	3.00	3.00	3.00	2.00
Fire Suppression	72.00	72.00	41.00	44.00	44.00	44.00	45.00
Fire Training	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Fire Prevention	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Fire Apparatus	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL POSITIONS	77.00	77.00	46.00	49.00	49.00	49.00	50.00

For FY 2009, the Department of Fire has requested an increase to their personnel complement by 3 Firefighter I positions. By hiring these individuals, the City will realize approximately a \$179,000 savings in overtime costs. As a part of accurately recording the personnel complement the 51 (205) Public Safety Fund funded officers will be reflected in the Public Safety Fund. Because of the Public Safety Millage, the City is required to have the total Police and Fire personnel complement within the Public Safety Fund remain at the same levels as when the millage was adopted, therefore the 2008 Budget and personnel complement remained the same as in 2007. 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.

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

STRATEGIC NARRATIVE

The Administrative Division of the Fire Department provides administrative oversight for all divisions, manages fire suppression, training, maintenance, prevention and fire safety education activities. Coordination of these activities with other City departments and agencies is intended to provide the highest level of services based on the needs of the community.

FY 2008/2009 OBJECTIVES

We will continue cost recovery efforts, improvement of competency levels, and enhance planning and policy review. We will research and implement programs relating to cost recovery and department efficiency while extending fire safety education programs to the community.

Objective 1:

- To enhance public safety by transforming the delivery of services.

Performance Measures:

- Cost recovery efforts to be improved through better tracking and billing through H.T.E.
- Technology use to increase through enhanced information management systems.
- Competency level to be increased throughout the department.

Objective 2:

- Develop trust in government and create fiscal health.

Performance Measures:

- Department safety and efficiency to be improved by updating policies and procedures.
- Grants from federal, state and private foundations to supplement operations expense.

Objective 3:

- Develop and revitalize neighborhoods.

Performance Measures:

- Blight abatement and demolition of abandoned vacant structures to be supported.
- Public awareness of fire and life safety awareness to be increased through enhanced community involvement.

**GENERAL FUND (101)
DEPARTMENT OF FIRE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3750 Fire Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	128,900	Chief of Fire	1.00	84,163
Overtime	0	Staff Professional	1.00	44,737
Fringe Benefits	90,132			
		Total Personnel	2.00	128,900
TOTAL	219,032			
		Overtime		0
OPERATING EXPENSES				
Supplies	8,830	FICA		4,642
Internal Services	19,404	Healthcare Benefits - Active		29,647
Other Services	103,857	Healthcare Benefits - Retirees		0
		Pension - Civilian		21,710
TOTAL	132,091	Pension - Sworn		34,133
		Total Fringe Benefits		90,132
CAPITAL OUTLAY	0			
		TOTAL	2.00	219,032
TOTAL	0			
TOTAL APPROPRIATION	351,123			

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

STRATEGIC NARRATIVE

The Operations Division’s primary responsibility is to create and maintain a safe living environment in which citizens and employees can safely work and live. The Operations Division will continue to provide immediate on-scene management and mitigation during emergency situations that pose a direct threat to life and property. The Operations Division provides fire suppression and mitigates rescue and extrication, confined space, high angle and water rescue. The Operations Division will command emergency operations at both natural and man-made disasters and hazardous materials incidents. The division will continue an active roll in promoting fire and life safety through participation in community education, pre-incident surveys, public service presentations, and the smoke detector giveaway program.

FY 2008-2009 OBJECTIVES

Objectives:

- An emergency response time will be maintained below the national average.
- Injuries, loss of life and property damage will be minimized through improved efficiency in incident mitigation and extinguishment tactics.
- Public relations and community awareness to be enhanced through pre-incident surveys and functioning as a corporate partner with the community.

Performance Measures:

<u>STRATEGIC MEASURE</u>	<u>FY2008</u>		<u>FY2009</u>
	<u>PROJECTED</u>	<u>EST. ACTUAL</u>	<u>PROJECTED</u>
Response Time (Minutes)	3.5	4.17	4.14
Pre-incident surveys	220	110	220
Teaching/Community Involvement (Hours)		400	810

**GENERAL FUND (101)
DEPARTMENT OF FIRE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3751 Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,336,340	Fire Battalion Chief	1.00	69,872
Overtime	213,416	Fire Captain	5.00	324,839
Fringe Benefits	5,323,899	Fire Lieutenant	13.00	760,567
		Fire Engineer	10.00	525,805
		Firefighter I	16.00	655,257
TOTAL	7,873,655			
		Total Personnel	45.00	2,336,340
OPERATING EXPENSES				
Supplies	97,568	Overtime		213,416
Internal Services	148,226			
Other Services	164,150			
		FICA		40,557
TOTAL	409,944	Healthcare Benefits - Active		1,043,450
		Healthcare Benefits - Retirees		2,278,600
		Pension - Sworn		1,961,292
CAPITAL OUTLAY	0			
		Total Fringe Benefits		5,323,899
TOTAL	0			
		TOTAL	45.00	7,873,655
TOTAL APPROPRIATION	8,283,599			

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STRATEGIC NARRATIVE

The Technical Services and Planning Division conducts, coordinates, and manages training, safety, planning, and health programs. Department training programs are designed to enhance professional development of all personnel at entry level through multi-faceted courses, work and exercises that meet statutory and related standard requirements. Training and education is recognized as an essential key in keeping the community and environment safe from disasters. The focus of the Safety and Health Program is the reduction of injuries and potential hazards identification.

FY 2008/2009 OBJECTIVES

Objective 1:

- Enhance public safety through service delivery transformation.

Performance Measures:

- Training in blood borne pathogens, fire suppression methods and techniques, confined space, water/ice and high angle rescue, handling hazardous materials and incident mitigation, and rapid intervention will be provided.
- A safe work environment through the promotion of physical conditioning, and quality personal protective equipment will be provided.

Objective 2:

- Develop trust in government and assist in creating fiscal health.

Performance Measure:

- Certified instructors to reduce training cost and improve coursework delivery quality will be developed and provided.

Objective 3:

- Develop and revitalize neighborhoods.

Performance Measure:

- Public education training will be provided to better inform the community about fire and life safety issues.

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	FY 2008		FY 2009
	<u>PROJECTED</u>	<u>EST. ACTUAL</u>	<u>PROJECTED</u>
Classroom Training (Hours)	15,000	27,000	29,000
Field Training (Hours)	3,000	3,500	5,000
Physical Fitness (Hours)	4,000	4,500	6,500
Fire Officer Development	90%	65%	80%
National Incident Management System	100%	60%	100%
Regional Combined Training (Hours)		420	500

**GENERAL FUND (101)
DEPARTMENT OF FIRE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3752 Fire Training

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	73,092	Training Officer	1.00	73,092
Overtime	43,635			
Fringe Benefits	147,078	Total Personnel	1.00	73,092
TOTAL	263,805	Overtime		43,635
OPERATING EXPENSES				
		FICA		3,042
Supplies	23,500	Healthcare Benefits - Active		113,321
Internal Services	4,437	Healthcare Benefits - Retirees		0
Other Services	13,870	Pension - Sworn		30,715
TOTAL	41,807	Total Fringe Benefits		147,078
		TOTAL	1.00	263,805
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	305,612			

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

STRATEGIC NARRATIVE

The Fire Prevention and Safety Division outlines strategies to determine fire prevention needs and identifies the programs and services necessary for fire and life safety in the community. These programs include providing fire and life safety education workshops, elimination of fire hazards and working with the community as a corporate partner.

Construction plan review is provided and ensures proper fire and life safety protection for new construction, building renovations, and additions. Fire prevention and safety personnel conduct inspections to ensure compliance with applicable fire and life safety codes.

FY 2008/2009 OBJECTIVES

- To continue an aggressive fire and life safety educational program throughout the community will continue.
- To maintain fire code compliance through inspections of business and institutional facilities

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	<u>FY2008</u>		<u>FY2009</u>
	<u>PROJECTED</u>	<u>EST. ACTUAL</u>	<u>PROJECTED</u>
Inspections	150	105	200
Fire safety programs	50	50	90

**GENERAL FUND (101)
DEPARTMENT OF FIRE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3753 Fire Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	84,177	Deputy Fire Marshall	1.00	69,201
Overtime	3,861	Clerical II (PT)	1.00	14,976
Fringe Benefits	87,492			
		Total Personnel	2.00	84,177
TOTAL	175,530			
OPERATING EXPENSES				
		Overtime		3,861
Supplies	10,270	FICA		2,257
Internal Services	4,437	Healthcare Benefits - Active		23,243
Other Services	5,625	Healthcare Benefits - Retirees		0
		Pension - Civilian		562
TOTAL	20,332	Pension - Sworn		61,430
		Total Fringe Benefits		87,492
CAPITAL OUTLAY	0			
		TOTAL	2.00	175,530
TOTAL	0			
TOTAL APPROPRIATION	195,862			

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

STRATEGIC NARRATIVE

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

Breakdown of Fire Department fleet: Five staff vehicles (Chief, Training/Safety Officer, Fire Marshal, Deputy Fire Marshal and Battalion Chief), two fire aerial apparatus, four fire engine apparatus, four auxiliary apparatus that are reserve for personnel emergency call-back, maintenance, mutual aid, etc., one Hazardous Materials response vehicle and Hazardous Materials equipment trailer, two maintenance pick-ups with snow plows, one Fire Safety House trailer, and one Zodiac rescue boat with pick-up and trailer.

FY 2008/2009 OBJECTIVES

- To maintain all apparatus for operational safety and efficiency.

STRATEGIC PERFORMANCE MEASURES

<u>STRATEGIC MEASURE</u>	<u>FY2008</u>		<u>FY2009</u>
	<u>PROJECTED</u>	<u>EST. ACTUAL</u>	<u>PROJECTED</u>
Emergency apparatus			
Preventative maintenance	30	30	30
Annual Pump Testing	8	8	8
Annual Aerial Testing	3	3	3

**GENERAL FUND (101)
DEPARTMENT OF FIRE
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3754 Fire Apparatus Operations and Maintenance

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries	0			
Overtime	0			
Fringe Benefits	0	Total Personnel	0.00	0
TOTAL	<u>0</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
Supplies	75,560	Healthcare Benefits - Active		0
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services	356,147	Pension - Sworn		0
TOTAL	<u>431,707</u>	Total Fringe Benefits		<u>0</u>
		TOTAL	<u><u>0.00</u></u>	<u><u>0</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>431,707</u></u>			



ECONOMIC DEVELOPMENT

**GENERAL FUND (101)
DEPARTMENT OF DEVELOPMENT
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>3862 METER ENFORCEMENT</u>								
Personnel Services	300	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	300	0	0	0	0	0	0	0
<u>3863 PLANNING & ZONING</u>								
Personnel Services	181,445	251,062	214,636	249,141	239,974	239,974	244,274	224,076
Operating Expenses	76,785	55,501	207,368	124,629	173,343	172,943	153,616	103,024
Capital Outlay	0	0	1,630	1,476	0	0	0	0
TOTALS	258,230	306,564	423,634	375,246	413,317	412,917	397,890	327,100
<u>3865 INSPECTIONS</u>								
Personnel Services	644,211	567,857	605,369	587,534	596,244	596,244	619,605	676,223
Operating Expenses	160,146	88,780	128,269	220,690	161,055	834,055	756,206	874,970
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	804,357	656,637	733,638	808,225	757,299	1,430,299	1,375,811	1,551,193
TOTAL DEVELOPMENT								
Personnel Services	825,956	818,919	820,005	836,675	836,218	836,218	863,878	900,299
Operating Expenses	236,931	144,281	335,637	345,319	334,398	1,006,998	909,822	977,994
Capital Outlay	0	0	1,630	1,476	0	0	0	0
TOTAL EXPENDITURES	1,062,887	963,201	1,157,272	1,183,470	1,170,616	1,843,216	1,773,700	1,878,293

**GENERAL FUND (101)
DEPARTMENT OF DEVELOPMENT
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget	2008 Projected	2009 Approved Budget
Development							
Economic Development	2.20	2.25	2.25	2.25	2.25	2.25	2.25
Inspections and Codes	6.75	7.75	7.75	7.75	7.75	7.75	8.00
TOTAL POSITIONS	8.95	10.00	10.00	10.00	10.00	10.00	10.25

The 2008/2009 Approved Budget adds .25 of the Chief Inspector from the Community Development Block Grant. In the 2008, there are no changes to the personnel complement.

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STRATEGIC NARRATIVE

The Planning, Zoning, and 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 the ombudsman services for developers and investors, securing grant funding and incentives for development projects. 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 2008/2009 OBJECTIVES

- Goal City Revenue Structure

Objective 1:

Disposal of non-strategic City owned properties

Performance Measure 1:

Number of non-strategic properties sold in fiscal year 2009
Target = 100

- Goal Neighborhood Revitalization & City Beautification

Objective 2:

To implement Deconstruction Program

Performance Measure:

Number of homes deconstructed in fiscal year 2009
Target = 12

**GENERAL FUND (101)
DEPARTMENT OF DEVELOPMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3863 Zoning

Allocation Plan		Position Control		
		JOB CLASISIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	124,953	Director of Development	0.25	19,930
Overtime	0	Zoning & Dev. Coordinator	1.00	59,519
Fringe Benefits	99,123	Associate Planner	1.00	45,504
	<u>224,076</u>			
TOTAL		Total Personnel	2.25	124,953
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	2,500	FICA		10,255
Internal Services	16,018	Healthcare Benefits - Active		31,816
Other Services	84,506	Healthcare Benefits - Retirees		7,500
	<u>103,024</u>	Pension		49,552
TOTAL		Total Fringe Benefits		<u>99,123</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>	TOTAL	<u>2.25</u>	<u>224,076</u>
TOTAL APPROPRIATION				
	<u>327,100</u>			

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 2008/2009 OBJECTIVES

- Goal Neighborhood Revitalization & City Beautification

Objective 1:

To improve the safety of the City’s building through efficient and timely inspections.

Performance Measure 1:

Percent of total valid complaints responded to:

- Target = 80%

Percent increase of total complaints responded to from the previous fiscal year:

- Target = 10%

Number increase of civil infraction tickets issued from previous fiscal year:

- Target = 50

Objective 2:

To improve the beautification of the City through the elimination of blight and the necessary demolition of certain properties.

Performance Measure 2:

Number of properties demolished in fiscal year 2009:

- Target = 200

**GENERAL FUND (101)
DEPARTMENT OF DEVELOPMENT
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-3865 Inspections

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	354,290	Chief Inspector	1.00	64,385
Overtime	0	Code Enforcement Specialist	1.00	43,989
Fringe Benefits	321,933	Asst. Building Inspector	1.00	44,784
		Plumb/Mechanical Inspector	1.00	44,784
		Electrical Inspector	1.00	42,189
		Code Enforcement Inspectors	2.00	79,048
		Office Assistant	1.00	35,111
TOTAL	676,223			
OPERATING EXPENSES				
		Total Personnel	8.00	354,290
Supplies	10,500			
Internal Services	44,085			
Other Services	820,385	Overtime		0
TOTAL	874,970			
CAPITAL OUTLAY				
	0	FICA		27,486
		Healthcare Benefits - Active		122,309
		Healthcare Benefits - Retirees		2,500
		Pension		169,638
TOTAL	0	Total Fringe Benefits		321,933
TOTAL APPROPRIATION	1,551,193	TOTAL	8.00	676,223



PUBLIC WORKS (GF)

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>1747 CEMETERIES OPERATIONS</u>								
Personnel Services	316,391	351,899	323,520	398,200	418,301	418,301	405,042	406,612
Operating Expenses	194,090	180,585	235,479	195,091	200,895	214,653	263,916	249,099
Capital Outlay	0	0	1,267	1,266	0	26,466	24,520	0
TOTALS	510,481	532,484	560,266	594,557	619,196	659,420	693,478	655,711
<u>4610 ADMINISTRATION</u>								
Personnel Services	124,740	83,763	83,336	85,733	83,982	83,982	81,204	52,415
Operating Expenses	39,450	18,770	30,968	31,273	28,948	28,948	28,544	24,584
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	164,190	102,533	114,304	117,006	112,930	112,930	109,748	76,999
<u>4611 ENGINEERING</u>								
Personnel Services	275,472	238,069	314,149	263,932	342,153	342,153	306,647	342,544
Operating Expenses	172,221	122,422	194,080	140,930	188,072	166,572	168,732	171,616
Capital Outlay	2,596	99	10,300	10,000	0	1,500	1,116	0
TOTALS	450,289	360,590	518,529	414,862	530,225	510,225	476,495	514,160
<u>4620 STREET LIGHTING</u>								
Personnel Services	52,730	43,226	39,212	57,689	37,987	37,987	75,454	43,861
Operating Expenses	522,165	540,578	554,534	607,484	547,700	547,700	612,989	651,146
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	574,894	583,804	593,746	665,173	585,687	585,687	688,443	695,007
<u>4621 TRAFFIC ENGINEERING</u>								
Personnel Services	0	0	277,740	155,223	258,949	258,949	205,204	298,148
Operating Expenses	638	0	282,836	981,209	262,968	257,968	475,468	299,886
Capital Outlay	0	0	21,410	8,495	0	5,000	0	0
TOTALS	638	0	581,986	1,144,927	521,917	521,917	680,672	598,034
<u>6010 SUMMER FOOD</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	497	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	0	497	0	0	0	0
<u>7534 JAPANESE CULTURAL CENTER</u>								
Personnel Services	13,789	9,838	13,435	9,436	13,435	13,435	8,362	0
Operating Expenses	27,040	35,844	10,777	8,593	31,683	11,683	15,182	45,500
Capital Outlay	0	0	20,000	0	0	20,000	22,000	0
TOTALS	40,829	45,682	44,212	18,029	45,118	45,118	45,544	45,500

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>7550 RECREATION ADMINISTRATION</u>								
Personnel Services	0	0	15,000	18,317	19,672	18,272	14,709	0
Operating Expenses	0	0	10,000	10,925	5,328	11,728	19,317	25,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	25,000	29,241	25,000	30,000	34,026	25,000
<u>7571 ABATEMENT NUISANCES</u>								
Personnel Services	25,412	42,905	0	36,713	26,328	26,328	25,796	0
Operating Expenses	63,553	62,985	61,423	71,285	96,552	96,552	75,128	119,271
Capital Outlay	0	0	1,829	1,828	0	0	297	0
TOTALS	88,965	105,890	63,252	109,826	122,880	122,880	101,221	119,271
<u>7575 BUILDING AND GROUND MAINTENANCE</u>								
Personnel Services	461,451	428,652	449,818	452,180	438,315	438,315	483,376	475,007
Operating Expenses	546,874	466,027	577,880	498,808	492,364	489,364	685,147	534,405
Capital Outlay	0	1,303	5,300	13,710	0	3,000	3,959	0
TOTALS	1,008,325	895,982	1,032,998	964,698	930,679	930,679	1,172,483	1,009,412
TOTAL PUBLIC SERVICES								
Personnel Services	1,269,984	1,198,352	1,516,210	1,477,422	1,639,122	1,637,722	1,605,794	1,618,587
Operating Expenses	1,566,031	1,427,210	1,957,977	2,546,095	1,854,510	1,825,168	2,344,423	2,120,507
Capital Outlay	2,596	1,402	60,106	35,299	0	55,966	51,893	0
TOTAL EXPENDITURES	2,838,610	2,626,965	3,534,293	4,058,817	3,493,632	3,518,856	4,002,110	3,739,094

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
PUBLIC SERVICE (GENERAL FUND)							
Cemeteries	4.50	4.50	4.50	4.50	5.00	5.00	4.50
Public Service - Administration	0.90	0.80	0.80	0.80	0.80	0.80	0.40
Engineering	3.95	3.95	3.95	3.95	3.40	3.40	3.95
Street Lighting	0.00	0.50	0.50	0.50	0.50	0.50	0.50
Traffic Engineering	4.15	3.65	3.45	3.45	3.45	3.45	3.65
Japanese Cultural Center	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Recreations	0.00	0.00	19.00	19.00	13.00	13.00	0.00
Abatement of Nuisances	0.00	0.00	0.00	0.00	0.20	0.20	0.00
Building and Grounds Maint.	12.30	12.00	13.00	13.00	10.60	10.60	10.10
TOTAL POSITIONS	26.80	26.40	46.20	46.20	37.95	37.95	23.10

In the Approved 2008/2009 Budget, the Department of Public Services decreased by approximately 14.85 positions. The following positions will be eliminated: a Recreation Coordinator, three Recreation Leader I, three Recreation Leader II, three Recreation Supervisors, and one Grounds Keeper. In addition, .10 of the Director of Public Services position will be reallocated to Rubbish Collections and .30 of the Administrative Professional has been reallocated to the Sewer and Water Fund. Likewise, .20 of the Building Operations Supervisor has been reallocated to the Public Works Building Fund.

The 2008 Budget eliminated 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 was 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 I, two Recreation Leader II, and two Recreation Supervisors were eliminated from the budget. In 2008, four recreational sites were used. In Cemeteries, .50 of the Administrative Professional position was added. Likewise, in the Engineering Office, .20 of an Administrative Professional and .50 of an Engineering Assistant were added. However, this was 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: Public Services
Activity: 1747- Cemeteries Operation

STRATEGIC NARRATIVE

The Cemeteries Division is responsible for providing burial and maintenance services for Saginaw's three municipally owned cemeteries, Forest Lawn, Oakwood, and Brady Hill. This encompasses approximately 260 acres of grounds to maintain. Approximately 450 to 500 graves are filled, graded and seeded annually.

FY 2008/2009 OBJECTIVES

Objectives:

- To make all burial records from city cemeteries available to the public via the internet
- To maintain the grounds and the buildings on the cemetery properties
- To provide acceptable lawn care service
- To take care of all the interments and all the ground repair related to them

Performance Measures:

- Percent of all burial records made available to the public via the internet during the 2008-2009 fiscal year
 - Target = 100%
- Average time to take care of each interment and all ground repair
- Average cost per burial, including costs to maintain and repair grounds and buildings on a yearly basis.

ISSUE STATEMENT

We are striving to maintain profitability in the Cemeteries Division. To do so we will need to raise prices, which have remained the same since 2002. These price increases will be in line with pricing at other cemeteries in the area so that we can remain competitive. Based on last years numbers, and assuming we maintain those numbers, the increases would generate at least \$40,000 in additional revenue.

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-1747 Cemeteries Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	201,150	Cemeteries Supervisor	1.00	61,911
Overtime	13,000	Administrative Professional	0.50	19,727
Fringe Benefits	192,462	Maintenance Person III	1.00	40,286
		Maintenance Person II	2.00	79,226
TOTAL	406,612	Total Personnel	4.50	201,150
OPERATING EXPENSES				
		Overtime		13,000
Supplies	49,250			
Internal Services	11,299			
Other Services	188,550	FICA		16,383
TOTAL	249,099	Healthcare Benefits - Active		79,687
		Healthcare Benefits - Retirees		0
		Pension		96,392
CAPITAL OUTLAY	0	Total Fringe Benefits		192,462
TOTAL	0	TOTAL	4.50	406,612
TOTAL APPROPRIATION	655,711			

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 4610 – Public Services 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 Services building, 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 Right of Way Division, the Engineering Division, the Cemeteries Division, the Geographical Information Systems Division, the Division of Parks and Facilities, Cemeteries, 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. Seasonal responsibilities include Weed Abatement, Recreation, Special Events and Block Parties.

FY 2008/2009 OBJECTIVES

- To oversee and administer all Divisions within the Department in an efficient and economical manner.

Objective 1:

- To consolidate divisions to more efficiently deliver services..

Performance Measure:

- Dollar amount saved through departmental consolidations in the 2009 fiscal year.

Objective 2:

- To address the Department’s substantial capital needs.

Performance Measures:

- Number of grants or outside funding sources applied for within the department
- Cost of service delivered

Objective 3:

- To provide Supervisory training to all Supervisors within the department to develop staff in the areas of technical, safety, leadership and career development.

Performance Measure:

- Amount of training completed in each area during the fiscal year.

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-4610 Public Services Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	25,589	Director of Public Services	0.10	9,094
Overtime	0	Deputy Dir. of Public Serv.	0.10	7,548
Fringe Benefits	26,826	Staff Professional	0.20	8,947
TOTAL	52,415	Total Personnel	0.40	25,589
OPERATING EXPENSES				
		Overtime		0
Supplies	1,450	FICA		2,984
Internal Services	9,070	Healthcare Benefits - Active		12,253
Other Services	14,064	Healthcare Benefits - Retirees		0
TOTAL	24,584	Pension		11,589
		Total Fringe Benefits		26,826
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	0.40	52,415
TOTAL APPROPRIATION	76,999			

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FUNDS: 101-General Fund, 202-Major Streets, 203-Local Streets

DEPARTMENT: Public Services

ACTIVITIES: 4611-Engineering, 4612-Engineering Administration, 4613-Street Resurfacing, 4614-Street Construction, 4616-Bridge Projects

STRATEGIC NARRATIVE

The mission of the Engineering Division of the Public Services Department is to provide engineering services that result in quality public works projects and programs for our community in order to protect the environment and provide our citizens with safe and efficient transportation. The Division provides multi-disciplinary engineering and full contract administration duties to the City as it relates to bridge construction and maintenance; roadway reconstruction, resurfacing and streetscaping; and utility upgrades for water and sewer mains and services. The Engineering Division also serves as an engineering consultant to other City departments, and provides review and approval of site plan development as it relates to grading, street, sewer, water main, storm drain, streetlight and landscape plans.

FY 2008/2009 OBJECTIVES

The primary goal of the Engineering Division is to provide pedestrians and the motoring public with a safe and efficient transportation system and ensure all public service capital improvement projects are designed and constructed in accordance with City, MDOT and AASHTO specifications, on time and within budget. The Division also strives to provide a high level of customer service to the citizens of Saginaw as it relates to permits required and timeliness.

Objective 1:

- Maintain a system to evaluate, monitor, plan, and coordinate the reconstruction and resurfacing of over 300 miles of urban roadway to ensure continuity of service, safety, and the transportation needs of pedestrians and the motoring public.

Performance Measures:

- Number of dollars allocated per square yard of road requiring reconstruction or resurfacing
- 67% or 66 miles of major streets with a PASER rating of 4 or less
- Less than 1% or 1 mile of major streets with a PASER rating of 4 or less that have been reconstructed within timely manner.

Issue Statements:

- Current funding does not allow for the reconstruction of all roads with a PASER rating of 4 or less.
- Any rating less than a 4 requires reconstruction of roadway at an estimated cost of \$110 per square yard. Any resurfacing improvements on a road with a PASER rating greater than a 4 can be made at an estimated cost of \$20 per square yard.

Objective 2:

- Maintain and improve, as needed existing vehicular and pedestrian bridges to ensure structures meet minimum guidelines and recommendations by MDOT for safety and performance.

Performance Measures:

- 100% of bridges (including vehicular and pedestrian bridges) inspected on a bi-annual basis.
 - ✓ Target is to 100%
- 15% of bridges rated below 60.
 - ✓ Target is 0%
- 85% of bridges exceeding a rating of 80.
 - ✓ Target is 100%

Objective 3:

- Provide a high level of customer service as expected by citizens, contractors or business owners.

Performance Measures:

- 100% of permits issued in a timely manner.
 - ✓ Target is 2 weeks
- Average time for processing citizen requests.
 - ✓ Target is 3 days

Objective 4:

Continuously update Capital Improvement Plan (CIP) and perform capital improvements as planned or as funding becomes available. The availability of funding and staffing to oversee these improvements are important factors, which will affect progress.

Performance Measures:

- Number of planned/budgeted engineering studies not completed or begun.
- Number of planned/budgeted capital improvements not completed or begun.

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-4611 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	175,062	City Engineer	0.25	18,675
Overtime	12,000	Engineering Office Supervisor	0.50	26,338
Fringe Benefits	155,482	Engineering Technician I	1.00	44,592
		Engineering Assistant	0.50	20,650
TOTAL	342,544	Survey Technician I	0.50	21,275
		Survey Assistant III	1.00	35,534
		Administrative Professional	0.20	7,998
OPERATING EXPENSES				
		Total Personnel	3.95	175,062
Supplies	16,750			
Internal Services	88,112			
Other Services	66,754	Overtime		12,000
TOTAL	171,616			
CAPITAL OUTLAY				
	0	FICA		14,748
		Healthcare Benefits - Active		60,429
		Healthcare Benefits - Retirees		0
		Pension		80,305
TOTAL	0	Total Fringe Benefits		155,482
TOTAL APPROPRIATION	514,160	TOTAL	3.95	342,544

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FUNDS: 101-General Fund, 202-Major Streets, 203-Local Streets, 660-Radio Operations

DEPARTMENT: Public Services

ACTIVITIES: 4620-Street Lighting, 4621-Traffic Engineering, 4690-State Trunkline, 4422-Radio Operation

STRATEGIC NARRATIVE

The mission of the Traffic Engineering Division of the Public Services Department is to promote the safe and efficient movement of vehicles, pedestrians, and goods through long-range planning, development review, infrastructure design and maintenance, capital improvement programs, and traffic control systems. The Division provides multi-disciplinary engineering and full contract administration duties to the city as it relates to traffic signal design and maintenance. Services include planning and design of traffic signs and signals, traffic studies, transportation modeling and planning, development reviews, and response to citizen's requests. Staff works in conjunction with regional agencies and assists with grant application efforts, capital improvement projects, and in preparation of various ordinances and resolutions.

FY 2008/2009 OBJECTIVES

The primary goal of the Traffic Engineering Division is to promote the safe and efficient movement of vehicles, pedestrians, and goods through long-range planning, development review, infrastructure design and maintenance, capital improvement programs and traffic control systems.

Objective 1:

- Continue to monitor existing traffic patterns and volumes and upgrade and maintain existing traffic signals to control flow and relieve congestion. Provide safe and efficient movement and progression for motoring public thru the City's signal system.

Performance Measures:

- Develop and maintain an intelligent transportation system (ITS) to include optimizing traffic signal system timing through use of software programs such as Simtraffic and CORSIM.
- Average time from initial request to the start of a traffic flow and safety study
 - ✓ Target is 3 to 4 weeks
- 80 % of studies for traffic regulation changes completed within eight weeks of initial request.
 - ✓ Target is 100%
- Apply for Federal and State Grants to be used towards signal improvement/upgrade projects.
- 100 % of light bulbs at every signal replaced per year
 - ✓ Target is 100%
- Percent reduction in electrical costs to City from Consumers Energy for electrical usage at signalized intersections
- 100% of sight obstruction complaints responded to within one week of request.
 - ✓ Target is 100%

Objective 2:

- Design, install, and maintain traffic signs and pavement markings to ensure proper visibility and increase safety to vehicles and pedestrians.

Performance Measures:

- 100% of requests for sign repairs for intersection controls responded to on same day of notification.
 - ✓ Target is 100%

Issues Statement:

- The City has over 30,000 roadway signs, including stop signs, no parking, yield, speed limit, school crossing signs, etc. It is estimated that each sign has an average life of ten years. Staff estimates that 3,000 signs should be replaced annually because of fading and basic wear. Current funding levels will not allow recommended replacement schedule. However, we will continue to replace existing signs due to accidents, and as funding allows.
- Historically the City of Saginaw has applied longitudinal pavement markings to its major street system, which is approximately 96 miles worth of roadway. Due to lack of funding we are only able to paint half of these miles annually. We are marking streets every other year rather than the recommended annual schedule.
- Pavement markings at intersections are worn and have not been striped annually as should be. Staff is working on updating pavement-marking drawings at intersections and we are working on a plan to paint and maintain as recommended.

Objective 3:

- To provide high level of customer service expected by citizens in addressing traffic requests, including, but not limited to, intersection control, parking regulations, speed studies, barricading, etc.

Performance Measures:

- Average time for processing citizen requests.
 - ✓ Target is one week

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-4620 Street Lighting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	21,666	Traffic Electrician I	0.50	21,666
Overtime	2,000			
Fringe Benefits	20,195	Total Personnel	0.50	21,666
TOTAL	43,861			
		Overtime		2,000
OPERATING EXPENSES				
Supplies	40,050	FICA		1,810
Internal Services	3,496	Healthcare Benefits - Active		7,528
Other Services	607,600	Healthcare Benefits - Retirees		0
		Pension		10,857
TOTAL	651,146	Total Fringe Benefits		20,195
CAPITAL OUTLAY	0	TOTAL	0.50	43,861
TOTAL	0			
TOTAL APPROPRIATION	695,007			

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	150,681	Traffic Electrician II	0.55	28,095
Overtime	3,000	Traffic Maint. Tech II	0.30	11,326
Fringe Benefits	144,467	Traffic Electrician I	1.50	68,904
		Traffic Maint. Tech I	1.10	34,358
		Administrative Professional	0.20	7,998
TOTAL	298,148			
		Total Personnel	3.65	150,681
OPERATING EXPENSES				
Supplies	46,880	Overtime		3,000
Internal Services	24,081			
Other Services	228,925			
TOTAL	299,886	FICA		11,862
		Healthcare Benefits - Active		50,826
		Healthcare Benefits - Retirees		0
		Pension		81,779
CAPITAL OUTLAY	0	Total Fringe Benefits		144,467
TOTAL	0			
		TOTAL	3.65	298,148
TOTAL APPROPRIATION	598,034			

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 2008/2009, 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 over seeing 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 2008/2009 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.

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-7534 Japanese Tea House

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0			
Fringe Benefits	0	Total Personnel	0.00	0
TOTAL	0			
		Overtime		0
OPERATING EXPENSES				
		FICA		0
Supplies	0	Healthcare Benefits - Active		0
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services	45,500	Pension		0
TOTAL	45,500	Total Fringe Benefits		0
CAPITAL OUTLAY	0	TOTAL	0.00	0
TOTAL	0			
TOTAL APPROPRIATION	45,500			

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-7550 Recreation

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	0		
Fringe Benefits	0	Total Personnel	0.00 0
TOTAL	0		
		Overtime	0
OPERATING EXPENSES			
		FICA	0
Supplies	0	Healthcare Benefits - Active	0
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services	25,000	Pension	0
TOTAL	25,000	Total Fringe Benefits	0
CAPITAL OUTLAY	0	TOTAL	0.00 0
TOTAL	0		
TOTAL APPROPRIATION	25,000		

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

STRATEGIC NARRATIVE

The Abatement of Nuisances program contribute to the health, safety and welfare of community residents and neighborhoods through the enforcement of ordinances relative to the Saginaw General Code §95.02, Noxious Weeds and §95.03, Abatement of Nuisances. This enforcement includes inspections, the cutting of weeds and billing of costs to appropriate property owners when compliance is not forthcoming.

FY 2008/2009 OBJECTIVES

Objectives:

- Streamline how properties are cut to increase productivity and revenue for Weed Abatement.
- Create an account that will use a percentage of the revenue received from the Weed Abatement billing that will help make it in part self-sufficient.

Performance Measures:

- Number of properties that are billed and collected
- Average cost per property (Total costs/number of properties)
- Average response time to nuisance complaints (Number of days to complete each cutting cycle divided by the number of regions (A-G))

ISSUE STATEMENT

The number of work orders from ordinance violations has increased 10-15% each year since 2002.

Because of the change in how we process Noxious Weed violators has multiplied the number of work orders to be processed. Reduction of support staff and the brake down of old and unreliable equipment has substantially decreased productivity.

The slow turn around on the repair to Weed Abatement equipment by the City Garage has also reduced the Weed Abatement operations productivity.

If we purchase just one (1) additional flail mower attachments per budget year, at a cost of around \$3500.00 each, we can increase the number of work orders completed by one-third and increase revenue 30 to 35 percent.

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-7571 Abatement and Nuisance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0			
Fringe Benefits	0	Total Personnel	0.00	0
TOTAL	0			
		Overtime		0
OPERATING EXPENSES				
		FICA		0
Supplies	7,300	Healthcare Benefits - Active		0
Internal Services	3,523	Healthcare Benefits - Retirees		0
Other Services	108,448	Pension		0
TOTAL	119,271	Total Fringe Benefits		0
CAPITAL OUTLAY	0	TOTAL	0.00	0
TOTAL	0			
TOTAL APPROPRIATION	119,271			

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, Ojibway Island and the Westside Riverfront Park Broadside Docking Facility. Additionally, this account supports the activities of special events, parks, and property maintenance.

FY 2008/2009 OBJECTIVES

Objectives:

- To implement preventive maintenance programs that will help extend the useful life of the city's aging buildings and equipment.
- To maintain all city properties, parks, river walks and recreation facilities for the benefit and enjoyment of the city's citizens.

Performance Measures:

- Number of hours of preventative maintenance
- Preventative maintenance cost as a percent of total maintenance costs
- Percent of preventive maintenance work order performed within 30 days of schedule
 - Target = 95%
- Percent of preventative maintenance work orders/service requests completed within 7 days of issuance
 - Target = 95%

ISSUE STATEMENT

By rewriting the Parks Groundskeeper Mechanic job description to include the repair of all parks equipment as needed, we would reduce down time with the equipment. Also, by allowing the Parks Groundskeeper Mechanic position to be full-time, splitting the time between the Parks and Facilities Maintenance departments and Maintenance I, would improve the productivity of both.

**GENERAL FUND (101)
DEPARTMENT OF PUBLIC SERVICES
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

101-7575 Building and Ground Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	224,037	Building Operations Super	0.60	36,402
Overtime	10,500	Maintenance Person II	2.00	80,212
Fringe Benefits	240,470	Administrative Professional	0.50	19,727
		Custodial Worker (PT)	1.00	16,224
TOTAL	475,007	Grounds Keeper Mech (PT)	1.00	10,800
		Mtce. Ground Keeper (PT)	1.00	17,472
		Grounds Keeper (Seasonal)	4.00	43,200
OPERATING EXPENSES				
		Total Personnel	10.10	224,037
Supplies	49,000			
Internal Services	96,060			
Other Services	389,345	Overtime		10,500
TOTAL	534,405			
CAPITAL OUTLAY				
	0	FICA		15,495
		Healthcare Benefits - Active		136,618
		Healthcare Benefits - Retirees		0
TOTAL	0	Pension		88,357
		Total Fringe Benefits		240,470
TOTAL APPROPRIATION	1,009,412	TOTAL	10.10	475,007

OTHER GENERAL FUND

GENERAL FUND (101)
OTHER GENERAL FUND EXPENSES
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
OTHER GENERAL EXPENSES								
<u>8510 HEALTH INSURANCE</u>								
Retirement Healthcare Insu	1,189,317	1,483,845	1,712,142	1,456,567	1,575,648	1,575,648	1,756,333	1,990,291
TOTALS	1,189,317	1,483,845	1,712,142	1,456,567	1,575,648	1,575,648	1,756,333	1,990,291
<u>8520 UNEMPLOYMENT COMPENSATION</u>								
Unemployment Compensat	25	0	125,000	0	125,000	112,710	0	125,000
TOTALS	25	0	125,000	0	125,000	112,710	0	125,000
<u>8540 CONTRIBUTION TO OTHER ORGANIZATIONS</u>								
Contributions	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0
TOTALS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0
<u>8547 GIS CHARGES</u>								
GIS Charges	67,167	35,268	34,237	34,236	46,768	46,768	46,764	50,162
TOTALS	67,167	35,268	34,237	34,236	46,768	46,768	46,764	50,162
<u>8555 DEBT SERVICES</u>								
Debt Service (Principal)	296,049	305,118	156,046	153,709	156,042	153,710	153,710	0
Debt Service (Interest)	20,786	11,718	2,372	4,708	2,376	4,708	4,708	0
TOTALS	316,836	316,836	158,418	158,418	158,418	158,418	158,418	0
<u>9960 TRANSFERS OUT</u>								
Transfers Out	837,474	631,513	2,893,535	2,272,100	947,965	964,556	972,168	898,280
TOTALS	837,474	631,513	2,893,535	2,272,100	947,965	964,556	972,168	898,280
TOTAL OTHER GENERAL EXPENSES								
Other General Expenses	2,411,819	2,468,462	4,924,332	3,922,321	2,854,799	2,859,100	2,934,683	3,063,733
TOTAL EXPENDITURES	2,411,819	2,468,462	4,924,332	3,922,321	2,854,799	2,859,100	2,934,683	3,063,733



SPECIAL REVENUE FUNDS

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE REVENUE SHARING	3,672,000	ENGINEERING ADMINISTRATION	201,703
STATE REIMBURSEMENTS	494,949	STREET PROJECTS	356,530
SERVICES - SALES	25,000	BRIDGE PROJECTS	80,000
OTHER REVENUES	0	TRAFFIC ENGINEERING	518,785
TRANSFERS IN	0	STREET ADMINISTRATION	636,921
		ROUTINE MAINTENANCE	1,232,586
		BRIDGE MAINTENANCE	109,630
		WINTER MAINTENANCE	256,069
		STATE TRUNKLINE	115,163
		STATE ROUTINE MAINTENANCE	73,203
		STATE WINTER MAINTENANCE	97,445
		TRANSFERS OUT	513,914
TOTAL RESOURCES	<u>4,191,949</u>	TOTAL APPROPRIATIONS	<u>4,191,949</u>

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
REVENUE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
State Revenue Sharing	3,792,850	3,742,339	4,154,438	3,093,330	3,800,000	3,800,000	3,043,994	3,672,000
State Reimbursements	605,377	549,671	279,950	399,296	279,949	279,949	450,316	494,949
Federal Grants	95,410	332,121	0	64,815	0	0	0	0
Services - Sales	14,642	5,498	315,000	44,326	240,000	240,000	24,579	25,000
Interest and Rents	96	0	200	0	0	0	24,195	0
Other Revenues	473	4,310	1,008,281	8,880	554,116	554,116	19,302	0
Transfers from Other Funds	566,129	195,226	0	0	100,384	100,384	100,384	0
TOTAL RESOURCES	5,074,976	4,829,165	5,757,869	3,610,647	4,974,449	4,974,449	3,662,770	4,191,949

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>4612 ENGINEERING ADMINISTRATION</u>								
Personnel Services	153,972	134,537	176,998	157,193	284,302	284,302	161,078	156,800
Operating Expenses	28,759	24,525	62,786	64,817	48,236	48,236	44,867	44,903
Capital Outlay	0	0	26,000	23,929	0	2,000	1,443	0
TOTALS	182,731	159,061	265,784	245,940	332,538	334,538	207,388	201,703
<u>4613 STREET RESURFACING</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	8,685	0	114,000	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	8,685	0	114,000	0	0	0	0	0
<u>4614 STREETS PROJECT</u>								
Personnel Services	0	0	15,000	0	16,148	16,148	335	21,530
Operating Expenses	36,211	205,172	249,570	105,674	375,000	375,000	87,448	335,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	36,211	205,172	264,570	105,674	391,148	391,148	87,782	356,530
<u>4616 BRIDGE PROJECTS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	7,537	11,747	57,000	6,762	40,000	88,183	50,715	80,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	7,537	11,747	57,000	6,762	40,000	88,183	50,715	80,000
<u>4621 TRAFFIC ENGINEERING</u>								
Personnel Services	295,614	400,010	270,833	311,491	273,071	273,071	311,018	299,039
Operating Expenses	321,600	474,119	182,497	127,166	227,503	227,503	151,111	206,746
Capital Outlay	0	0	9,910	2,788	0	0	0	13,000
TOTALS	617,214	874,129	463,240	441,445	500,574	500,574	462,128	518,785
<u>4650 STREET ADMINISTRATION</u>								
Personnel Services	321,225	445,183	424,555	389,083	412,139	412,139	515,123	444,673
Operating Expenses	182,821	258,084	266,954	287,847	264,954	264,954	232,635	192,248
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	504,046	703,267	691,509	676,930	677,093	677,093	747,757	636,921

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>4651 ROUTINE MAINTENANCE</u>								
Personnel Services	493,696	482,128	750,996	512,673	957,302	957,302	537,092	438,660
Operating Expenses	1,555,173	803,631	1,288,104	903,848	825,313	824,313	1,077,441	781,570
Debt Service	0	0	0	0	12,355	12,355	0	12,356
Capital Outlay	0	8,099	158,160	97,716	0	1,000	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	2,048,869	1,293,858	2,197,260	1,514,237	1,794,970	1,794,970	1,614,534	1,232,586
<u>4654 BRIDGE MAINTENANCE</u>								
Personnel Services	7,522	6,045	37,649	14,401	35,865	35,865	16,602	0
Operating Expenses	98,345	104,934	119,147	137,994	150,447	131,447	107,705	109,630
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	105,868	110,978	156,796	152,396	186,312	167,312	124,307	109,630
<u>4655 WINTER MAINTENANCE</u>								
Personnel Services	278,362	283,074	304,825	207,983	155,185	155,185	166,869	65,345
Operating Expenses	172,449	77,927	221,262	109,578	201,322	198,332	118,709	190,724
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	450,811	361,001	526,087	317,561	356,507	353,517	285,579	256,069
<u>4690 STATE TRUNKLINE</u>								
Personnel Services	64,541	60,218	58,079	59,386	27,693	27,693	63,643	69,462
Operating Expenses	28,032	47,068	63,725	31,136	52,100	52,100	28,839	45,701
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	92,573	107,287	121,804	90,522	79,793	79,793	92,482	115,163
<u>4691 STATE ROUTINE MAINTENANCE</u>								
Personnel Services	32,706	19,416	2,000	15,402	2,153	2,153	12,139	43,203
Operating Expenses	50,192	18,673	24,850	17,944	30,000	30,000	116,864	30,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	82,898	38,089	26,850	33,346	32,153	32,153	129,002	73,203

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>4692 STATE WINTER MAINTENANCE</u>								
Personnel Services	46,095	43,186	78,679	48,934	76,364	76,364	82,291	86,075
Operating Expenses	284	0	3,304	0	11,370	11,370	0	11,370
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	46,379	43,186	81,983	48,934	87,734	87,734	82,291	97,445
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	39,100	0	0	0	0	0	0
TOTALS	0	39,100	0	0	0	0	0	0
<u>9660 TRANSFERS OUT</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	139,981	16,036	790,986	521,381	495,627	495,627	495,627	513,914
TOTALS	139,981	16,036	790,986	521,381	495,627	495,627	495,627	513,914
TOTAL MAJOR STREETS								
Personnel Services	1,693,732	1,873,797	2,119,614	1,716,547	2,240,222	2,240,222	1,866,189	1,624,787
Operating Expenses	2,490,089	2,025,878	2,653,199	1,792,767	2,226,245	2,251,438	2,016,333	2,027,892
Debt Service	0	0	0	0	12,355	12,355	0	12,356
Capital Outlay	0	8,099	194,070	124,433	0	3,000	1,443	13,000
Miscellaneous	139,981	55,136	790,986	521,381	495,627	495,627	495,627	513,914
TOTAL EXPENDITURES	4,183,821	3,907,774	5,757,869	4,155,129	4,974,450	5,002,643	4,379,593	4,191,949

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
MAJOR STREETS							
Engineering Administration	2.00	2.00	2.70	2.70	2.40	2.40	1.50
Traffic Engineering	3.30	6.00	3.30	3.30	3.30	3.30	3.30
Street Administration	1.15	1.15	2.20	2.20	1.53	1.53	0.78
Routine Maintenance	11.45	10.00	13.50	13.50	11.50	11.50	6.00
Bridge Maintenance	0.50	0.50	0.50	0.50	0.50	0.50	0.00
Winter Maintenance	4.00	4.00	2.00	2.00	1.75	1.75	0.50
State Truckline	0.85	0.85	0.35	0.35	0.35	0.35	0.85
State Routine Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.50
State Winter Maintenance	0.50	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	23.75	25.50	25.55	25.55	22.33	22.33	14.43

The Approved 2009 Budget will reallocate approximately 7.80 positions to the Sewer and Water Funds. The following positions were moved to the Sewer and Water Fund: one Tree Trimmer, and equivalent of 5 Equipment Operator. One Equipment Operator will also be eliminated from the budget as well as a vacant temporary Laborer. The 2008 budget eliminated an equivalent of 2.55 positions from the Major Streets Funds. In the Engineering Administration Division, 50% of the Survey Assistant was 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 was eliminated. In Streets Administration, the Superintendent of Streets has been eliminated and reclassified to Superintendent of Right-of-Way. Major Streets - Streets Administration Division incurred 33% of the cost for this position. In the Routine Maintenance Division, an equivalent of two positions was reclassified to the Sewer Fund's Catch Basin Division. In the Winter Maintenance Division 25% of a Heavy Equipment Operator was reclassified to the Sewer Fund's Catch Basin Division.

FUNDS: 101-General Fund, 202-Major Streets, 203-Local Streets

DEPARTMENT: Public Services

ACTIVITIES: 4611-Engineering, 4612-Engineering Administration, 4613-Street Resurfacing, 4614-Street Construction, 4616-Bridge Projects

STRATEGIC NARRATIVE

The mission of the Engineering Division of the Public Services Department is to provide engineering services that result in quality public works projects and programs for our community in order to protect the environment and provide our citizens with safe and efficient transportation. The Division provides multi-disciplinary engineering and full contract administration duties to the City as it relates to bridge construction and maintenance; roadway reconstruction, resurfacing and streetscaping; and utility upgrades for water and sewer mains and services. The Engineering Division also serves as an engineering consultant to other City departments, and provides review and approval of site plan development as it relates to grading, street, sewer, water main, storm drain, streetlight and landscape plans.

FY 2008/2009 OBJECTIVES

The primary goal of the Engineering Division is to provide pedestrians and the motoring public with a safe and efficient transportation system and ensure all public service capital improvement projects are designed and constructed in accordance with City, MDOT and AASHTO specifications, on time and within budget. The Division also strives to provide a high level of customer service to the citizens of Saginaw as it relates to permits required and timeliness.

Objective 1:

- Maintain a system to evaluate, monitor, plan, and coordinate the reconstruction and resurfacing of over 300 miles of urban roadway to ensure continuity of service, safety, and the transportation needs of pedestrians and the motoring public.

Performance Measures:

- Number of dollars allocated per square yard of road requiring reconstruction or resurfacing
- 67% or 66 miles of major streets with a PASER rating of 4 or less
- Less than 1% or 1 mile of major streets with a PASER rating of 4 or less that have been reconstructed within timely manner.

Issue Statements:

- Current funding does not allow for the reconstruction of all roads with a PASER rating of 4 or less.
- Any rating less than a 4 requires reconstruction of roadway at an estimated cost of \$110 per square yard. Any resurfacing improvements on a road with a PASER rating greater than a 4 can be made at an estimated cost of \$20 per square yard.

Objective 2:

- Maintain and improve, as needed existing vehicular and pedestrian bridges to ensure structures meet minimum guidelines and recommendations by MDOT for safety and performance.

Performance Measures:

- 100% of bridges (including vehicular and pedestrian bridges) inspected on a bi-annual basis.
 - ✓ Target is to 100%
- 15% of bridges rated below 60.
 - ✓ Target is 0%
- 85% of bridges exceeding a rating of 80.
 - ✓ Target is 100%

Objective 3:

- Provide a high level of customer service as expected by citizens, contractors or business owners.

Performance Measures:

- 100% of permits issued in a timely manner.
 - ✓ Target is 2 weeks
- Average time for processing citizen requests.
 - ✓ Target is 3 days

Objective 4:

Continuously update Capital Improvement Plan (CIP) and perform capital improvements as planned or as funding becomes available. The availability of funding and staffing to oversee these improvements are important factors, which will affect progress.

Performance Measures:

- Number of planned/budgeted engineering studies not completed or begun.
- Number of planned/budgeted capital improvements not completed or begun.

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4612 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	81,476	City Engineer	0.50	37,350
Overtime	10,000	Engineering Technician I	0.75	33,489
Fringe Benefits	65,324	Survey Technician	0.25	10,637
TOTAL	156,800	Total Personnel	1.50	81,476
OPERATING EXPENSES				
		Overtime		10,000
Supplies	0			
Internal Services	10,953.00	FICA		7,291
Other Services	33,950	Healthcare Benefits - Active		23,060
TOTAL	44,903	Healthcare Benefits - Retirees		1,250
		Pension		33,723
		Total Fringe Benefits		65,324
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	1.50	156,800
TOTAL APPROPRIATION				201,703

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4614 Street Project

Allocation Plan	Position Control	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES	JOB CLASSIFICATION		
Salaries			
0			
Overtime			
20,000			
Fringe Benefits			
1,530.00			
TOTAL	Total Personnel	<u>0.00</u>	<u>0</u>
21,530			
OPERATING EXPENSES	Overtime		<u>20,000</u>
Supplies			
0			
Internal Services	FICA		1,530
0	Healthcare Benefits - Active		0
Other Services	Healthcare Benefits - Retirees		0
335,000	Pension		0
TOTAL	Total Fringe Benefits		<u>1,530</u>
335,000			
CAPITAL OUTLAY			
0			
TOTAL	TOTAL	<u><u>0</u></u>	<u><u>21,530</u></u>
0			
TOTAL APPROPRIATION			
356,530			

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4616 Bridge Project

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries	0			
Overtime	0			
Fringe Benefits	0			
TOTAL	<u>0</u>	Total Personnel	0.00	<u>0</u>
OPERATING EXPENSES		Overtime		<u>0</u>
Supplies	0			
Internal Services	0	FICA		0
Other Services	80,000	Healthcare Benefits - Active		0
TOTAL	<u>80,000</u>	Healthcare Benefits - Retirees		0
		Pension		0
		Total Fringe Benefits		<u>0</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>	TOTAL	<u><u>0</u></u>	<u><u>0</u></u>
TOTAL APPROPRIATION	<u><u>80,000</u></u>			

FUNDS: 101-General Fund, 202-Major Streets, 203-Local Streets, 660-Radio Operations

DEPARTMENT: Public Services

ACTIVITIES: 4620-Street Lighting, 4621-Traffic Engineering, 4690-State Trunkline, 4422-Radio Operation

STRATEGIC NARRATIVE

The mission of the Traffic Engineering Division of the Public Services Department is to promote the safe and efficient movement of vehicles, pedestrians, and goods through long-range planning, development review, infrastructure design and maintenance, capital improvement programs, and traffic control systems. The Division provides multi-disciplinary engineering and full contract administration duties to the city as it relates to traffic signal design and maintenance. Services include planning and design of traffic signs and signals, traffic studies, transportation modeling and planning, development reviews, and response to citizen's requests. Staff works in conjunction with regional agencies and assists with grant application efforts, capital improvement projects, and in preparation of various ordinances and resolutions.

FY 2008/2009 OBJECTIVES

The primary goal of the Traffic Engineering Division is to promote the safe and efficient movement of vehicles, pedestrians, and goods through long-range planning, development review, infrastructure design and maintenance, capital improvement programs and traffic control systems.

Objective 1:

- Continue to monitor existing traffic patterns and volumes and upgrade and maintain existing traffic signals to control flow and relieve congestion. Provide safe and efficient movement and progression for motoring public thru the City's signal system.

Performance Measures:

- Develop and maintain an intelligent transportation system (ITS) to include optimizing traffic signal system timing through use of software programs such as Simtraffic and CORSIM.
- Average time from initial request to the start of a traffic flow and safety study
 - ✓ Target is 3 to 4 weeks
- 80 % of studies for traffic regulation changes completed within eight weeks of initial request.
 - ✓ Target is 100%
- Apply for Federal and State Grants to be used towards signal improvement/upgrade projects.
- 100 % of light bulbs at every signal replaced per year
 - ✓ Target is 100%
- Percent reduction in electrical costs to City from Consumers Energy for electrical usage at signalized intersections
- 100% of sight obstruction complaints responded to within one week of request.
 - ✓ Target is 100%

Objective 2:

- Design, install, and maintain traffic signs and pavement markings to ensure proper visibility and increase safety to vehicles and pedestrians.

Performance Measures:

- 100% of requests for sign repairs for intersection controls responded to on same day of notification.
 - ✓ Target is 100%

Issues Statement:

- The City has over 30,000 roadway signs, including stop signs, no parking, yield, speed limit, school crossing signs, etc. It is estimated that each sign has an average life of ten years. Staff estimates that 3,000 signs should be replaced annually because of fading and basic wear. Current funding levels will not allow recommended replacement schedule. However, we will continue to replace existing signs due to accidents, and as funding allows.
- Historically the City of Saginaw has applied longitudinal pavement markings to its major street system, which is approximately 96 miles worth of roadway. Due to lack of funding we are only able to paint half of these miles annually. We are marking streets every other year rather than the recommended annual schedule.
- Pavement markings at intersections are worn and have not been striped annually as should be. Staff is working on updating pavement-marking drawings at intersections and we are working on a plan to paint and maintain as recommended.

Objective 3:

- To provide high level of customer service expected by citizens in addressing traffic requests, including, but not limited to, intersection control, parking regulations, speed studies, barricading, etc.

Performance Measures:

- Average time for processing citizen requests.
 - ✓ Target is one week

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	148,949	Traffic Foreman	1.00	50,767
Overtime	9,000	Traffic Electrician II	0.45	22,987
Fringe Benefits	141,090	Transport. Eng. Assistant	1.00	44,424
		Traffic Mtce. Technician II	0.85	30,771
TOTAL	<u>299,039</u>			
		Total Personnel	3.30	148,949
OPERATING EXPENSES				
		Overtime		<u>9,000</u>
Supplies	85,800			
Internal Services	38,394	FICA		12,170
Other Services	82,552	Healthcare Benefits - Active		46,258
		Healthcare Benefits - Retirees		11,735
TOTAL	<u>206,746</u>	Pension		70,927
		Total Fringe Benefits		<u>141,090</u>
CAPITAL OUTLAY	13,000			
TOTAL	<u>13,000</u>	TOTAL	<u>3.30</u>	<u>299,039</u>
TOTAL APPROPRIATION	<u><u>518,785</u></u>			

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 2008/2009 OBJECTIVES

To deliver transportation services effectively and efficiently with limited resources.

Objectives:

- To maintain safe and clean City streets by administering the sweeping of the streets a minimum of 6 times
- To increase the durability of street surfaces and retard the deterioration of pavement on city streets by crack sealing 10 lane miles of City Streets.
- To repair 5 lane miles of potholed streets by spot patching
- To clean the 5 bridges that the City maintains

Performance Measures:

- Road Rehabilitation Expenditures per lane mile
- Street sweeping expenditures per lane mile
- Snow and Ice control expenditures per capita
- Number of complaints received/resolved
- Percent of work orders completed

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	44,598	Director of Public Services	0.05	4,547
Overtime	500.00	Supt. Of Right-of-Way	0.33	24,053
Fringe Benefits	399,575	Administrative Professional	0.40	15,998
TOTAL	444,673	Total Personnel	0.78	44,598
OPERATING EXPENSES				
		Overtime		500.00
Supplies	1,200			
Internal Services	147,909	FICA		3,938
Other Services	43,139	Healthcare Benefits - Active		14,366
		Healthcare Benefits - Retirees		363,634
TOTAL	192,248	Pension		17,637
		Total Fringe Benefits		399,575
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	0.78	444,673
TOTAL APPROPRIATION				
	636,921			

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.

EY 2008/2009 OBJECTIVES

To provide transportation surfaces and right of way areas that are relatively smooth and free from defect, and to maintain the tree stock in such a manner that it enhances the roadway.

Objectives:

- To repair the City's streets in a more permanent manner.
- To restart a crack sealing program to prolong street service replacements.
- To explore methods of improving the urban forest, where funding allows, to include trimming and replacement of trees.

Performance Measures:

- Lane miles patched in 2009
- Cost per lane mile repaired in 2009
- Lane miles of streets crack-sealed in 2009
- Cost per lane mile crack-sealed in 2009
- Number of trees cut and trimmed in 2009

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4651 Routine Maintenance

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries	197,363	Chief Foreman	0.50	29,157
Overtime	14,000	Labor Foreman	0.50	24,652
Fringe Benefits	227,297	Labor Foreman Streets/Environ	0.25	11,615
		Heavy Equipment Operator	1.25	50,270
		Tree Trimmer	1.50	60,069
		Grounds Keeper (Seasonal)	2.00	21,600
TOTAL	438,660			
OPERATING EXPENSES		Total Personnel	6.00	197,363
Supplies	214,000			
Internal Services	39,672	Overtime		14,000
Other Services	527,898			
TOTAL	781,570	FICA		17,357
		Healthcare Benefits - Active		113,086
		Healthcare Benefits - Retirees		2,500
		Pension		94,354
CAPITAL OUTLAY	0	Total Fringe Benefits		227,297
TOTAL	0			
		TOTAL	6.00	438,660
DEBT SERVICE	12,356			
TOTAL	12,356			
TOTAL APPROPRIATION	1,232,586			

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.

EY 2008/2009 OBJECTIVES

To perform or cause to have performed various maintenance issues outlined in an Engineers report in 2007.

Objectives:

- To repair the bridge deck on the Holland Avenue bridge
- To wash the underpinnings of the bridges from road salt
- To coordinate the hanging of plants from the lamp posts on the bridge

Performance Measure:

- Average cost per bridge cleaning including personnel time, equipment, and materials in 2009

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4654 Bridge Maintenance

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries	0	Tree Trimmer	0.00	0
Overtime	0			
Fringe Benefits	0			
TOTAL	<u>0</u>	Total Personnel	0.00	0
				<u>0</u>
OPERATING EXPENSES		Overtime		
Supplies	2,500			
Internal Services	11,817	FICA		0
Other Services	95,313	Healthcare Benefits - Active		0
		Healthcare Benefits - Retirees		0
		Pension		0
TOTAL	<u>109,630</u>	Total Fringe Benefits		<u>0</u>
				<u>0</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>	TOTAL	<u>0.00</u>	<u>0</u>
				<u>0</u>
TOTAL APPROPRIATION	<u>109,630</u>			

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.

EY 2008/2009 OBJECTIVES

To provide cost effective snow and ice control on major streets.

Objectives:

- To maintain prompt snow and ice control on the City's major streets.
- To utilize new technology in combating snow and ice.
- To acquire new equipment to replace an aged out fleet.

Performance Measures:

Snow Removal Activity Measures:

- Snow and Ice control costs per lane mile in 2009
- Snow and ice control costs per capita in 2009
- Total inches of snowfall in 2009 fiscal year

Fleet Maintenance:

- Average fleet maintenance expenditures per vehicle

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4655 Winter Maintenance

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	20,234	Heavy Equipment Operator	<u>0.50</u> <u>20,234</u>
Overtime	20,185		
Fringe Benefits	24,926	Total Personnel	0.50 20,234
TOTAL	<u>65,345</u>	Overtime	<u>20,185</u>
OPERATING EXPENSES		FICA	2,715
Supplies	174,825	Healthcare Benefits - Active	9,674
Internal Services	15,899	Healthcare Benefits - Retirees	1,250
Other Services	0	Pension	11,287
TOTAL	<u>190,724</u>	Total Fringe Benefits	<u>24,926</u>
		TOTAL	<u><u>0.50</u> <u>65,345</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>256,069</u></u>		

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	32,281	Traffic Mtce. Technician I	0.35 12,374
Overtime	3,000	Administrative Professional	0.50 19,907
Fringe Benefits	34,181		
	<u>69,462</u>	Total Personnel	0.85 32,281
TOTAL			
		Overtime	<u>3,000</u>
OPERATING EXPENSES			
Supplies	32,000	FICA	2,700
Internal Services	13,701	Healthcare Benefits - Active	13,026
Other Services	0	Healthcare Benefits - Retirees	0
		Pension	18,455
TOTAL	<u>45,701</u>	Total Fringe Benefits	<u>34,181</u>
CAPITAL OUTLAY	0	TOTAL	<u><u>0.85</u></u> <u><u>69,462</u></u>
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>115,163</u></u>		

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 2008/2009 OBJECTIVES

To provide service in a cost efficient manner on a year round basis.

Objectives:

- To sweep state highways at least three times a year
- To keep accurate records
- To explore methods of improving the urban forest, where funding allows, to include trimming and replacement of trees.

Performance Measures:

- Number of job orders
- Cost per mile of state highway swept
- Worker-hours per mile of highway cleaned

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4691 State Routine Maintenance

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	19,817	Equipment Operator	<u>0.50</u> <u>19,817</u>
Overtime	2,000		
Fringe Benefits	21,386	Total Personnel	0.50 19,817
TOTAL	<u>43,203</u>	Overtime	<u>2,000</u>
OPERATING EXPENSES		FICA	1,669
Supplies	20,000	Healthcare Benefits - Active	8,860
Internal Services	10,000	Healthcare Benefits - Retirees	0
Other Services	0	Pension	10,857
TOTAL	<u>30,000</u>	Total Fringe Benefits	<u>21,386</u>
		TOTAL	<u><u>0.50</u> <u>43,203</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>73,203</u></u>		

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 2008/2009 OBJECTIVES

To maintain a fleet of 14 plow trucks to keep State Highways clear.

Objectives:

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

Performance Measures:

Snow Removal Activity Measures:

- Snow and Ice control costs per lane mile in 2009
- Snow and ice control costs per capita in 2009
- Total inches of snowfall in 2009 fiscal year

Fleet Maintenance:

- Average fleet maintenance expenditures per vehicle

**SPECIAL REVENUE FUND
MAJOR STREETS FUND (202)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

202-4692 State Winter Maintenance

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	40,106	Tree Trimmer	<u>1.00</u> <u>40,106</u>
Overtime	3,000.00		
Fringe Benefits	42,969	Total Personnel	1.00 40,106
TOTAL	<u>86,075</u>	Overtime	<u>3,000</u>
OPERATING EXPENSES		FICA	3,298
Supplies	6,250	Healthcare Benefits - Active	17,959
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services	5,120	Pension	21,712
TOTAL	<u>11,370</u>	Total Fringe Benefits	<u>42,969</u>
		TOTAL	<u><u>1.00</u></u> <u><u>86,075</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>97,445</u></u>		

**SPECIAL REVENUE FUND
LOCAL STREETS FUND (203)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE REVENUE SHARING	960,000	TRAFFIC ENGINEERING	93,273
SERVICES - SALES	20,000	STREET ADMINISTRATION	600,566
INTEREST AND RENTS	6,000	ROUTINE MAINTENANCE	602,597
OTHER REVENUES	3,000	WINTER MAINTENANCE	164,769
TRANSFERS IN	488,791	TRANSFERS OUT	16,586
TOTAL RESOURCES	<u>1,477,791</u>	TOTAL APPROPRIATIONS	<u>1,477,791</u>

**SPECIAL REVENUE FUND
LOCAL STREETS FUND (203)
REVENUE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
State Revenue Sharing	1,061,083	1,048,204	1,109,506	865,597	1,082,000	1,082,000	851,846	960,000
Service - Sales	0	0	20,000	0	20,000	20,000	0	20,000
Interest and Rents	4,733	63	7,000	1,325	6,000	6,000	1,185	6,000
Other Revenues	5	5,781	3,000	6,086	3,000	3,000	3,019	3,000
Transfers from Other Funds	123,944	828,467	769,605	500,000	474,246	476,591	474,246	488,791
TOTAL RESOURCES	1,189,766	1,882,515	1,909,111	1,373,009	1,585,246	1,587,591	1,330,296	1,477,791

**SPECIAL REVENUE FUND
LOCAL STREETS (203)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>4621 TRAFFIC ENGINEERING</u>								
Personnel Services	46,673	39,856	31,035	32,946	27,956	27,956	36,084	34,191
Operating Expenses	129,249	144,355	220,176	199,903	212,971	212,971	198,996	59,082
Capital Outlay	0	0	3,910	2,788	0	0	0	0
TOTALS	175,922	184,210	255,121	235,637	240,927	240,927	235,080	93,273
<u>4650 STREET ADMINISTRATION</u>								
Personnel Services	250,779	313,456	346,397	275,801	393,403	393,403	389,091	473,406
Operating Expenses	113,413	120,887	126,606	129,947	126,206	126,206	189,692	127,160
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	364,192	434,343	473,003	405,749	519,609	519,609	578,783	600,566
<u>4651 ROUTINE MAINTENANCE</u>								
Personnel Services	350,332	350,938	469,915	417,383	373,570	373,570	412,714	399,741
Operating Expenses	78,272	78,362	470,224	501,967	231,803	231,803	291,451	202,856
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	428,604	429,299	940,139	919,350	605,373	605,373	704,166	602,597
<u>4655 WINTER MAINTENANCE</u>								
Personnel Services	114,534	168,050	78,190	185,816	61,894	61,894	105,365	71,970
Operating Expenses	82,724	25,598	153,077	72,518	143,327	145,672	79,500	92,799
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	197,258	193,648	231,267	258,334	205,221	207,566	184,865	164,769
<u>9660 TRANSFERS TO OTHER FUNDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	10,587	10,587	14,116	14,116	14,116	14,116	14,116	16,586
TOTALS	10,587	10,587	14,116	14,116	14,116	14,116	14,116	16,586

**SPECIAL REVENUE FUND
LOCAL STREETS (203)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
TOTAL LOCAL STREETS								
Personnel Services	762,318	872,300	925,537	911,946	856,823	856,823	943,254	979,308
Operating Expenses	403,658	369,201	970,083	904,335	714,307	716,652	759,639	481,897
Capital Outlay	0	0	3,910	2,788	0	0	0	0
Miscellaneous	10,587	10,587	14,116	14,116	14,116	14,116	14,116	16,586
TOTAL EXPENDITURES	1,176,563	1,252,088	1,913,646	1,833,186	1,585,246	1,587,591	1,717,009	1,477,791

**SPECIAL REVENUE FUND
LOCAL STREETS FUND (203)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
LOCAL STREETS							
Traffic Engineering	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Administration	1.15	1.15	0.60	0.60	0.93	0.93	1.23
Routine Maintenance	6.05	7.30	6.00	6.00	4.75	4.75	4.25
Winter Maintenance	1.00	1.00	1.00	1.00	0.75	0.75	0.75
TOTAL POSITIONS	8.60	9.85	8.00	8.00	6.83	6.83	6.63

For FY 2009, the Local Streets Fund personnel complement will decrease by approximately .20. This is primarily due to the reallocation of a Heavy Equipment Operator from the Local Streets Administration Division. The 2008 budget eliminated 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 was added.

FUNDS: 101-General Fund, 202-Major Streets, 203-Local Streets

DEPARTMENT: Public Services

ACTIVITIES: 4611-Engineering, 4612-Engineering Administration, 4613-Street Resurfacing, 4614-Street Construction, 4616-Bridge Projects

STRATEGIC NARRATIVE

The mission of the Engineering Division of the Public Services Department is to provide engineering services that result in quality public works projects and programs for our community in order to protect the environment and provide our citizens with safe and efficient transportation. The Division provides multi-disciplinary engineering and full contract administration duties to the City as it relates to bridge construction and maintenance; roadway reconstruction, resurfacing and streetscaping; and utility upgrades for water and sewer mains and services. The Engineering Division also serves as an engineering consultant to other City departments, and provides review and approval of site plan development as it relates to grading, street, sewer, water main, storm drain, streetlight and landscape plans.

FY 2008/2009 OBJECTIVES

The primary goal of the Engineering Division is to provide pedestrians and the motoring public with a safe and efficient transportation system and ensure all public service capital improvement projects are designed and constructed in accordance with City, MDOT and AASHTO specifications, on time and within budget. The Division also strives to provide a high level of customer service to the citizens of Saginaw as it relates to permits required and timeliness.

Objective 1:

- Maintain a system to evaluate, monitor, plan, and coordinate the reconstruction and resurfacing of over 300 miles of urban roadway to ensure continuity of service, safety, and the transportation needs of pedestrians and the motoring public.

Performance Measures:

- Number of dollars allocated per square yard of road requiring reconstruction or resurfacing
- 67% or 66 miles of major streets with a PASER rating of 4 or less
- Less than 1% or 1 mile of major streets with a PASER rating of 4 or less that have been reconstructed within timely manner.

Issue Statements:

- Current funding does not allow for the reconstruction of all roads with a PASER rating of 4 or less.
- Any rating less than a 4 requires reconstruction of roadway at an estimated cost of \$110 per square yard. Any resurfacing improvements on a road with a PASER rating greater than a 4 can be made at an estimated cost of \$20 per square yard.

Objective 2:

- Maintain and improve, as needed existing vehicular and pedestrian bridges to ensure structures meet minimum guidelines and recommendations by MDOT for safety and performance.

Performance Measures:

- 100% of bridges (including vehicular and pedestrian bridges) inspected on a bi-annual basis.
 - ✓ Target is to 100%
- 15% of bridges rated below 60.
 - ✓ Target is 0%
- 85% of bridges exceeding a rating of 80.
 - ✓ Target is 100%

Objective 3:

- Provide a high level of customer service as expected by citizens, contractors or business owners.

Performance Measures:

- 100% of permits issued in a timely manner.
 - ✓ Target is 2 weeks
- Average time for processing citizen requests.
 - ✓ Target is 3 days

Objective 4:

Continuously update Capital Improvement Plan (CIP) and perform capital improvements as planned or as funding becomes available. The availability of funding and staffing to oversee these improvements are important factors, which will affect progress.

Performance Measures:

- Number of planned/budgeted engineering studies not completed or begun.
- Number of planned/budgeted capital improvements not completed or begun.

**SPECIAL REVENUE FUND
LOCAL STREET FUND (203)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

203-4621 Traffic Engineering

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET
			ALLOCATION
Salaries	15,101	Traffic Maintenance Tech.	0.40
Overtime	3,000		
Fringe Benefits	16,090	Total Personnel	0.40
TOTAL	34,191		
		Overtime	3,000
OPERATING EXPENSES			
Supplies	25,900	FICA	1,385
Internal Services	19,912	Healthcare Benefits - Active	6,021
Other Services	13,270	Healthcare Benefits - Retirees	0
		Pension	8,684
TOTAL	59,082	Total Fringe Benefits	16,090
		TOTAL	0.40
CAPITAL OUTLAY	0		34,191
TOTAL	0		
TOTAL APPROPRIATION	93,273		

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 2008/2009 OBJECTIVES

Objectives:

- To maintain safe and clean City streets by administering the street sweeping program on local streets 6 times a year
- To increase the durability of street surfaces and retard the deterioration crack sealing about 5 lane miles of street
- To spot patch 1 lane mile of asphalt pavement.
- To mill out deteriorated asphalt overlays on concrete roadways

Performance Measures:

- Total tons of debris removed from local streets
- Street sweeping expenditures per linear mile
- Street sweeping expenditures per capita
- Number of lbs. of joint material used

**SPECIAL REVENUE FUND
LOCAL STREET FUND (203)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

203-4650 Street Administration

Allocation Plan		Position Control		
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries	59,958	Supt. Of Right-of-Way	0.33	24,053
Overtime	400.00	Administrative Professional	0.90	35,905
Fringe Benefits	413,048			
TOTAL	473,406	Total Personnel	1.23	59,958
		Overtime		400.00
OPERATING EXPENSES				
Supplies	100	FICA		4,819
Internal Services	110,746	Healthcare Benefits - Active		19,686
Other Services	16,314	Healthcare Benefits - Retirees		361,134
		Pension		27,409
TOTAL	127,160	Total Fringe Benefits		413,048
CAPITAL OUTLAY	0	TOTAL	1.23	473,406
TOTAL	0			
TOTAL APPROPRIATION	600,566			

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 2008/2009 OBJECTIVES

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.

Performance Measures:

- Lane miles patched
- Cost per lane mile repaired in 2009
- Lane miles of streets crack-sealed
- Cost per lane mile crack-sealed
- Number of trees cut and trimmed

**SPECIAL REVENUE FUND
LOCAL STREET FUND (203)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

203-4651 Routine Maintenance

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET
			ALLOCATION
Salaries	176,782	Labor Foreman/Environ.	0.25
Overtime	20,000	Labor Foreman	0.50
Fringe Benefits	202,959	Heavy Equipment Operator	2.25
		Equipment Operator	0.75
		Tree Trimmer	0.50
TOTAL	399,741		
		Total Personnel	4.25
			176,782
OPERATING EXPENSES			
Supplies	40,739	Overtime	20,000
Internal Services	81,541		
Other Services	80,576		
TOTAL	202,856	FICA	16,242
		Healthcare Benefits - Active	89,521
		Healthcare Benefits - Retirees	2,500
		Pension	94,696
		Total Fringe Benefits	202,959
CAPITAL OUTLAY	0		
TOTAL	0		
		TOTAL	4.25
			399,741
TOTAL APPROPRIATION	602,597		

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.

EY 2008/2009 OBJECTIVES

Objectives:

- To provide snow removal and ice control on the City's local streets as conditions allow but no more than 48 hours after a typical snowfall.

Performance Measures:

Snow Removal and Ice Control:

- Percent of local streets plowed and salted within 48 hours of a typical snowfall 6" or less
✓ Target = 100%
- Snow and ice control costs per lane mile in 2009
- Snow and ice control costs per capita in 2009

Fleet Maintenance:

- Average fleet maintenance expenditures per vehicle

**SPECIAL REVENUE FUND
LOCAL STREET FUND (203)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

203-4655 Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	30,215	Heavy Equipment Operator	<u>0.75</u>	<u>30,215</u>
Overtime	5,000			
Fringe Benefits	36,755	Total Personnel	0.75	30,215
TOTAL	<u>71,970</u>			
		Overtime		<u>5,000</u>
OPERATING EXPENSES				
		FICA		2,790
Supplies	85,250	Healthcare Benefits - Active		17,016
Internal Services	7,349	Healthcare Benefits - Retirees		1,250
Other Services	200	Pension		15,699
TOTAL	<u>92,799</u>	Total Fringe Benefits		<u>36,755</u>
		TOTAL	<u>0.75</u>	<u>71,970</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>164,769</u></u>			

**SPECIAL REVENUE FUND
PUBLIC SAFETY FUND (205)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	3,707,250	POLICE PATROL	1,868,600
TRANSFERS IN	211,420	POLICE INVESTIGATION	515,477
		FIRE SUPPRESSION	1,412,349
		FIRE PREVENTION	122,244
TOTAL RESOURCES	<u>3,918,670</u>	TOTAL APPROPRIATIONS	<u>3,918,670</u>

**SPECIAL REVENUE FUND
PUBLIC SAFETY FUND (205)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	0	0	3,631,360	3,623,078	3,745,636	3,745,636	3,744,938	3,707,250
Transfers from Other Funds	0	0	0	0	249,284	249,284	249,284	211,420
TOTAL RESOURCE	0	0	3,631,360	3,623,078	3,994,920	3,994,920	3,994,222	3,918,670

EXPENDITURE ANALYSIS SUMMARY

3011 POLICE PATROL

Personnel Services	0	0	1,822,261	2,126,149	1,903,798	1,903,798	1,803,329	1,868,600
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	1,822,261	2,126,149	1,903,798	1,903,798	1,803,329	1,868,600

3013 POLICE INVESTIGATION

Personnel Services	0	0	363,228	418,653	431,732	431,732	450,893	515,477
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	363,228	418,653	431,732	431,732	450,893	515,477

3751 FIRE SUPPRESSION

Personnel Services	0	0	1,379,051	1,530,806	1,561,688	1,561,688	1,412,948	1,412,349
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	1,379,051	1,530,806	1,561,688	1,561,688	1,412,948	1,412,349

3753 FIRE PREVENTION

Personnel Services	0	0	175,000	89,142	97,702	97,702	101,426	122,244
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	175,000	89,142	97,702	97,702	101,426	122,244

**SPECIAL REVENUE FUND
PUBLIC SAFETY FUND (205)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	241,820	0	0	0	0	0
TOTALS	0	0	241,820	0	0	0	0	0
TOTAL PUBLIC SERVICE FUND								
Personnel Services	0	0	3,739,540	4,164,750	3,994,920	3,994,920	3,768,596	3,918,670
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	241,820	0	0	0	0	0
TOTAL EXPENDITURES	0	0	3,981,360	4,164,750	3,994,920	3,994,920	3,768,596	3,918,670

**SPECIAL REVENUE FUND
PUBLIC SAFETY FUND (205)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget	2008 Projected	2009 Approved Budget
POLICE							
Police Patrol	0.00	0.00	26.00	26.00	26.00	26.00	24.00
Police Investigation	0.00	0.00	5.00	5.00	5.00	5.00	7.00
Fire Suppression	0.00	0.00	19.00	19.00	19.00	19.00	19.00
Fire Prevention	0.00	0.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	0.00	0.00	51.00	51.00	51.00	51.00	51.00

The 2009 Approved Budget remain the same. Due to the passage of the Public Safety Millage in May of 2006, the City is required to have the total Police and Fire personnel complement within the Public Safety Fund the same levels as when the millage was adopted, therefore the 2008 Budget remained the same as in 2007. 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.

**SPECIAL REVENUE FUND
DEPARTMENT OF POLICE (205)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

205-3011 Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,320,765	Police Lieutenant	1.00	68,412
Overtime	55,500	Police Sergeant	4.00	233,780
Fringe Benefits	492,335	Police Officer	19.00	1,018,573
TOTAL	1,868,600	Total Personnel	24.00	1,320,765
OPERATING EXPENSES				
		Overtime		55,500
Supplies	0			
Internal Services	0	FICA		20,338
Other Services	0	Healthcare Benefits - Active		471,997
		Healthcare Benefits - Retirees		0
TOTAL	0	Pension - Sworn		0
		Total Fringe Benefits		492,335
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	24.00	1,868,600
TOTAL APPROPRIATION				1,868,600

**SPECIAL REVENUE FUND
DEPARTMENT OF POLICE (205)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

205-3013 Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	357,915	Police Sergeant	2.00	115,180
Overtime	27,750	Police Officer	5.00	242,735
Fringe Benefits	129,812			
		Total Personnel	7.00	357,915
TOTAL	515,477			
		Overtime		27,750
OPERATING EXPENSES				
Supplies	0	FICA		5,820
Internal Services	0	Healthcare Benefits - Active		123,992
Other Services	0	Healthcare Benefits - Retirees		0
		Pension - Sworn		0
TOTAL	0	Total Fringe Benefits		129,812
CAPITAL OUTLAY	0	TOTAL	7.00	515,477
TOTAL	0			
TOTAL APPROPRIATION	515,477			

**SPECIAL REVENUE FUND
DEPARTMENT OF FIRE (205)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

205-3751 Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	998,363	Fire Battalion Chief	2.00	141,876
Overtime	35,227	Fire Captain	1.00	66,627
Fringe Benefits	378,759	Firefighter/Chauffer	8.00	419,834
		Firefighter I	8.00	370,026
TOTAL	1,412,349	Total Personnel	19.00	998,363
OPERATING EXPENSES				
		Overtime		35,227
Supplies	0			
Internal Services	0			
Other Services	0	FICA		15,362
		Healthcare Benefits - Active		363,397
TOTAL	0	Healthcare Benefits - Retirees		0
		Pension - Sworn		0
CAPITAL OUTLAY	0	Total Fringe Benefits		378,759
TOTAL	0	TOTAL	19.00	1,412,349
TOTAL APPROPRIATION	1,412,349			

**SPECIAL REVENUE FUND
DEPARTMENT OF FIRE (205)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

205-3753 Fire Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	94,318	Fire Marshall	1.00	94,318
Overtime	3,861			
Fringe Benefits	24,065			
		Total Personnel	1.00	94,318
TOTAL	122,244			
OPERATING EXPENSES				
		Overtime		3,861
Supplies	0	FICA		1,443
Internal Services	0	Healthcare Benefits - Active		22,622
Other Services	0	Healthcare Benefits - Retirees		0
		Pension - Civilian		0
		Pension - Sworn		0
TOTAL	0	Total Fringe Benefits		24,065
CAPITAL OUTLAY	0			
		TOTAL	1.00	122,244
TOTAL	0			
TOTAL APPROPRIATION	122,244			

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	1,953,241	ADMINISTRATION	531,093
CHARGE FOR SERVICES	1,486,390	RUBBISH COLLECTIONS	1,530,032
SERVICES - SALES	2,500	ENVIRONMENTAL IMPROVE.	346,061
INTEREST AND RENTS	21,500	SANITARY LANDFILL	561,342
OTHER REVENUES	304,625	BRUSH COLLECTIONS	123,110
		RECYCLING	500
		COMPOSTING	665,538
		TRANSFERS OUT	10,580
TOTAL RESOURCES	<u><u>3,768,256</u></u>	TOTAL APPROPRIATIONS	<u><u>3,768,256</u></u>

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
REVENUE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
Property Taxes	2,011,509	2,036,825	2,075,490	2,331,370	2,077,271	2,077,271	2,277,765	1,953,241
Charge for Services	1,475,035	1,446,714	1,460,000	1,492,735	1,486,390	1,486,390	1,446,662	1,486,390
Services - Sales	22,375	2,180	9,300	0	2,500	2,500	6,559	2,500
Interest and Rents	21,115	5,257	26,500	23,058	21,500	21,500	17,954	21,500
Other Revenues	84,310	(29,054)	100,000	(41,696)	287,716	287,716	230,583	304,625
Transfers to Other Funds	2,328	30,703	0	0	0	0	0	0
TOTAL RESOURCE	3,616,672	3,492,625	3,671,290	3,805,467	3,875,377	3,875,377	3,979,523	3,768,256

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>4581 RUBBISH COLLECTIONS - ADMINISTRATION</u>								
Personnel Services	157,307	205,963	204,762	140,789	128,962	128,962	153,209	187,707
Operating Expenses	358,947	460,159	410,819	418,575	409,169	409,169	243,429	333,386
Capital Outlay	0	0	0	0	0	0	0	10,000
TOTALS	516,254	666,122	615,581	559,364	538,131	538,131	396,638	531,093
<u>4582 RUBBISH COLLECTIONS</u>								
Personnel Services	129,213	74,942	56,900	109,105	139,397	139,397	95,834	94,994
Operating Expenses	1,507,403	1,391,017	1,501,091	1,476,817	1,825,187	1,825,187	1,760,097	1,435,038
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	16,793	0	16,794	16,793	16,794	16,794	0	0
TOTALS	1,653,409	1,465,959	1,574,785	1,602,715	1,981,378	1,981,378	1,855,931	1,530,032
<u>4583 ENVIRONMENTAL IMPROVEMENT</u>								
Personnel Services	81,407	115,467	88,955	26,327	92,983	92,983	353,380	88,331
Operating Expenses	150,317	128,198	168,921	109,419	174,997	174,397	157,140	257,730
Capital Outlay	0	300	1,180	141	0	0	925	0
TOTALS	231,724	243,965	259,056	135,887	267,980	267,380	511,444	346,061
<u>4584 SANITARY LANDFILL</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	509,654	404,987	604,450	421,669	566,144	566,144	411,557	561,342
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	509,654	404,987	604,450	421,669	566,144	566,144	411,557	561,342
<u>4585 BRUSH COLLECTIONS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	96,120	4,999	111,400	111,400	76,614	109,400
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	13,710	0	13,710	13,710	0	13,710
TOTALS	0	0	109,830	4,999	125,110	125,110	76,614	123,110

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>4586 RECYCLING</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	55,432	152,966	175,500	62,521	80,500	80,500	67,288	500
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	55,432	152,966	175,500	62,521	80,500	80,500	67,288	500
<u>4587 COMPOSTING</u>								
Personnel Services	202,301	258,011	206,110	242,730	177,061	177,061	203,762	282,532
Operating Expenses	42,458	48,684	74,580	49,387	99,900	99,900	59,161	352,837
Capital Outlay	0	0	26,000	26,000	30,169	30,169	0	30,169
TOTALS	244,759	306,695	306,690	318,117	307,130	307,130	262,923	665,538
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	16,394	0	0	0	0	0
TOTALS	0	0	16,394	0	0	0	0	0
<u>9660 TRANSFERS TO OTHER FUNDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	6,753	6,753	9,004	9,004	9,004	9,004	9,004	10,580
TOTALS	6,753	6,753	9,004	9,004	9,004	9,004	9,004	10,580
TOTAL RUBBISH COLLECTIONS								
Personnel Services	570,228	654,383	556,727	518,952	538,403	538,403	806,185	653,564
Operating Expenses	2,624,211	2,586,011	3,031,481	2,543,386	3,267,297	3,266,697	2,775,285	3,050,233
Capital Outlay	0	300	27,180	26,141	30,169	30,169	925	40,169
Miscellaneous	23,546	6,753	55,902	25,797	39,508	39,508	9,004	24,290
TOTAL EXPENDITURES	3,217,985	3,247,447	3,671,290	3,114,276	3,875,377	3,874,777	3,591,399	3,768,256

**SPECIAL REVENUE FUND
RUBBISH COLLECTIONS (226)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
RUBBISH COLLECTION							
Rubbish Administration	1.70	1.70	1.50	1.50	0.89	0.89	1.69
Rubbish Collection	0.50	0.50	1.00	1.00	1.00	1.00	0.50
Environmental Improvement	1.00	1.00	0.00	0.00	1.00	1.00	0.50
Composting	2.00	2.00	2.00	2.00	2.00	2.00	3.00
TOTAL POSITIONS	5.20	5.20	4.50	4.50	4.89	4.89	5.69

The Approved 2009 Budget reflects an increase of .80. This is primarily due to the increase in the Director of Public Services allocation within the Rubbish Administration Division as well as a Heavy Equipment Operator within the Composting Division. These increases are offset by a decrease in the both the Rubbish Collection Division and the Environmental Division by .50 for the Chief Foreman and the Labor Foreman Positions to other funds. The 2008 budget increased 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. In addition, the Environmental Support Specialist was projected to be allocated to the Environmental Improvement Division. This did not occur.

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 2008/2009 OBJECTIVES

Objectives:

- To maintain weekly rubbish and yard waste pick-up and disposal.
- To explore new ways to provide service given limited funding
- To re-establish a convenience station for residents
- To provide containerized recycling at convenience station site

Performance Measures:

- Curbsides refuse collection points (per week)
- Refuse collection costs per capita
- Number of cleanups when convenience station goes in service
- Total tons of recycled materials collected
- Recycling costs per ton recycled

**SPECIAL REVENUE FUND
RUBBISH COLLECTION (226)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

226 - 4581 Rubbish Collection Administration

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	73,299	Director of Public Services	0.15 13,642
Overtime	500	Supt of Right-of-Way	0.34 24,782
Fringe Benefits	113,908	Administrative Professional	0.20 7,963
		Environ. Support Specialist	1 26,912
TOTAL	187,707		
		Total Personnel	1.69 73,299
OPERATING EXPENSES			
Supplies	2,450	Overtime	500
Internal Services	189,524		
Other Services	141,412		
TOTAL	333,386	FICA	5,824
		Healthcare Benefits - Active	27,307
		Healthcare Benefits - Retirees	49,150
		Pension	31,627
		Total Fringe Benefits	113,908
CAPITAL OUTLAY	10,000		
TOTAL	10,000		
		TOTAL	1.69 187,707
TOTAL APPROPRIATION	531,093		

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 20082009 OBJECTIVES

Objectives:

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

Performance Measures:

- Total number of city households served on a weekly basis
- Percent of rubbish collection stops making complaints
- Total number of environmental complaints received in FY 2009
- Total operating and maintenance expenditures for rubbish collection

**SPECIAL REVENUE FUND
RUBBISH COLLECTION (226)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

226 - 4582 Rubbish Collection

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	29,157	Chief Foreman	<u>0.50</u> <u>29,157</u>
Overtime	17,000		
Fringe Benefits	48,837	Total Personnel	0.50 29,157
TOTAL	<u>94,994</u>	Overtime	<u>17,000</u>
OPERATING EXPENSES		FICA	4,484
Supplies	0	Healthcare Benefits - Active	22,997
Internal Services	8,256	Healthcare Benefits - Retirees	11,735
Other Services	1,426,782	Pension	9,621
TOTAL	<u>1,435,038</u>	Total Fringe Benefits	<u>48,837</u>
		TOTAL	<u><u>0.50</u> <u>94,994</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
MISCELLANEOUS	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>1,530,032</u></u>		

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.

EY 2008/2009 OBJECTIVES

Objectives:

- To investigate and seek resolution to complaints filed under the General Code regarding trash, debris and inoperable vehicles.
- To monitor our two large items policy to ensure compliance

Performance Measures:

- Total tons of waste picked up and land-filled
- Number of cars towed
- Total number of nuisance complaints received in the 2009 fiscal year
- Average time to resolve nuisance complaints
- Number of households not in compliance with the two large items policy
- Average cost spent to investigate and resolve each complaint

**SPECIAL REVENUE FUND
RUBBISH COLLECTION (226)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

226 - 4583 Environmental Improvement

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	23,231	Labor Foreman Env/Streets	<u>0.50</u> <u>23,231</u>
Overtime	6,000		
Fringe Benefits	59,100	Total Personnel	0.50 23,231
TOTAL	<u>88,331</u>	Overtime	<u>6,000</u>
OPERATING EXPENSES		FICA	2,428
Supplies	37,900	Healthcare Benefits - Active	9,346
Internal Services	7,542	Healthcare Benefits - Retirees	37,705
Other Services	212,288	Pension	9,621
TOTAL	<u>257,730</u>	Total Fringe Benefits	<u>59,100</u>
		TOTAL	<u><u>0.50</u> <u>88,331</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>346,061</u></u>		

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 2008/2009 OBJECTIVES

Objectives:

- To dispose of rubbish collected by Waste Management as part of our contract with Mid Michigan Waste Authority

Performance Measures:

- Cubic yards of refuse landfilled
- Tons of waste composted/diverted

**SPECIAL REVENUE FUND
RUBBISH COLLECTION (226)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

226 - 4584 Sanitary Landfill

Allocation Plan	Position Control		
PERSONNEL SERVICES	JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries			
Overtime			
Fringe Benefits			
TOTAL			<u>0</u>
	Total Personnel	<u>0.00</u>	<u>0</u>
OPERATING EXPENSES			
Supplies	Overtime		<u>0</u>
Internal Services			
Other Services	FICA		
TOTAL	Healthcare Benefits - Active		
	Healthcare Benefits - Retirees		
	Pension		
CAPITAL OUTLAY	Total Fringe Benefits		<u>0</u>
TOTAL			
	TOTAL	<u><u>0.00</u></u>	<u><u>0</u></u>
TOTAL APPROPRIATION			<u><u>561,342</u></u>

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 picked up on the West side from the 1st through the 15th and on the East side from the 16th through the 31st.

EY 2008/2009 OBJECTIVES

Objectives:

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

Performance Measures:

- Total hours spent collecting non-commercially cut brush
- Total cost of curbside pickup
- Cost per capita for curbside pick up
- Number of loads dumped
- Number of households in which brush is collected from
- Number of city households that use the service as a percent of the total number that are offered the service

**SPECIAL REVENUE FUND
RUBBISH COLLECTION (226)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

226 - 4585 Brush Collections

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	0		
Fringe Benefits	0		
TOTAL	0		
		Total Personnel	0.00 0
OPERATING EXPENSES			
Supplies	7,000	Overtime	0
Internal Services	0		
Other Services	102,400		
TOTAL	109,400	FICA	
		Healthcare Benefits - Active	
		Healthcare Benefits - Retirees	
		Pension	
CAPITAL OUTLAY	0	Total Fringe Benefits	0
TOTAL	0		
		TOTAL	0.00 0
MISCELLANEOUS	13,710		
TOTAL	13,710		
TOTAL APPROPRIATION	123,110		

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 due to cost.

EY 2008/2009 OBJECTIVES

Objectives:

- To re-establish a small portion of a recycling program with a container placed at the Public Works in conjunction with a convenience station for solid waste material not eligible for curbside pickup. This service will be available to our residents on a trial basis at first (once a month).

Performance Measures:

- Number of residents who use this service during the trial period
- Number of households using the trial service as a percent of the total number of households to whom the service was offered
- Total tons of recycled materials collected
- Recycling costs per ton recycled

**SPECIAL REVENUE FUND
RUBBISH COLLECTION (226)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

226 - 4586 Recycling

Allocation Plan	Position Control		
PERSONNEL SERVICES	JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries			
Overtime			
Fringe Benefits			
TOTAL		<u>0</u>	
	Total Personnel	<u>0.00</u>	<u>0</u>
OPERATING EXPENSES			
Supplies	500	Overtime	<u>0</u>
Internal Services	0		
Other Services	0		
TOTAL	<u>500</u>	FICA	
		Healthcare Benefits - Active	
		Healthcare Benefits - Retirees	
		Pension	
CAPITAL OUTLAY	0	Total Fringe Benefits	<u>0</u>
TOTAL	<u>0</u>	TOTAL	<u><u>0</u></u>
		0.00	<u><u>0</u></u>
TOTAL APPROPRIATION	<u><u>500</u></u>		

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 40,000 cubic yards of compost annually.

FY 2008/2009 OBJECTIVES

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.

Performance Measures:

- Total tons of material collected in fiscal year 2009
- Cost per ton of material collected (Total costs of operations divided by total tons of materials collected)
- Total revenues from sale of wood chips, brown compost and finished product in fiscal year 2009

**SPECIAL REVENUE FUND
RUBBISH COLLECTION (226)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

226 - 4587 Composting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	119,837	Compost Site Operator	2.00	81,292
Overtime	25,000	Heavy Equipment Operator	1.00	38,545
Fringe Benefits	137,695			
		Total Personnel	3.00	119,837
TOTAL	282,532			
		Overtime		25,000
OPERATING EXPENSES				
Supplies	43,000	FICA		11,272
Internal Services	0	Healthcare Benefits - Active		67,053
Other Services	309,837	Healthcare Benefits - Retirees		2,500
		Pension		56,870
TOTAL	352,837	Total Fringe Benefits		137,695
CAPITAL OUTLAY	30,169	TOTAL	3.00	282,532
TOTAL	30,169			
TOTAL APPROPRIATION	665,538			

**SPECIAL REVENUE FUND
ANDERSEN ENRICHMENT CENTER (236)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	77,800	ANDERSEN ENRICHMENT CENTER	136,159
INTEREST	50,175	ENRICHMENT COMMISSION	77,800
OTHER REVENUES	69,782		
TRANSFERS IN	16,202		
TOTAL RESOURCES	<u>213,959</u>	TOTAL APPROPRIATIONS	<u>213,959</u>

**SPECIAL REVENUE FUND
ANDERSEN ENRICHMENT CENTER (236)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Federal Grants	0	0	77,800	2,575	77,800	83,356	17,491	77,800
Interest and Rents	50,451	56,924	50,000	61,973	50,175	50,175	53,754	50,175
Other Revenues	117,187	21,167	25,000	99,925	83,609	83,609	158,545	69,782
Transfers from Other Funds	0	0	0	0	0	11,290	11,290	16,202
TOTAL RESOURCES	167,638	78,091	152,800	164,473	211,584	228,430	241,080	213,959

EXPENDITURE ANALYSIS SUMMARY								
<u>7540 ANDERSEN ENRICHMENT CENTER</u>								
Personnel Services	43,871	45,219	48,644	48,584	97,491	97,491	94,644	96,951
Operating Expenses	38,749	42,800	26,356	39,035	36,293	36,293	39,802	39,208
Capital Outlay	0	950	0	1,852	0	0	0	0
TOTALS	82,620	88,969	75,000	89,471	133,784	133,784	134,446	136,159
<u>7541 ENRICHMENT COMMISSION</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	77,852	0	77,800	76,928	77,800	77,800	105,736	77,800
Capital Outlay	0	0	0	0	0	5,556	0	0
TOTALS	77,852	0	77,800	76,928	77,800	83,356	105,736	77,800
TOTAL ANDERSEN ENRICHMENT CENTER								
Personnel Services	43,871	45,219	48,644	48,584	97,491	97,491	94,644	96,951
Operating Expenses	116,601	42,800	104,156	115,963	114,093	114,093	145,538	117,008
Capital Outlay	0	950	0	1,852	0	5,556	0	0
TOTAL EXPENDITURES	160,472	88,969	152,800	166,399	211,584	217,140	240,182	213,959

**SPECIAL REVENUE FUND
 ANDERSEN ENRICHMENT CENTER (236)
 POSITION ANALYSIS
 2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
ANDERSEN ENRICHMENT CENTER							
Andersen Enrichment Center	2.00	2.00	3.00	3.00	5.00	5.00	5.00
TOTAL POSITIONS	2.00	2.00	3.00	3.00	5.00	5.00	5.00

The 2008/2009 Approved Budget remains the same. In 2008, a Communication/Building Director and a Marketing Director was added to the Andersen Enrichment Center complement.

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. Throughout FY 2008/2009, the staff will continue to refine marketing and management strategies to maximize the use of these facilities in keeping with the mission.

**SPECIAL REVENUE FUND
ANDERSEN ENRICHMENT CENTER (236)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

236-7540 Andersen Enrichment Center

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
Salaries	78,428	Director of Sag. Art Comm.	1.00 19,200
Overtime	0	Director of Marketing	1.00 20,800
Fringe Benefits	18,523	Andersen Ctr. Site Super.	1.00 15,808
		Andersen Center Director	1.00 15,600
		Clerical Typist	1.00 7,020
TOTAL	96,951		
OPERATING EXPENSES		Total Personnel	5.00 78,428
Supplies	3,155		
Internal Services	2,590	Overtime	0
Other Services	33,463		
TOTAL	39,208	FICA	5,019
		Healthcare Benefits - Active	12,911
		Healthcare Benefits - Retirees	0
		Pension	593
CAPITAL OUTLAY	0	Total Fringe Benefits	18,523
TOTAL	0		
		TOTAL	5.00 96,951
TOTAL APPROPRIATION	136,159		

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.

**SPECIAL REVENUE FUND
ANDERSEN ENRICHMENT CENTER (236)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

236-7541 Enrichment Commission

Allocation Plan	Position Control		
PERSONNEL SERVICES	JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries	0		
Overtime	0		
Fringe Benefits	0		
TOTAL	<u>0</u>	Total Personnel	<u>0</u>
		0.00	
OPERATING EXPENSES	Overtime		<u>0</u>
Supplies	0		
Internal Services	77,800	FICA	0
Other Services	0	Healthcare Benefits - Active	0
		Healthcare Benefits - Retirees	0
TOTAL	<u>77,800</u>	Pension	0
		Total Fringe Benefits	<u>0</u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>	TOTAL	<u><u>0</u></u>
		0.00	
TOTAL APPROPRIATION	<u><u>77,800</u></u>		

**SPECIAL REVENUE FUND
GM TOWER PROJECTS (238)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	5,000	GM TOWER PROJECTS	102,500
OTHER REVENUES	97,500		
TOTAL RESOURCES	<u>102,500</u>	TOTAL APPROPRIATIONS	<u>102,500</u>

**SPECIAL REVENUE FUND
GM TOWER PROJECTS (238)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2008 Approved Budget
REVENUE ANALYSIS SUMMARY								
State Grants	0	0	0	0	0	0	0	0
Interest and Rents	12,673	20,926	0	24,608	5,000	5,000	17,187	5,000
Other Revenue	0	0	0	0	46,250	46,250	34,063	97,500
TOTAL RESOURCES	12,673	20,926	0	24,608	51,250	51,250	51,250	102,500

EXPENDITURE ANALYSIS SUMMARY

6595 GM TOWER PROJECTS

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	1,688	77,441	0	0	51,250	51,250	51,250	102,500
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	1,688	77,441	0	0	51,250	51,250	51,250	102,500

TOTAL GM TOWER PROJECTS

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	1,688	77,441	0	0	51,250	51,250	51,250	102,500
Capital Outlay	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	1,688	77,441	0	0	51,250	51,250	51,250	102,500

**SPECIAL REVENUE FUND
BOAT LAUNCH OPERATIONS (239)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	29,400	BOAT LAUNCH OPERATION	38,350
OTHER REVENUES	8,950		
TOTAL RESOURCES	<u>38,350</u>	TOTAL APPROPRIATIONS	<u>38,350</u>

**SPECIAL REVENUE FUND
BOAT LAUNCH OPERATIONS (239)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	19,274	26,639	18,000	23,132	27,000	27,000	12,637	29,400
Other Revenue	0	0	8,602	0	8,950	8,950	8,950	8,950
TOTAL RESOURCES	19,274	26,639	26,602	23,132	35,950	35,950	21,587	38,350

EXPENDITURE ANALYSIS SUMMARY								
<u>7546 BOAT LAUNCH OPERATION</u>								
Personnel Services	303	0	0	156	0	0	0	0
Operating Expenses	24,366	24,170	26,602	24,780	30,950	30,950	20,122	30,350
Capital Outlay	0	1,118	0	0	5,000	5,000	0	8,000
TOTALS	24,669	25,288	26,602	24,936	35,950	35,950	20,122	38,350
TOTAL BOAT LAUNCH OPERATION								
Personnel Services	303	0	0	156	0	0	0	0
Operating Expenses	24,366	24,170	26,602	24,780	30,950	30,950	20,122	30,350
Capital Outlay	0	1,118	0	0	5,000	5,000	0	8,000
TOTAL EXPENDITURES	24,669	25,288	26,602	24,936	35,950	35,950	20,122	38,350

**SPECIAL REVENUE FUND
TIFA AND LDFA
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMERCE CENTER	28,636	COMMERCE CENTER	28,636
DOWNTOWN DEVELOP AUTH.	70,218	DOWNTOWN DEVELOP AUTH.	70,218
ECONOMIC DEVELOPMENT	345,000	ECONOMIC DEVELOPMENT	345,000
BROWNFIELD AUTHORITY	36,135	BROWNFIELD AUTHORITY	36,135
BAKER PERKINS LDFA	17,040	BAKER PERKINS LDFA	17,040
SILS ISLAND DDA	2,939	SILS ISLAND DDA	2,939
SAGINAW TOOL & DIE LDFA	28,750	SAGINAW TOOL & DIE LDFA	28,750
SEXTON LDFA	21,952	SEXTON LDFA	21,952
THOMSON LDFA	142,218	THOMSON LDFA	142,218
TREASURE ISLAND LDFA	6,424	TREASURE ISLAND LDFA	6,424
TOTAL RESOURCES	<u>699,312</u>	TOTAL APPROPRIATIONS	<u>699,312</u>

**SPECIAL REVENUE FUND
TIFA AND LDFA
COMMERCE CENTER DDA (242)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	27,113	29,193	29,229	29,401	28,583	28,583	29,281	28,636
Other Revenue	0	0	0	0	1,417	1,417	1,417	0
TOTAL RESOURCES	27,113	29,193	29,229	29,401	30,000	30,000	30,698	28,636

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	22,400	3,072	29,229	6,077	30,000	30,000	28,281	28,636
TOTALS	22,400	3,072	29,229	6,077	30,000	30,000	28,281	28,636

TOTAL COMMERCE CENTER DDA

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	22,400	3,072	29,229	6,077	30,000	30,000	28,281	28,636
TOTAL EXPENDITURES	22,400	3,072	29,229	6,077	30,000	30,000	28,281	28,636

**SPECIAL REVENUE FUND
TIFA AND LDFA
DOWNTOWN DEVELOPMENT AUTHORITY (243)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Propety Taxes	14,788	10,684	16,490	15,481	15,759	15,759	16,305	17,718
Interest and Rents	4,536	3,922	7,000	2,457	2,500	2,500	1,716	2,500
Sale of Real Property	81,250	122,348	0	1,500	50,000	50,000	0	50,000
Other Revenues	11,695	0	75,000	0	0	0	0	0
Transfers from Other Funds	0	0	0	0	90,000	90,000	90,000	0
TOTAL RESOURCES	112,269	136,954	98,490	19,438	158,259	158,259	108,020	70,218

EXPENDITURE ANALYSIS SUMMARY								
<u>1775 COMPONENT UNIT</u>								
Personnel Services	0	0	0	65	0	0	11	0
Operating Expenses	82,884	34,773	0	8,440	90,050	90,050	1,432	70,218
Capital Outlay	0	0	75,000	33,182	0	0	0	0
Miscellaneous	3,911	25,355	23,490	26,179	0	0	0	0
TOTALS	86,795	60,128	98,490	67,866	90,050	90,050	1,443	70,218
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	22,400	3,072	29,229	0	68,209	68,209	68,209	0
TOTALS	22,400	3,072	29,229	0	68,209	68,209	68,209	0
TOTAL DOWNTOWN DEVELOPMENT AUTHORITY								
Personnel Services	0	0	0	65	0	0	11	0
Operating Expenses	82,884	34,773	0	8,440	90,050	90,050	1,432	70,218
Capital Outlay	0	0	75,000	33,182	0	0	0	0
Miscellaneous	26,311	28,427	52,719	26,179	68,209	68,209	68,209	0
TOTAL EXPENDITURES	109,195	63,200	127,719	67,866	158,259	158,259	69,652	70,218

**SPECIAL REVENUE FUND
TIFA AND LDFA
ECONOMIC DEVELOPMENT (244)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
State Grants	300,274	99,703	260,000	97,264	145,000	145,000	25,387	145,000
Federal Grants	0	0	400,000	104,226	200,000	200,000	61,568	200,000
Charge for Services	0	0	0	0	0	0	0	0
Interest and Revenue	0	0	0	0	0	0	0	0
Other Revenues	0	2,500	0	0	0	0	0	0
Transfers from Other Funds	110,390	0	0	0	0	0	0	0
TOTAL RESOURCES	410,664	102,203	660,000	201,490	345,000	345,000	86,954	345,000

EXPENDITURE ANALYSIS SUMMARY								
<u>6064 ECONOMIC DEVELOPMENT</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	311,721	129,417	660,000	227,432	345,000	345,000	164,102	345,000
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	100,000	50,339	0	18,082	0	0	0	0
TOTALS	411,721	179,756	660,000	245,514	345,000	345,000	164,102	345,000
TOTAL ECONOMIC DEVELOPMENT								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	311,721	129,417	660,000	227,432	345,000	345,000	164,102	345,000
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	100,000	50,339	0	18,082	0	0	0	0
TOTAL EXPENDITURES	411,721	179,756	660,000	245,514	345,000	345,000	164,102	345,000

**SPECIAL REVENUE FUND
TIFA AND LDFA
BROWNFIELD AUTHORITY SRRF (245)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	17,543	27,948	29,455	32,698	29,054	29,054	39,611	36,135
Federal Grants	11,319	68,061	0	676	0	0	0	0
Interest and Rents	0	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	401	401	5,356	0
Transfers from Other Funds	12,128	0	0	0	0	0	0	0
TOTAL RESOURCES	40,990	96,009	29,455	33,374	29,455	29,455	44,967	36,135

EXPENDITURE ANALYSIS SUMMARY								
<u>1775 COMPONENT UNIT</u>								
Operating Expenses	23,448	68,061	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	5,013	0	29,455	9,014	29,455	29,455	34,410	36,135
TOTALS	28,461	68,061	29,455	9,014	29,455	29,455	34,410	36,135
TOTAL BROWNFIELD AUTHORITY SRRF								
Operating Expenses	23,448	68,061	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	5,013	0	29,455	9,014	29,455	29,455	34,410	36,135
TOTAL EXPENDITURES	28,461	68,061	29,455	9,014	29,455	29,455	34,410	36,135

**SPECIAL REVENUE FUND
TIFA AND LDFA
BAKER PERKINS LDFA (250)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	33,779	48,784	37,952	49,106	23,868	23,868	31,624	17,040
Interest and Rents	0	0	0	0	0	0	0	0
TOTAL RESOURCES	33,779	48,784	37,952	49,106	23,868	23,868	31,624	17,040

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	3,270	0	908	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	447,406	37,952	0	23,868	23,868	702	17,040
TOTALS	0	450,676	37,952	908	23,868	23,868	702	17,040

TOTAL BAKER PERKINS LDFA

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	3,270	0	908	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	447,406	37,952	0	23,868	23,868	702	17,040
TOTAL EXPENDITURES	0	450,676	37,952	908	23,868	23,868	702	17,040

**SPECIAL REVENUE FUND
TIFA AND LDFA
SILS ISLAND DDA (251)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	2,349	2,844	3,078	3,381	2,940	2,940	3,414	2,939
Interest and Rents	0	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	138	138	138	0
TOTAL RESOURCES	2,349	2,844	3,078	3,381	3,078	3,078	3,552	2,939

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	3,078	0	3,078	3,078	0	2,939
TOTALS	0	0	3,078	0	3,078	3,078	0	2,939

TOTAL SILS ISLAND DDA

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	3,078	0	3,078	3,078	0	2,939
TOTAL EXPENDITURES	0	0	3,078	0	3,078	3,078	0	2,939

**SPECIAL REVENUE FUND
TIFA AND LDFA
SAGINAW TOOL & DIE LDFA (255)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Approved Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	43,653	26,834	32,061	52,199	28,659	28,659	49,680	28,750
Other Revenues	0	0	0	0	3,402	3,402	3,402	0
TOTAL RESOURCES	43,653	26,834	32,061	52,199	32,061	32,061	53,082	28,750

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	67,890	0	32,061	22,071	32,061	32,061	4,144	28,750
TOTALS	67,890	0	32,061	22,071	32,061	32,061	4,144	28,750

TOTAL SAGINAW TOOL & DIE LDFA

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	67,890	0	32,061	22,071	32,061	32,061	4,144	28,750
TOTAL EXPENDITURES	67,890	0	32,061	22,071	32,061	32,061	4,144	28,750

**SPECIAL REVENUE FUND
TIFA AND LDFA
SEXTON LDFA (256)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	24,382	28,979	23,548	32,906	22,262	22,262	32,376	21,952
Other Revenues	0	0	0	0	1,286	1,286	1,286	0
TOTAL RESOURCES	24,382	28,979	23,548	32,906	23,548	23,548	33,662	21,952

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	23,548	0	23,548	23,548	0	21,952
TOTALS	0	0	23,548	0	23,548	23,548	0	21,952

TOTAL SEXTON LDFA

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	23,548	0	23,548	23,548	0	21,952
TOTAL EXPENDITURES	0	0	23,548	0	23,548	23,548	0	21,952

**SPECIAL REVENUE FUND
TIFA AND LDFA
THOMSON LDFA (257)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	141,707	141,719	156,988	167,526	140,374	140,374	150,212	127,218
Interest and Rents	34,971	33,659	20,000	11,764	15,000	15,000	6,402	15,000
Other Revenues	0	0	0	0	21,614	21,614	21,614	0
TOTAL RESOURCES	176,678	175,378	176,988	179,290	176,988	176,988	178,228	142,218

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	176,988	0	176,988	176,988	0	142,218
TOTALS	0	0	176,988	0	176,988	176,988	0	142,218

TOTAL THOMSON LDFA

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	176,988	0	176,988	176,988	0	142,218
TOTAL EXPENDITURES	0	0	176,988	0	176,988	176,988	0	142,218

**SPECIAL REVENUE FUND
TIFA AND LDFA
TREASURE ISLAND LDFA (258)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Property Taxes	8,462	6,060	7,397	10,188	6,788	6,788	9,830	6,424
Other Revenues	0	0	0	0	609	609	609	0
TOTAL RESOURCES	8,462	6,060	7,397	10,188	7,397	7,397	10,439	6,424

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	7,397	0	7,397	7,397	0	6,424
TOTALS	0	0	7,397	0	7,397	7,397	0	6,424

TOTAL TREASURE ISLAND LDFA

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	7,397	0	7,397	7,397	0	6,424
TOTAL EXPENDITURES	0	0	7,397	0	7,397	7,397	0	6,424

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMUNITY POLICING FUND	315,299	COMMUNITY POLICING FUND	315,299
POLICE TRAINING FUND	21,000	POLICE TRAINING FUND	21,000
DRUG FORFEITURE FUND	59,471	DRUG FORFEITURE FUND	59,471
YOUTH INITIATIVE FUND	218,216	YOUTH INITIATIVE FUND	218,216
AUTO THEFT PREVENTION	164,796	AUTO THEFT PREVENTION	164,796
TOTAL RESOURCES	<u><u>778,782</u></u>	TOTAL APPROPRIATIONS	<u><u>778,782</u></u>

**POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
POLICE GRANT FUNDS							
Community Policing	2.00	4.00	3.00	3.00	3.00	3.00	3.00
Drug Forfeiture	2.00	0.00	1.00	1.00	1.00	1.00	0.00
Youth Initiative	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	6.00	6.00	7.00	7.00	7.00	7.00	6.00

The 2008/2009 Approved Budget decreased by 1 Police Officer in the Drug Forfeiture Fund. In the 2008 budget, the personnel complement remained the same as in 2007.

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
COMMUNITY POLICING (260)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Interest and Rents	317	22	250	22	0	0	21	0
Other Revenues	0	0	0	0	0	0	0	0
Transfers from Other Funds	257,524	269,151	323,262	298,000	323,262	323,262	250,262	315,299
TOTAL RESOURCES	257,840	269,174	323,512	298,022	323,262	323,262	250,283	315,299

EXPENDITURE ANALYSIS SUMMARY								
<u>3320 COMMUNITY POLICING</u>								
Personnel Services	257,753	265,495	317,188	296,220	292,209	292,209	292,107	304,073
Operating Expenses	87	4,519	6,324	10,122	28,051	28,051	11,725	11,226
Capital Outlay	0	0	0	6,438	0	0	700	0
TOTALS	257,840	270,014	323,512	312,780	320,260	320,260	304,532	315,299
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	3,002	3,002	3,002	0
TOTALS	0	0	0	0	3,002	3,002	3,002	0
TOTAL COMMUNITY POLICING								
Personnel Services	257,753	265,495	317,188	296,220	292,209	292,209	292,107	304,073
Operating Expenses	87	4,519	6,324	10,122	28,051	28,051	11,725	11,226
Capital Outlay	0	0	0	6,438	0	0	700	0
Miscellaneous	0	0	0	0	3,002	3,002	3,002	0
TOTAL EXPENDITURES	257,840	270,014	323,512	312,780	323,262	323,262	307,534	315,299

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 2008/2009 OBJECTIVES

Objectives:

- To initiate a tracking and reporting mechanism to better report those community policing related services performed by our CPO's for reporting to citizens and the CDBG oversight.
- To increase citizen participation within the CPO districts.

Performance Measures:

- Percent increase in citizen participation within the CPO districts as measured by
 - ✓ Attendance at neighborhood watch meetings.
 - ✓ Formation of new neighborhood watch groups
 - ✓ Participation in neighborhood initiatives within the district i.e. block parties, cleanups, etc.
 - ✓ Citizens taking part in citywide initiatives.
- Target = 10%

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

260-3320 Community Policing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	145,497	Police Officer	3.00	145,497
Overtime	5,300			
Fringe Benefits	153,276	Total Personnel	3.00	145,497
TOTAL	304,073			
		Overtime		5,300
OPERATING EXPENSES				
		FICA		2,300
Supplies	288	Healthcare Benefits - Active		58,831
Internal Services	9,030	Healthcare Benefits - Retirees		0
Other Services	1,908	Pension - Sworn		92,145
TOTAL	11,226	Total Fringe Benefits		153,276
		TOTAL	3.00	304,073
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	315,299			

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
POLICE TRAINING (261)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
State Grants	45,363	23,319	24,000	22,075	21,000	21,000	22,155	21,000
Interest and Rents	0	0	0	0	0	0	0	0
Other Revenues	0	0	0	40	0	0	0	0
TOTAL RESOURCES	45,363	23,319	24,000	22,115	21,000	21,000	22,155	21,000

EXPENDITURE ANALYSIS SUMMARY								
<u>3323 POLICE TRAINING</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	46,363	36,161	24,000	21,199	21,000	21,000	21,346	21,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	46,363	36,161	24,000	21,199	21,000	21,000	21,346	21,000
TOTAL POLICE TRAINING								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	46,363	36,161	24,000	21,199	21,000	21,000	21,346	21,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	46,363	36,161	24,000	21,199	21,000	21,000	21,346	21,000

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 2007/2008 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 2008/2009 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 2008/2009 OBJECTIVES

Objectives:

- To reduce the number of officer-at-fault accidents through pursuit driving training provided those as most in need.
- To increase the number of certified field training officers by 25% to facilitate training of new hires.
- To arrange for at least one high level executive to attend an advanced management training course i.e. FBI academy, Police Staff and Command, Law Enforcement Leadership Institute (LELI) so as to provide for a stronger based and proper management for the department.

Performance Measures:

- Number of officer-at-fault accidents
 - Target = 0
- Percent of officers provided with driving training who were identified as most in need
 - Target = 95%
- Percent increase of certified field training officers from 2007/2008
 - Target = 25%

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

261-3323 Police Training

Allocation Plan	Position Control	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES	JOB CLASSIFICATION		
Salaries		0	
Overtime		0	
Fringe Benefits		0	
	Total Personnel	0.00	0
TOTAL		0	
	Overtime		0
OPERATING EXPENSES			
	FICA		0
Supplies	2,000	Healthcare Benefits - Active	0
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services	19,000	Pension - Sworn	0
	TOTAL	Total Fringe Benefits	0
		21,000	
	TOTAL	0.00	0
CAPITAL OUTLAY			
		0	
TOTAL		0	
TOTAL APPROPRIATION		21,000	

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
DRUG FORFEITURE FUND (264)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Federal Grants	0	7,754	0	7,634	0	0	4,989	0
Charge for Services	0	0	0	0	0	0	0	0
Fines and Forfeitures	31,443	27,542	54,471	26,807	54,471	54,471	22,674	54,471
Interest and Rents	3,264	9,829	4,000	16,813	5,000	5,000	5,412	5,000
Other Revenues	0	2,128	194,597	958	80,678	80,678	80,678	0
Transfers from Other Funds	30,279	0	0	11,363	0	0	7,612	0
TOTAL RESOURCES	64,986	47,252	253,068	63,575	140,149	140,149	121,364	59,471

EXPENDITURE ANALYSIS SUMMARY

3040 DRUG FORFEITURE

Personnel Services	0	164,376	209,428	104,119	92,009	92,009	0	0
Operating Expenses	30,705	27,075	43,640	34,410	48,140	48,140	38,129	48,140
Capital Outlay	3,030	0	0	17,764	0	0	0	0
TOTALS	33,735	191,451	253,068	156,293	140,149	140,149	38,129	48,140

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	11,331
TOTALS	0	0	0	0	0	0	0	11,331

TOTAL DRUG FORFEITURE

Personnel Services	0	164,376	209,428	104,119	92,009	92,009	0	0
Operating Expenses	30,705	27,075	43,640	34,410	48,140	48,140	38,129	48,140
Capital Outlay	3,030	0	0	17,764	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	11,331
TOTAL EXPENDITURES	33,735	191,451	253,068	156,294	140,149	140,149	38,129	59,471

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 2008/2009 OBJECTIVES

- To provide funds from drug-related forfeitures to be used by the Police Department to continue investigation of drug-related activities.
- To work with Fiscal Services to establish a complete accounting and appropriate tracking system for both State and Federal Forfeiture funds.
- To increase research needed, and develop a use for available forfeiture funds that best advantages the department.
 - ✓ In car digital video systems
 - ✓ Acquisition of surveillance equipment
 - ✓ Drug resistance education program for at risk youths.

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

264-3040 Drug Forfeiture Fund

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0	Police Officer		
Overtime	0			
Fringe Benefits	0	Total Personnel	0.00	0
TOTAL	0			
		Overtime		0
OPERATING EXPENSES				
		FICA		0
Supplies	4,000	Healthcare Benefits - Active		0
Internal Services	2,520	Healthcare Benefits - Retirees		0
Other Services	41,620	Pension - Sworn		0
TOTAL	48,140	Total Fringe Benefits		0
		TOTAL	0.00	0
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	48,140			

**SPECIAL REVENUE FUNDS
PUBLIC SAFETY GRANTS
YOUTH INITIATIVE FUND (265)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Federal Grants	(390)	0	0	0	0	0	0	0
Other Revenues	72,840	62,132	65,000	154,117	260,000	260,000	216,750	212,650
Transfers from Other Funds	20,206	48,417	140,677	0	65,000	65,000	59,096	5,566
TOTAL RESOURCES	92,656	110,549	205,677	154,117	325,000	325,000	275,846	218,216

EXPENDITURE ANALYSIS SUMMARY

3325 YOUTH INITIATIVE

Personnel Services	81,836	92,295	184,415	188,317	179,160	179,160	200,049	189,783
Operating Expenses	10,820	18,246	21,262	25,502	8,902	28,433	28,208	28,433
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	92,656	110,541	205,677	213,819	188,062	207,593	228,257	218,216

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	136,938	136,938	0	0
TOTALS	0	0	0	0	136,938	136,938	0	0

TOTAL YOUTH INITIATIVE FUND

Personnel Services	81,836	92,295	184,415	188,317	179,160	179,160	200,049	189,783
Operating Expenses	10,820	18,246	21,262	25,502	8,902	28,433	28,208	28,433
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	136,938	136,938	0	0
TOTAL EXPENDITURES	92,656	110,541	205,677	213,819	325,000	344,531	228,257	218,216

FUND: 265 – Youth Initiative Grant Fund

DEPARTMENT: Police

ACTIVITY: 3325 – Youth Initiative

STRATEGIC NARRATIVE

This project is a managed care, multi-cultural, multi-ethnic team approach to prevention/treatment of an adolescent/family substance abuse program that will enhance self-awareness, self-concept/esteem and reduce substance usage. The program success will be achieved through the implementation of a referral system allowing youths to enter the program through screening from the Community Police Officers and a variety of community services. The grant is provided through the Michigan Department of Community Health.

FY 2008/2009 OBJECTIVES

Objectives:

- To provide man-hours to increase FYI programs by at least one MSP leadership academy this fiscal year.
- To track, record and increase by 10% the number of follow-up home and school visits with at risk juveniles registered in the FYI program.
- To track and assign 100% missing juvenile and/or runaways for aggressive investigation, intervention and case closure.

Performance Measures:

- Number of new MSP leadership academies started in the 2008/2009 fiscal year
 - Target = 1
- Percent increase of the number of follow-up home and school visits with at risk juveniles registered with the FYI program.
 - Target = 10%
- Percent of missing juveniles and/or runaways tracked and assigned for aggressive investigation, intervention, and case closure
 - Target 100%

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

265-3325 Youth Initiative

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2008/ 2009 BUDGET
			ALLOCATION
Salaries	97,238	Police Officer	2.00
Overtime	3,200		
Fringe Benefits	89,345	Total Personnel	2.00
TOTAL	189,783		
		Overtime	3,200
OPERATING EXPENSES			
Supplies	0	FICA	1,514
Internal Services	1,260	Healthcare Benefits - Active	26,401
Other Services	27,173	Healthcare Benefits - Retirees	0
		Pension - Sworn	61,430
TOTAL	28,433	Total Fringe Benefits	89,345
		TOTAL	2.00
CAPITAL OUTLAY	0		189,783
TOTAL	0		
TOTAL APPROPRIATION	218,216		

**SPECIAL REVENUE FUNDS
PUBLIC SAFETY GRANTS
AUTO THEFT PREVENTION (289)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
State Grants	104,758	73,632	125,000	50,439	84,121	84,121	49,324	72,175
Local Grants	8,754	0	0	0	28,040	28,040	2,437	18,044
Other Revenues	1,213	5,243	0	3,322	0	0	0	0
Transfers from Other Funds	25,982	34,234	95,878	0	95,878	95,878	95,878	74,577
TOTAL RESOURCES	140,707	113,109	220,878	53,761	208,039	208,039	147,639	164,796

EXPENDITURE ANALYSIS SUMMARY

3322 AUTO THEFT PREVENTION

Personnel Services	87,358	96,648	103,629	106,751	97,643	97,643	85,877	104,586
Operating Expenses	53,768	14,825	117,249	13,549	105,924	100,924	15,135	60,210
Capital Outlay	0	1,727	0	0	0	5,000	2,905	0
TOTALS	141,126	113,200	220,878	120,300	203,567	203,567	103,917	164,796

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	4,472	4,472	4,472	0
TOTALS	0	0	0	0	4,472	4,472	4,472	0

9660 TRANSFER OUT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	20,763	20,763	0
TOTALS	0	0	0	0	0	20,763	20,763	0

TOTAL AUTO THEFT PREVENTION FUND

Personnel Services	87,358	96,648	103,629	106,751	97,643	97,643	85,877	104,586
Operating Expenses	53,768	14,825	117,249	13,549	105,924	100,924	15,135	60,210
Capital Outlay	0	1,727	0	0	0	5,000	2,905	0
Miscellaneous	0	0	0	0	4,472	25,235	25,235	0
TOTAL EXPENDITURES	141,126	113,200	220,878	120,300	208,039	228,802	129,152	164,796

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 comprised of investigators from three agencies and one clerical support person that process and investigate 90% of all auto theft related criminal complaints in Saginaw County. Some of the more common SCATT investigations include car jacking, larceny, embezzlement, fraud, chop shops and false police reports.

FY 2008/2009 OBJECTIVES

Objectives:

- To increase by 5 to 10% arrests on high point motor vehicle theft related crimes.
- To develop and implement a system of using crime analysis information and information sharing with uniform patrol to track UDAA patterns and suspects to recover more in stolen vehicles/parts equipment value than the ATPA's total approved project budget.
- To achieve an overall conviction rate of 70%.

Performance Measures:

- Percent increase of high point motor vehicle theft related crimes.
 - ✓ Target = 10%
- Rate of conviction.
 - ✓ Target = 70%
- Number of reported auto thefts per 1,000 (population).

**SPECIAL REVENUE FUND
PUBLIC SAFETY GRANTS
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

289-3322 Auto Theft Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	48,979	Police Officer	1.00	48,979
Overtime	3,800			
Fringe Benefits	51,807	Total Personnel	1.00	48,979
	TOTAL			104,586
		Overtime		3,800
OPERATING EXPENSES				
		FICA		814
Supplies	1,750	Healthcare Benefits - Active		20,278
Internal Services	4,160	Healthcare Benefits - Retirees		0
Other Services	54,300	Pension - Sworn		30,715
	TOTAL	Total Fringe Benefits		51,807
		TOTAL	1.00	104,586
CAPITAL OUTLAY	0			
	TOTAL			0
TOTAL APPROPRIATION	164,796			

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	2,418,372	CDBG ADMINISTRATION	541,345
INTEREST	500	SPECIAL PROJECTS	490,816
TRANSFERS IN	75,430	ECONOMIC DEVELOPMENT	516,992
		ECONOMIC DEVELOPMENT	397,828
		SAGINAW ECON. DEV. CORP	147,018
		CODE COMPLIANCE	176,118
		SUBGRANTEES	107,525
		MCKINNEY HOMELESS	110,620
		TRANSFERS	6,040
TOTAL RESOURCES	<u>2,494,302</u>	TOTAL APPROPRIATIONS	<u>2,494,302</u>

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
REVENUE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
Community Development Block Grant (CDBG)								
Federal Grants	2,835,400	3,050,146	2,841,677	3,709,736	2,544,442	2,544,442	2,538,065	2,418,372
Charge for Services	2,167	0	0	0	0	0	0	0
Interest and Rents	417	419	500	420	500	500	389	500
Other Revenues	24,431	24,113	82,774	27,888	0	0	610	0
Transfers from Other Funds	0	0	355,000	0	100,000	100,000	100,000	75,430
TOTAL RESOURCES	2,862,414	3,074,678	3,279,951	3,738,043	2,644,942	2,644,942	2,639,064	2,494,302

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT								
<u>6510 CDBG ADMINISTRATION</u>								
Personnel Services	324,604	440,160	432,881	438,096	441,185	441,185	442,089	457,432
Operating Expenses	114,789	81,877	138,224	69,755	132,092	132,092	65,002	83,913
Capital Outlay	0	658	2,000	848	1,200	1,200	130	0
Miscellaneous	25,000	18,438	15,000	0	6,837	6,837	6,052	0
TOTALS	464,393	541,133	588,105	508,700	581,314	581,314	513,273	541,345
<u>6511 SPECIAL PROJECTS</u>								
Personnel Services	663	70,400	78,618	76,316	75,394	75,394	77,403	85,000
Operating Expenses	165,052	695,026	510,295	720,850	444,513	444,513	421,200	363,741
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	83,633	59,858	45,000	22,203	45,000	45,000	44,681	42,075
TOTALS	249,348	825,284	633,913	819,369	564,907	564,907	543,283	490,816
<u>6512 ECONOMIC DEVELOPMENT</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	15,156	0	0	18	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	559,961	553,080	586,090	529,651	510,135	510,135	514,374	516,992
TOTALS	575,117	553,080	586,090	529,670	510,135	510,135	514,374	516,992
<u>6513 - ECONOMIC DEVELOPMENT</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	493,380	466,163	448,214	414,331	350,844	350,844	351,107	397,828
TOTALS	493,380	466,163	448,214	414,331	350,844	350,844	351,107	397,828
<u>6520 SAGINAW ECONOMIC DEVELOPMENT CORP</u>								
Personnel Services	106,935	62,247	100,229	91,251	93,277	93,277	84,037	109,452
Operating Expenses	10,923	17,171	64,771	24,293	38,649	38,649	34,358	36,366
Capital Outlay	0	0	0	0	1,200	1,200	150	1,200
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	117,858	79,418	165,000	115,543	133,126	133,126	118,545	147,018

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT								
<u>6572 CODE COMPLIANCE</u>								
Personnel Services	130,719	163,434	175,070	179,233	173,152	173,152	176,316	159,998
Operating Expenses	457,638	19,772	14,638	13,124	21,538	21,538	13,257	16,120
Capital Outlay	0	0	0	0	500	500	207	0
TOTALS	588,357	183,206	189,708	192,357	195,190	195,190	189,780	176,118
<u>6574 SUBGRANTEES</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	251,097	311,855	323,750	274,570	180,000	180,000	469,431	107,525
TOTALS	251,097	311,855	323,750	274,570	180,000	180,000	469,431	107,525
<u>6585 MCKINNEY HOMELESS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	118,673	110,690	109,836	95,481	110,323	110,323	95,743	110,620
TOTALS	118,673	110,690	109,836	95,481	110,323	110,323	95,743	110,620
<u>9660 OPERATING TRANSFERS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	3,855	3,855	5,140	5,140	19,103	19,103	19,103	6,040
TOTALS	3,855	3,855	5,140	5,140	19,103	19,103	19,103	6,040
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT								
Personnel Services	562,921	736,241	786,798	784,896	783,008	783,008	779,845	811,882
Operating Expenses	763,558	813,846	727,928	828,040	636,792	636,792	533,817	500,140
Capital Outlay	0	658	2,000	848	2,900	2,900	487	1,200
Miscellaneous	1,535,599	1,523,939	1,533,030	1,341,378	1,222,242	1,222,242	1,500,491	1,181,080
TOTAL EXPENDITURES	2,862,078	3,074,684	3,049,756	2,955,162	2,644,942	2,644,942	2,814,640	2,494,302

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 subgrantee management, subgrantee payment request processing, annual subgrantee monitoring, program accounting, and Federal and City audits. Efforts also include strategic development of a comprehensive neighborhood revitalization strategy.

FY 2008/2009 OBJECTIVES

Objective 1:

- Goal Organizational Development
- Improve sub grantee oversight and accountability.

Performance Measure 1:

- Percent of sub grantee accounts with completed financial and programmatic monitoring.

Objective 2:

- Goal Neighborhood Revitalization
- Increase awareness of continuing neighborhood revitalization efforts.

Performance Measure 2:

- Percent of CDBG funding applicants that address neighborhood revitalization in applications for future funding.

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

275-6510 CDBG Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	203,622	Director of Development	0.60	47,831
Overtime	0	Accountant/SEDC Coordin.	0.80	43,833
Fringe Benefits	253,810	Block Grant Manager	0.88	53,425
		Block Grant Specialist	0.50	24,159
		Office Assistant	1.00	30,774
		Intern	3.00	3,600
TOTAL	457,432			
OPERATING EXPENSES		Total Personnel	6.78	203,622
Supplies	2,650			
Internal Services	22,289	Overtime		0
Other Services	58,974			
TOTAL	83,913	FICA		16,253
		Healthcare Benefits - Active		43,780
		Healthcare Benefits - Retirees		108,115
CAPITAL OUTLAY	0	Pension		85,662
TOTAL	0	Total Fringe Benefits		253,810
		TOTAL	6.78	457,432
TOTAL APPROPRIATION	541,345			

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

275-6511 Special Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	44,109	Dangerous Building Inspector	1.00	42,909
Overtime	0	Intern	1.00	1,200
Fringe Benefits	40,891			
		Total Personnel	2.00	44,109
TOTAL	85,000			
		Overtime		0
OPERATING EXPENSES				
Supplies	0	FICA		3,375
Internal Services	5,272	Healthcare Benefits - Active		15,805
Other Services	358,469	Healthcare Benefits - Retirees		0
		Pension		21,711
TOTAL	363,741	Total Fringe Benefits		40,891
MISCELLANEOUS	42,075	TOTAL	2.00	85,000
TOTAL	42,075			
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	490,816			

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

275-6512 Economic Development

	Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0			
Fringe Benefits	0			
	<u>0</u>	Total Personnel	0.00	<u>0</u>
TOTAL	0			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		0
Internal Services	0	Healthcare Benefits - Active		0
Other Services	0	Healthcare Benefits - Retirees		0
	<u>0</u>	Pension		0
TOTAL	0	Total Fringe Benefits		<u>0</u>
MISCELLANEOUS	516,992	TOTAL	<u>0.00</u>	<u>0</u>
TOTAL	<u>516,992</u>			
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>516,992</u></u>			

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

275-6513 Economic Development

Allocation Plan	Position Control		
PERSONNEL SERVICES	JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
Salaries	0		
Overtime	0		
Fringe Benefits	0		
TOTAL	0	0.00	0
	Overtime		0
OPERATING EXPENSES			
Supplies	0	FICA	0
Internal Services	0	Healthcare Benefits - Active	0
Other Services	0	Healthcare Benefits - Retirees	0
TOTAL	0	Pension	0
		Total Fringe Benefits	0
MISCELLANEOUS	397,828	TOTAL	0
TOTAL	397,828	0.00	0
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	397,828		

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.

FY 2008/2009 OBJECTIVES

Objective 1:

Goal Business/Economic Development

- Increase performance of SEDC Loan Portfolio

Performance Measure 1:

- Number of new loans in fiscal year 2009
 - ✓ Target = 4 new loans

Performance Measure 2:

- Delinquency rate of loan payments in fiscal year 2009
 - ✓ Target = Reduce delinquency by 10%

Objective 2:

Goal Organization Development

- Increase Board Membership

Performance Measure 1:

- Number of new board members in fiscal year 1009
 - ✓ Target = 5

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

275-6520 Saginaw Economic Development Corp.

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	56,038	Director of Development	0.15	11,958
Overtime	0	Accountant/SEDC Coordin.	0.20	10,958
Fringe Benefits	53,414	Administrative Professional	1.00	33,122
TOTAL	109,452	Total Personnel	1.35	56,038
OPERATING EXPENSES				
		Overtime		0
Supplies	2,000			
Internal Services	9,416	FICA		4,360
Other Services	24,950	Healthcare Benefits - Active		19,260
		Healthcare Benefits - Retirees		0
TOTAL	36,366	Pension		29,794
		Total Fringe Benefits		53,414
MISCELLANEOUS	0			
TOTAL	0	TOTAL	1.35	109,452
CAPITAL OUTLAY	1,200			
TOTAL	1,200			
TOTAL APPROPRIATION	147,018			

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (275)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

275-6572 Code Compliance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	86,178	Residential Rehab. Specialist	2.00	86,178
Overtime	0			
Fringe Benefits	73,820	Total Personnel	2.00	86,178
TOTAL	159,998	Overtime		0
OPERATING EXPENSES				
Supplies	2,000	FICA		6,793
Internal Services	12,220	Healthcare Benefits - Active		23,606
Other Services	1,900	Healthcare Benefits - Retirees		0
		Pension		43,421
TOTAL	16,120	Total Fringe Benefits		73,820
		TOTAL	2.00	159,998
MISCELLANEOUS	0			
TOTAL	0			
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	176,118			

**SPECIAL REVENUE FUND
CDBG RESIDENTIAL LOANS (276)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	706,243	RESIDENTIAL LOANS	626,428
INTEREST	20,000	SINGLE FAMILY	300,000
OTHER REVENUES	173,806	TRANSFERS OUT	11,621
TRANSFERS IN	38,000		
TOTAL RESOURCES	<u>938,049</u>	TOTAL APPROPRIATIONS	<u>938,049</u>

**SPECIAL REVENUE FUND
CDBG RESIDENTIAL LOANS (276)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Projected	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Federal Grants	65,883	0	240,000	0	235,000	848,553	319,283	706,243
Interest and Rents	37,649	32,943	40,000	25,477	20,000	20,000	22,881	20,000
Other Revenues	19,555	98,162	240,000	142,149	179,978	179,978	244,379	173,806
Transfers from Other Funds	73,800	37,447	40,000	0	26,000	26,000	26,000	38,000
TOTAL RESOURCES	196,888	168,552	560,000	167,626	460,978	1,074,531	612,544	938,049

EXPENDITURE ANALYSIS SUMMARY

6540 RESIDENTIAL LOANS

Personnel Services	59,923	65,243	121,736	112,012	119,914	119,914	116,861	134,935
Operating Expenses	70,807	66,190	50,264	33,423	88,100	88,100	58,609	92,083
Capital Outlay	1,006	0	0	289	700	700	0	0
Miscellaneous	11,382	37,796	160,000	4,840	200,000	350,000	28,273	399,410
TOTALS	143,118	169,229	332,000	150,564	408,714	558,714	203,743	626,428

6550 SINGLE FAMILY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	300,000	22,346	0	46,553	358,657	300,000
TOTALS	0	0	300,000	22,346	0	46,553	358,657	300,000

9660 OPERATING TRANSFERS

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	53,769	(677)	228,000	0	52,264	52,264	0	11,621
TOTALS	53,769	(677)	228,000	0	52,264	52,264	0	11,621

TOTAL CDBG RESIDENTIAL LOANS

Personnel Services	59,923	65,243	121,736	112,012	119,914	119,914	116,861	134,935
Operating Expenses	70,807	66,190	50,264	33,423	88,100	88,100	58,609	92,083
Capital Outlay	1,006	0	0	289	700	700	0	0
Miscellaneous	65,151	37,119	688,000	27,186	252,264	448,817	386,930	711,031
TOTAL EXPENDITURES	196,887	168,552	860,000	172,910	460,978	657,531	562,400	938,049

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 2008/2009 OBJECTIVES

Objective 1:

Organizational Development

- Create tracking system for all rehab projects.

Performance Measures:

- Percent of rehab projects continuously reported and tracked systematically.
✓ Target = 100%
- Number of residential loans given for rehab projects in fiscal year 2009
✓ Target = 6

Objective 2:

City Revenue Structure

- Reduce Delinquent Accounts

Performance Measures:

- Percent reduction in delinquent accounts fiscal year 2009

Target	2008-2009	2009-2010	2010-2011
Reduce Delinquency	10%	20%	30%

- Percent of clients who received phone call within 30 days of first delinquent payment.
✓ Target = 90%

Objective 3:

Neighborhood Revitalization

- Increase awareness of continuing neighborhood revitalization efforts.

Performance Measures:

- Increase attendance at neighborhood meetings and events.
 - ✓ Target = attendance at 80% of events.

Objective 4:

Complete housing rehabilitation loan projects in the revitalization area..

Performance Measures:

- Number of completed housing rehabilitation projects in the revitalization area.

Target	2008-2009	2009-2010	2010-2011
Rehabilitation Loans	2	4	4

**SPECIAL REVENUE FUND
CDBG RESIDENTIAL LOANS (276)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

276-6540 Residential Loans

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	72,667	Block Grant Specialist	0.50	24,159
Overtime	0	Rehab. Application Specialist	1.20	48,508
Fringe Benefits	62,268			
		Total Personnel	1.70	72,667
TOTAL	134,935			
		Overtime		0
OPERATING EXPENSES				
Supplies	2,700	FICA		5,674
Internal Services	8,783	Healthcare Benefits - Active		19,684
Other Services	80,600	Healthcare Benefits - Retirees		0
		Pension		36,910
TOTAL	92,083	Total Fringe Benefits		62,268
MISCELLANEOUS	399,410	TOTAL	1.70	134,935
TOTAL	399,410			
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	626,428			

**SPECIAL REVENUE FUND
CDBG RENTAL LOANS (277)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	15,000	RENTAL LOANS	6,800
OTHER REVENUES	29,800	TRANSFERS OUT	38,000
TOTAL RESOURCES	<u>44,800</u>	TOTAL APPROPRIATIONS	<u>44,800</u>

**SPECIAL REVENUE FUND
CDBG RENTAL LOANS (277)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Interest and Rents	29,728	23,028	15,000	30,106	15,000	15,000	12,221	15,000
Other Revenues	50,635	33,254	25,000	17,294	25,000	25,000	21,454	29,800
TOTAL RESOURCES	80,364	56,282	40,000	47,399	40,000	40,000	33,675	44,800

EXPENDITURE ANALYSIS SUMMARY								
<u>6560 RENTAL LOANS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	517	2,852	0	3,968	4,000	4,000	1,945	6,800
Capital Outlay	0	0	11,562	11,562	0	0	0	0
Miscellaneous	6,047	15,983	0	0	10,000	10,000	0	0
TOTALS	6,564	18,835	11,562	15,530	14,000	14,000	1,945	6,800
<u>9660 OPERATING TRANSFERS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	73,800	37,447	28,438	0	26,000	26,000	26,000	38,000
TOTALS	73,800	37,447	28,438	0	26,000	26,000	26,000	38,000
TOTAL CDBG RENTAL LOANS								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	517	2,852	0	3,968	4,000	4,000	1,945	6,800
Capital Outlay	0	0	11,562	11,562	0	0	0	0
Miscellaneous	79,847	53,430	28,438	0	36,000	36,000	26,000	38,000
TOTAL EXPENDITURES	80,364	56,282	40,000	15,530	40,000	40,000	27,945	44,800

**SPECIAL REVENUE FUND
 CDBG BLOCK GRANT HOME PROGRAM (278)
 RESOURCE ALLOCATION
 2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	837,959	HOME PROGRAM	849,580
TRANSFERS IN	11,621		
TOTAL RESOURCES	849,580	TOTAL APPROPRIATIONS	849,580

**SPECIAL REVENUE FUND
CDBG BLOCK GRANT HOME PROGRAM (278)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Federal Grants	147,658	1,130,371	1,074,767	948,591	658,408	658,408	260,264	837,959
Other Revenues	46,890	0	0	0	7,586	7,586	7,586	0
Transfers In	53,769	(677)	0	0	2,264	2,264	2,264	11,621
TOTAL RESOURCES	248,316	1,129,694	1,074,767	948,591	668,258	668,258	270,114	849,580

EXPENDITURE ANALYSIS SUMMARY								
<u>6580 HOME PROGRAMS</u>								
Personnel Services	92,340	101,205	68,185	69,513	67,996	67,996	64,196	72,779
Operating Expenses	7,046	6,845	7,694	7,692	7,694	7,694	7,694	4,198
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	148,929	1,021,793	998,888	873,560	592,568	592,568	228,612	772,603
TOTALS	248,315	1,129,843	1,074,767	950,765	668,258	668,258	300,501	849,580
TOTAL BLOCK GRANT HOME PROGRAMS								
Personnel Services	92,340	101,205	68,185	69,513	67,996	67,996	64,196	72,779
Operating Expenses	7,046	6,845	7,694	7,692	7,694	7,694	7,694	4,198
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	148,929	1,021,793	998,888	873,560	592,568	592,568	228,612	772,603
TOTAL EXPENDITURES	248,315	1,129,843	1,074,767	950,766	668,258	668,258	300,501	849,580

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 current City of Saginaw CHDO sub recipient.

FY 2008/2009 OBJECTIVES

Objective:

City Revenue Structure

- Maximize investment of HOME funds in the City of Saginaw.

Performance Measures:

- Increase amount of available affordable housing.

Target	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>
Increase Grant Spending Level	90%	95%	100%

Target	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>
Rehabilitation Grants	10	12	15

**SPECIAL REVENUE FUND
CDBG BLOCK GRANT HOME PROGRAM (278)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

278-6580 Home Program

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	39,625	Block Grant Specialist	0.12	7,285
Overtime	0	Rehab. Application Specialist	0.80	32,340
Fringe Benefits	33,154			
		Total Personnel	0.92	39,625
TOTAL	<u>72,779</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		3,108
Internal Services	4,198	Healthcare Benefits - Active		10,073
Other Services	0	Healthcare Benefits - Retirees		0
		Pension		19,973
TOTAL	<u>4,198</u>			
		Total Fringe Benefits		<u>33,154</u>
MISCELLANEOUS	772,603	TOTAL	<u>0.92</u>	<u>72,779</u>
TOTAL	<u>772,603</u>			
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>849,580</u></u>			

**SPECIAL REVENUE FUND
SECTION 108 LOANS (281)
RESOURCE ALLOCATION
2008/2009 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)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Federal Grants	64,918	0	0	0	0	0	0	0
Interest and Rents	14,331	0	15,000	16,217	15,000	15,000	10,723	15,000
TOTAL RESOURCES	79,250	0	15,000	16,217	15,000	15,000	10,723	15,000

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

**SPECIAL REVENUE FUND
 SEDC REVOLVING LOAN (282)
 RESOURCE ALLOCATION
 2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,000	SEDC	200,000
INTEREST AND RENTS	49,000	TRANSFERS OUT	75,430
OTHER REVENUES	225,430		
TOTAL RESOURCES	<u>275,430</u>	TOTAL APPROPRIATIONS	<u>275,430</u>

**SPECIAL REVENUE FUND
SEDC REVOLVING LOAN (282)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	500	0	1,000	750	1,000	1,000	0	1,000
Interest and Rents	68,649	58,611	46,000	76,296	49,000	49,000	46,358	49,000
Other Revenues	158,721	296,419	155,000	202,517	150,000	150,000	114,656	225,430
TOTAL RESOURCES	227,870	355,030	202,000	279,562	200,000	200,000	161,013	275,430

EXPENDITURE ANALYSIS SUMMARY								
8570 SAGINAW ECONOMIC DEVELOPMENT CORPORATION								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	140,801	198,572	75,000	112,500	150,000	150,000	101,663	200,000
TOTALS	140,801	198,572	75,000	112,500	150,000	150,000	101,663	200,000
9660 OPERATING TRANSFERS								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	127,000	0	50,000	50,000	50,000	75,430
TOTALS	0	0	127,000	0	50,000	50,000	50,000	75,430
TOTAL SEDC REVOLVING LOANS								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	140,801	198,572	202,000	112,500	200,000	200,000	151,663	275,430
TOTAL EXPENDITURES	140,801	198,572	202,000	112,500	200,000	200,000	151,663	275,430

**SPECIAL REVENUE FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)							
CDBG - Administration	3.78	5.30	7.78	7.78	7.78	7.78	6.78
CDBG - Community Services	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Saginaw Economic Dev. Corp.	1.35	2.00	1.35	1.35	1.35	1.35	1.35
CDBG - Code Compliance	2.25	2.25	2.25	2.25	2.25	2.25	2.00
CDBG - Residential Loans	1.70	1.00	1.70	1.70	1.70	1.70	1.70
CDBG - Home Program	0.92	1.50	0.92	0.92	0.92	0.92	0.92
TOTAL POSITIONS	11.00	13.05	15.00	15.00	15.00	15.00	14.75

In the 2008/2009 Approved Budget, .25 of the Chief Inspector will be allocated to the General Fund Inspection's Division, an Intern will be allocated to the Special Project Division. The Residential Loan Fund and the Home Program Fund will remain the same in FY 2009. In the 2008 Budget, the personnel complement remained the same as in 2007.



DEBT SERVICE FUND

CITY OF SAGNAW

DEBT SERVICE

OVERVIEW:

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

The Saginaw-Midland Municipal Water Supply Corporation, 1998 Refunding Issue

On March 5, 1998, the corporation issued \$13,920,000 Water Supply Refunding Revenue Bonds (Limited Tax General Obligation), Series 1998. The bonds were issued under the provisions of Act 94, Public Act of Michigan, 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, and resolutions and ordinances of the Saginaw-Midland Municipal Water Supply Corporation for the purpose of refunding a portion of the Corporation's Water Supply System Revenue Bonds, Series 1992 and the Corporation's Water Supply System Refunding Revenue Bonds, Series 1992. The Bonds are payable solely from net revenues of the Saginaw Midland Water Supply System (the "System") and any addition is thereto, and a statutory first lien on said revenues has been established by the Resolutions.

Water Supply System Revenue Bond, Series 2000

On March 6, 2000, the corporation issued \$14,955,000 Water Supply System Revenue Refunding Bond, Series 2000. The bonds were issued under the provision Act 94, Public Acts of Michigan, 1933, as amended, for the purpose of defraying the cost of acquiring, constructing, and installing improvements to the Cities' Water Supply System and refunding certain of the Cities' outstanding Water Supply System Refunding Bonds. The Bonds are payable solely from net revenues of the System.

The Saginaw-Midland Municipal Water Supply Corporation, 2002 Refunding Issue

On September 1, 2002, the corporation issued \$11,180,000 Water Supply Refunding Revenue Bonds (Limited Tax General Obligation), Series 2002. The bonds were issued under the provisions of Act 94, Public Acts of Michigan, 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, Act 34, Public Acts of Michigan, 2001, as amended, and resolutions and ordinances of the Saginaw-Midland Municipal Water Supply Corporation for the purpose of refunding the Corporation's outstanding Water Supply System Revenue Bonds, Series 1993. The Bonds are payable solely from net revenues of the Saginaw Midland Water Supply System

The Saginaw-Midland Municipal Water Supply Corporation, 2006 Issue

On April 24, 2006, the corporation issued \$2,665,000 Water Supply System Revenue Bonds (Limited Tax General Obligation) Series 2006. The bonds were issued under the provisions of Act 94, Public Acts of Michigan, 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, and Ordinance No. 1 as amended by subsequently adopted Ordinances and Ordinance No. 2005-1 of the Issuer, for the purpose of defraying the cost of acquiring and constructing

enlargements and extensions to the Saginaw-Midland Water Supply Corporation. The Bonds are payable solely from net revenues of the System.

Water Supply System Revenue Bond, Series 2008

On May 6, 2008, the corporation issued \$11,100,000 Water Supply System Revenue Bonds, Series 2008. The bonds were issued under the provision Act 94, Public Acts of Michigan, 1933, as amended, for the purpose of paying part of the cost of acquiring and constructing improvements to the Cities' Water Supply System. These bonds are payable solely from net revenues of the System.

Source: Yeo & Yeo Partnership, Bendzinski & Co., and Griffin, Kubik, Stephens & Thompson, Inc.

DIRECT DEBT:

<u>Dated</u> <u>Date</u>	<u>Purpose</u> <i>General Obligation Bonds</i>	<u>Principal</u> <u>Outstanding</u>	
06/27/91	Sewage Disposal (MMBA)*	\$2,980,000	
04/01/93	Sewage Disposal (MMBA)*	2,970,000	
04/01/93	Sewage Disposal (MMBA)*	7,025,000	
06/29/93	Sewage Disposal (MMBA)*	2,330,000	
09/30/93	Sewage Disposal (MMBA)*	4,280,000	
07/01/94	Judgment	75,000	
03/27/97	Sewer (MMBA)*	1,070,000	
06/25/98	Sewer 1998 (MMBA)*	4,505,000	
04/01/99	Sewer 1998-B (MMBA) 1	630,000	
06/24/99	Sewer 1999-A (MMBA) 1	11,030,000	
12/01/01	Sewer LT (CSO)	1,025,000	
09/22/05	Sewer LT (SRF)	3,120,000	
09/21/06	Sewer LT (SRF)	1,510,000	
09/20/07	Sewer LT (SRF)	<u>5,010,000</u>	47,560,000
Installment Purchase Contract			1,801,112
<i>Revenue Bonds</i>			
06/01/00	Water System & Refunding	1,165,000	
12/01/07	Water (New Issue)	<u>11,100,000</u>	12,265,000
<i>Share of County Issued Bonds*</i>			
03/28/91	Drain, Weiss Street	3,460,050	
01/00/00	Drain, Weiss Street	<u>1,202,850</u>	4,662,900
<i>Share of Sag-Mid Water Corp. Bonds*</i>			
02/15/98	Water Refunding	\$4,388,694	
12/19/02	Water Supply Corp., Refunding	5,009,190	
04/24/06	Water Supply Corp., Series 2006	1,326,517	<u>10,724,401</u>
TOTAL DIRECT DEBT			\$77,013,413
Less: Self-Supported Sewer Bonds*		(37,845,000)	
Revenue Bonds		(12,265,000)	
Share of Saginaw/Midland Water Supply		10,724,401	<u>(\$60,834,401)</u>
NET DIRECT DEBT			\$16,179,012

OVERLAPPING DEBT:

<u>Percent</u> <u>Share</u>	<u>Municipality</u>	<u>Net</u> <u>Debt</u>	<u>City's</u> <u>Share</u>
77.76%	Saginaw School District	\$49,005,000	\$38,106,288
14.17	Saginaw County	44,936,277	6,367,470
14.36	Saginaw I/S/D	3,640,000	522,704
6.20	Delta Community College	0	<u>0</u>

TOTAL OVERLAPPING DEBT \$44,996,462

NET DIRECT & OVERLAPPING DEBT \$61,175,474

* Self-Supporting Bonds are sold to finance a project whose revenues will be used to pay off the interest and principal on that Bond.

DEBT RATIOS

Per Capita 2007 State Equalized Value	\$12,876.17
Per Capita 2007 True Cash Value	\$25,752.34
Per Capita Net Direct Debt	\$261.80
Per Capita Net Direct and Overlapping Debt	\$989.91
Percent of Net Direct Debt of 2007 SEV	2.03%
Percent of Net Direct and Overlapping of 2007 SEV	7.69%
Percent of Net Direct Debt of 2007 TCV	1.02%
Percent of Net Direct and Overlapping of 2007 TCV	3.84%

LEGAL DEBT MARGIN

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

- (1) Special Assessment Bonds;
- (2) Mortgage Bonds;
- (3) Michigan Transportation Bonds;
- (4) Revenue Bonds;
- (5) Bonds issued, or contracts or assessment obligations, incurred, to comply with an order of the Water Resources Commission (now the Department of Environmental quality) or a court of competent jurisdiction;
- (6) Other obligations incurred for water supply, sewage, drainage or refuse disposal projects necessary to protect the public health by abutting pollution.

2007 State Equalized Value	\$795,734,378
Plus Assessed Value Equivalent:	
2007 Act 198 Exemption	45,357,818
 Total Valuation:	 <u>\$841,092,196</u>
 Debt Limit (10% of SEV)	 \$ 84,109,220
 Total Bonded Debt Outstanding	 \$77,013,413
Less: Revenue Bonds	(12,265,000)
Water Commission Order	(29,400,000)
Pollution Abatement	(10,237,900)
Net Amount Subject to Legal Debt Limit	<u>25,110,513</u>
 LEGAL DEBT MARGIN AVAILABLE	 <u>\$58,998,707</u>

SCHEDULE OF BOND MATURITIES – (As of 04/30/08 – Including the 2008 Bonds)

<u>Year</u>	<u>General Obligation Bonds</u>	<u>Revenue Bonds</u>	<u>Share of Sag-Mid Water Authority Bonds</u>	<u>County Issued Bonds</u>
2008	\$2,900,000	\$1,165,000	\$903,950	\$801,900
2009	4,780,000	200,000	944,066	810,810
2010	4,795,000	200,000	986,858	819,720
2011	4,920,000	200,000	1,034,999	828,630
2012	5,025,000	200,000	1,080,463	837,540
2013	4,495,000	200,000	1,136,626	136,620
2014	4,620,000	200,000	1,195,463	139,590
2015	2,040,000	200,000	1,259,650	142,560
2016	2,085,000	300,000	1,326,511	145,530
2017	2,130,000	300,000	213,954	0
2018	2,085,000	300,000	213,954	0
2019	2,125,000	400,000	213,954	0
2020	1,670,000	400,000	213,954	0
2021	630,000	400,000	0	0
2022	640,000	500,000	0	0
2023	550,000	500,000	0	0
2024	550,000	600,000	0	0
2025	565,000	600,000	0	0
2026	575,000	600,000	0	0
2027	380,000	700,000	0	0
2028	0	700,000	0	0
2029	0	800,000	0	0
2030	0	800,000	0	0
2031	0	900,000	0	0
2032	0	900,000	0	0
	<u>\$47,560,000</u>	<u>\$12,265,000</u>	<u>\$10,724,401</u>	<u>\$4,662,900</u>

DEBT HISTORY

The City has no record of default on its obligations.

FUTURE BONDING: The City does not anticipate the issuance of any additional bonds or notes within the next six (6) months

Source: Bendzinski & Co.



ENTERPRISE FUNDS

**SPECIAL REVENUE FUND
PARKING SYSTEM FUND (516)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	176,000	PARKING OPERATIONS & MAINT.	363,800
FINES AND FORFEITURES	170,000	TRANSFERS OUT	3,080
TRANSFERS IN	20,880		
TOTAL RESOURCES	<u>366,880</u>	TOTAL APPROPRIATIONS	<u>366,880</u>

**ENTERPRISE FUND
PARKING SYSTEM FUND (516)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	182,365	192,418	220,221	170,317	188,750	188,750	176,492	176,000
Fines and Forfeitures	332,094	361,331	182,000	139,124	122,000	122,000	122,292	170,000
Other Revenues	15	0	0	11	0	0	1	0
Transfers from Other Funds	0	0	0	0	39,824	39,824	39,824	20,880
GF Transfer (Reserved)	409,238	211,245	0	0	0	0	0	0
TOTAL RESOURCES	923,712	764,994	402,221	309,452	350,574	350,574	338,609	366,880

EXPENDITURE ANALYSIS SUMMARY

7510 PARKING OPERATIONS/MAINTENANCE

Personnel Services	156,347	199,240	223,214	204,861	188,912	188,912	217,476	240,390
Operating Expenses	373,832	184,364	176,386	105,531	159,041	159,041	123,083	123,410
Capital Outlay	194	14,522	0	321	0	0	0	0
TOTALS	530,373	398,126	399,600	310,713	347,953	347,953	340,559	363,800

9660 TRANSFERS TO OTHER FUNDS

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	1,966	1,966	2,621	2,621	2,621	2,621	2,621	3,080
TOTALS	1,966	1,966	2,621	2,621	2,621	2,621	2,621	3,080

TOTAL PARKING SYSTEM FUND

Personnel Services	156,347	199,240	223,214	204,861	188,912	188,912	217,476	240,390
Operating Expenses	373,832	184,364	176,386	105,531	159,041	159,041	123,083	123,410
Capital Outlay	194	14,522	0	321	0	0	0	0
Miscellaneous	1,966	1,966	2,621	2,621	2,621	2,621	2,621	3,080
TOTAL EXPENDITURES	532,339	400,092	402,221	313,334	350,574	350,574	343,180	366,880

**ENTERPRISE FUND
PARKING SYSTEM FUND (516)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Projected	2008 Approved Budget	2008 Projected	2009 Approved Budget
ENTERPRISE FUNDS - PARKING SYSTEM							
Parking System	2.50	2.50	2.50	2.50	2.25	2.25	2.25
TOTAL POSITIONS	2.50	2.50	2.50	2.50	2.25	2.25	2.25

The 2008/2009 Approved Budget remains the same as 2008. In the 2008 budget .25% of the Equipment Operator position was allocated to the Sewer Fund's Catch Basin Division.

FUND: 516 – Parking System Fund
DEPARTMENT: Public Services
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. Two meter attendants patrol City streets and municipal parking lots to enforce parking regulations.

FY 2008/2009 OBJECTIVES

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.
- To increase awareness of the existing downtown parking options with businesses, and market the facilities to attract new business and monthly parkers.
- To decrease the number of surface parking lots not economically beneficial to the city's operation through sale or lease options.

Performance Measures:

- Number of parking spots available for long term use in FY 2009
- Percent increase in parking receipts/tickets in FY 2009 from FY 2008
- Number of valid complaints received in FY 2009

**ENTERPRISE FUND
PARKING SYSTEM FUND (516)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

516-7510 Parking System

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	68,273	Meter Attendent	2.00	58,364
Overtime	6,000	Equipment Operator	0.25	9,909
Fringe Benefits	166,117			
TOTAL	240,390	Total Personnel	2.25	68,273
		Overtime		6,000
OPERATING EXPENSES				
Supplies	10,073	FICA		5,873
Internal Services	12,024	Healthcare Benefits - Active		29,249
Other Services	101,313	Healthcare Benefits - Retirees		82,145
TOTAL	123,410	Pension		48,850
		Total Fringe Benefits		166,117
CAPITAL OUTLAY	0	TOTAL	2.25	240,390
TOTAL	0			
TOTAL APPROPRIATION	363,800			

**SPECIAL REVENUE FUND
SEWER SURPLUS FUND (576)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	2,243,844	SEWER SURPLUS	2,243,844
TOTAL RESOURCES	<u>2,243,844</u>	TOTAL APPROPRIATIONS	<u>2,243,844</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. 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. The sewer surplus account is designed to support capital projects and equipment in these areas.

FY 2008/2009 OBJECTIVES

Objective 1:

The establishment of the sewer capital improvement plan that reflects current and future capital needs.

- To update the current capital improvement plan (CIP) to reflect the deletion of completed capital projects, addition of new projects and reprioritization of projects, based upon need and available funding.

Performance Measure:

- Update a capital improvement plan.
- To complete scheduled capital projects on time and within budget.

Performance Measures:

- Percent of capital projects completed within the initially projected time period
- Percent of capital projects completed within the initially projected budget
- Percent of capital projects that were both completed within the initially projected time period and the originally estimated budget

**ENTERPRISE FUND
SEWER SURPLUS (576)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Interest and Rents	23	0	0	0	0	0	0	0
Other Revenues	2,301	0	2,367,577	79,141	0	0	1,755	0
Transfers from Other Funds	0	0	0	0	4,680,752	5,797,310	6,703,358	2,243,844
TOTAL RESOURCES	2,324	0	2,367,577	79,141	4,680,752	5,797,310	6,705,113	2,243,844

EXPENDITURE ANALYSIS SUMMARY								
<u>4840 SEWER SURPLUS</u>								
Personnel Services	60,872	30,761	0	47,617	0	0	20,925	0
Operating Expenses	19,930	21,651	2,161,279	3,004,780	252	377,136	346,901	225,344
Capital Outlay	18	14,228	3,190,791	983,028	4,680,500	5,420,174	1,594,490	2,018,500
TOTALS	80,820	66,640	5,352,070	4,035,425	4,680,752	5,797,310	1,962,316	2,243,844
<u>9660 TRANSFERS OUT</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	16,418	0	0	0	0	0
TOTALS	0	0	16,418	0	0	0	0	0
TOTAL SEWER SURPLUS								
Personnel Services	60,872	30,761	0	47,617	0	0	20,925	0
Operating Expenses	19,930	21,651	2,161,279	3,004,780	252	377,136	346,901	225,344
Capital Outlay	18	14,228	3,190,791	983,028	4,680,500	5,420,174	1,594,490	2,018,500
Miscellaneous	0	0	16,418	0	0	0	0	0
TOTAL EXPENDITURES	80,820	66,640	5,368,488	4,035,425	4,680,752	5,797,310	1,962,316	2,243,844

**ENTERPRISE FUND
WATER SURPLUS FUND (577)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	35,000	WATER SURPLUS	2,751,344
OTHER REVENUES	2,716,344		
TOTAL RESOURCES	<u>2,751,344</u>	TOTAL APPROPRIATIONS	<u>2,751,344</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. The City maintains almost 350 miles of water distribution main that must be maintained regularly. The water surplus account is designed to support capital projects and equipment in these areas.

FY 2008/2009 OBJECTIVES

Objective 1:

The establishment of the water capital improvement plan that reflects current and future capital needs.

- To update the current capital improvement plan (CIP) to reflect the deletion of completed capital projects, addition of new projects and reprioritization of projects, based upon need and available funding.

Performance Measure:

- Update a capital improvement plan.
- To complete scheduled capital projects on time and within budget.

Performance Measures:

- Percent of capital projects completed within the initially projected time period
- Percent of capital projects completed within the initially projected budget
- Percent of capital projects that were both completed within the initially projected time period and the originally estimated budget

**ENTERPRISE FUND
WATER SURPLUS FUND (577)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	0	0	3,653,648	0	0	0	0	0
Interest and Rents	50,977	42,462	72,000	47,588	35,000	35,000	51,491	35,000
Other Revenues	(29,282)	73,086	3,163,252	1,050,278	5,758,092	5,911,367	2,595,320	2,716,344
Transfers from Other Funds	0	0	75,660	0	75,660	2,772,988	2,772,988	0
TOTAL RESOURCES	21,695	115,548	6,964,560	1,097,866	5,868,752	8,719,355	5,419,799	2,751,344

EXPENDITURE ANALYSIS SUMMARY

4740 WATER SURPLUS

Personnel Services	8,140	15,862	0	8,717	0	0	7,249	0
Operating Expenses	67,322	32,707	252	2,855	750,252	795,252	62,174	1,775,344
Capital Outlay	0	28,858	6,964,308	4,612,979	5,118,500	7,892,103	2,125,209	976,000
TOTALS	75,462	77,427	6,964,560	4,624,551	5,868,752	8,687,355	2,194,631	2,751,344

TOTAL WATER SURPLUS

Personnel Services	8,140	15,862	0	8,717	0	0	7,249	0
Operating Expenses	67,322	32,707	252	2,855	750,252	795,252	62,174	1,775,344
Capital Outlay	0	28,858	6,964,308	4,612,979	5,118,500	7,892,103	2,125,209	976,000
TOTAL EXPENDITURES	75,462	77,427	6,964,560	4,624,551	5,868,752	8,687,355	2,194,631	2,751,344

**ENTERPRISE FUND
 WAVE POOL OPERATIONS (587)
 RESOURCE ALLOCATION
 2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	92,500	WAVE POOL OPERATIONS	92,500
TOTAL RESOURCES	<u>92,500</u>	TOTAL APPROPRIATIONS	<u>92,500</u>

**ENTERPRISE FUND
WAVE POOL OPERATIONS (587)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	0	0	0	0	0	0	0	0
Interest and Rents	1,452	3,280	2,000	4,476	2,500	2,500	2,739	2,500
Other Revenues	(2)	0	0	0	0	0	107,926	90,000
Transfers from Other Funds	0	0	0	0	0	0	0	0
TOTAL RESOURCES	1,450	3,280	2,000	4,476	2,500	2,500	110,664	92,500

EXPENDITURE ANALYSIS SUMMARY								
<u>7560 WAVE POOL CONCESSION</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	92,500
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	0	0	0	0	0	0	0	92,500
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	2,000	0	2,500	2,500	2,500	0
TOTALS	0	0	2,000	0	2,500	2,500	2,500	0
TOTAL WAVE POOL OPERATIONS								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	92,500
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	2,000	0	2,500	2,500	2,500	0
TOTAL EXPENDITURES	0	0	2,000	0	2,500	2,500	2,500	92,500

**SPECIAL REVENUE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	481,100	SEWER ADMINISTRATION	2,382,122
NON-BUSINESS PERMITS	400	PROCESS CONTROL SYSTEMS	252,915
SERVICES - SALES	18,798,275	METER MAINT. & SERVICE	474,868
FINES AND FORFEITURES	40,000	MAINTENANCE & SERVICE	2,694,372
INTEREST AND RENTS	515,000	CATCH BASIN CLEANING	563,345
OTHER REVENUES	2,152,271	TREATMENT & PUMPING	6,854,357
		REMOTE FACILITIES	1,921,483
		DEBT SERVICE	6,473,809
		CUSTOMER ACCOUNTING	322,437
		TRANSFERS	47,338
TOTAL RESOURCES	<u>21,987,046</u>	TOTAL APPROPRIATIONS	<u>21,987,046</u>

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
REVENUE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
Federal Grants	0	41,228	0	572	964,300	964,300	879,317	481,100
Non-Business Permits	800	200	600	200	200	200	600	400
Services - Sales	17,102,570	17,290,802	19,018,033	17,277,809	18,812,275	18,812,275	15,788,112	18,798,275
Fines and Forfeitures	46,832	49,791	43,000	56,601	43,000	43,000	24,310	40,000
Interest and Rents	490,905	517,141	498,500	534,634	515,000	515,000	494,042	515,000
Other Revenues	29,429	(9,788)	225,961	141,935	422,695	450,906	835,683	2,152,271
TOTAL RESOURCES	17,670,536	17,889,374	19,786,094	18,011,751	20,757,470	20,785,681	18,022,064	21,987,046

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
SEWER OPERATIONS AND MAINTENANCE								
<u>4810 SEWER ADMINISTRATION</u>								
Personnel Services	674,789	790,638	815,994	739,308	889,773	889,773	845,913	958,141
Operating Expenses	5,991,662	6,105,159	1,102,910	932,620	1,007,979	1,007,579	1,083,760	1,423,981
Capital Outlay	858	0	5,000	237	5,000	5,400	498	0
TOTALS	6,667,309	6,895,797	1,923,904	1,672,165	1,902,752	1,902,752	1,930,171	2,382,122
<u>4815 PROCESS CONTROL SYSTEMS</u>								
Personnel Services	87,941	97,507	92,770	102,919	103,062	103,062	104,207	96,098
Operating Expenses	18,173	21,279	148,751	50,668	150,846	150,846	12,675	140,817
Capital Outlay	0	1,728	74,432	2,505	58,600	58,600	6,021	16,000
TOTALS	106,114	120,514	315,953	156,092	312,508	312,508	122,904	252,915
<u>4820 METER MAINTENANCE AND SERVICE</u>								
Personnel Services	334,349	306,074	346,818	297,507	407,039	407,039	270,262	389,957
Operating Expenses	52,178	30,247	74,110	28,235	74,110	13,204	22,432	55,411
Capital Outlay	0	0	50,000	1,225	25,000	25,000	0	29,500
TOTALS	386,527	336,321	470,928	326,967	506,149	445,243	292,693	474,868
<u>4821 MAINTENANCE AND SERVICE</u>								
Personnel Services	808,260	789,277	865,403	879,176	1,044,610	1,044,610	941,827	1,614,277
Operating Expenses	627,888	699,883	1,142,598	561,821	1,000,176	997,376	868,073	912,095
Capital Outlay	0	124,488	205,845	33,034	172,000	174,800	4,813	168,000
TOTALS	1,436,148	1,613,648	2,213,846	1,474,031	2,216,786	2,216,786	1,814,714	2,694,372
<u>4822 CATCH BASIN CLEANING</u>								
Personnel Services	167,076	175,200	107,299	206,154	389,630	389,630	206,978	463,345
Operating Expenses	29,533	39,395	180,000	43,626	100,000	100,000	57,038	100,000
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	196,609	214,595	287,299	249,780	489,630	489,630	264,016	563,345
<u>4830 TREATMENT AND PUMPING</u>								
Personnel Services	2,945,162	3,026,564	3,455,551	3,329,777	3,671,792	3,671,792	3,544,581	3,909,392
Operating Expenses	1,631,967	1,662,349	2,725,185	1,728,548	2,844,360	2,844,310	1,878,277	2,903,965
Capital Outlay	19,448	2,137	143,250	65,717	270,600	285,931	35,529	41,000
TOTALS	4,596,577	4,691,050	6,323,986	5,124,042	6,786,752	6,802,033	5,458,387	6,854,357

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
SEWER OPERATIONS AND MAINTENANCE								
<u>4835 REMOTE FACILITIES</u>								
Personnel Services	404,198	573,090	722,274	681,060	813,962	813,962	643,326	943,833
Operating Expenses	356,565	414,827	793,373	499,670	817,483	830,413	402,851	977,650
Capital Outlay	0	958	96,750	34,295	50,000	50,000	2,031	0
TOTALS	760,763	988,875	1,612,397	1,215,025	1,681,445	1,694,375	1,048,208	1,921,483
<u>4845 DEBT SERVICES</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	1,176,424	1,084,932	6,355,117	6,806,757	6,519,784	6,519,784	5,762,222	6,473,809
TOTALS	1,176,424	1,084,932	6,355,117	6,806,757	6,519,784	6,519,784	5,762,222	6,473,809
<u>5311 CUSTOMER ACCOUNTING</u>								
Personnel Services	135,206	174,675	215,646	200,548	224,184	224,184	223,648	250,780
Operating Expenses	49,613	49,743	80,342	338,602	77,192	77,111	349,257	71,007
Capital Outlay	0	0	0	337	0	81	90	650
TOTALS	184,819	224,418	295,988	539,486	301,376	301,376	572,995	322,437
<u>9660 TRANSFERS TO OTHER FUNDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	30,216	30,216	40,288	40,288	40,288	40,288	40,288	47,338
TOTALS	30,216	30,216	40,288	40,288	40,288	40,288	40,288	47,338
TOTAL SEWER OPERATIONS AND MAINTENANCE								
Personnel Services	5,556,981	5,933,025	6,621,755	6,436,449	7,544,052	7,544,052	6,780,743	8,625,823
Operating Expenses	8,757,579	9,022,882	6,247,269	4,183,790	6,072,146	6,020,839	4,674,364	6,584,926
Capital Outlay	20,306	129,311	575,277	137,350	581,200	599,812	48,981	255,150
Miscellaneous	1,206,640	1,115,148	6,395,405	6,847,045	6,560,072	6,560,072	5,802,510	6,521,147
TOTAL EXPENDITURES	15,541,506	16,200,366	19,839,706	17,604,633	20,757,470	20,724,775	17,306,598	21,987,046

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
ENTERPRISE FUNDS - SEWER FUND							
Sewer Administration	3.48	3.43	3.03	3.03	3.03	3.03	2.93
Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Meter Maintenance and Service	6.25	4.75	5.00	5.00	5.00	5.00	6.00
Maintenance and Service	9.25	10.00	11.00	11.00	11.00	11.00	24.49
Catch Basin	2.50	1.50	1.00	1.00	5.00	5.00	5.25
Treatment and Pumping	47.25	45.50	45.45	45.45	45.45	45.45	47.95
Remote Facilities	9.75	8.50	9.55	9.55	9.55	9.55	11.55
TOTAL POSITIONS	79.48	74.68	76.03	76.03	80.03	80.03	99.17

The Approved 2008/2009 Budget, reflects a change of 19.14 positions. The increase to the Sewer Operation and Maintenance Fund is primarily due to the redistribution of Equipment Operators, a portion of a Tree Trimmer and a Heavy Equipment Operator, and an Administrative Professional to the Meter Maintenance, Maintenance and Services, Treatment and Pumping, and Remote Facilities. In the 2008 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 were reclassified to Crossover Operators.

Note:

Customer Account Division is represented in the Department of Fiscal Services.

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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 2008/2009 OBJECTIVES

Objectives:

- To oversee and administer the sewer system operation in an efficient and economical manner.
- To establish rates to ensure that operations, debt service and capital expenditure needs are met.

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590-4810 Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	168,251	Public Services Director	0.35	31,830
Overtime	0	Deputy Dir. Of Public Srv.	0.45	33,965
Fringe Benefits	789,890	City Engineer	0.12	8,960
		Engineering Office Supv.	0.50	26,337
		Staff Professional	0.75	40,444
		Engineering Technician I	0.13	5,773
		Survey Technician	0.13	5,531
		Traffic Electrician I	0.50	15,411
TOTAL	<u>958,141</u>			
OPERATING EXPENSES				
Supplies	3,725	Total Personnel	2.93	168,251
Internal Services	1,238,705			
Other Services	181,551	Overtime		<u>0</u>
TOTAL	1,423,981			
CAPITAL OUTLAY				
	0	FICA		13,553
		Healthcare Benefits - Active		49,080
		Healthcare Benefits - Retirees		661,475
TOTAL	<u>0</u>	Pension		65,782
		Total Fringe Benefits		<u>789,890</u>
TOTAL APPROPRIATION	<u><u>2,382,122</u></u>			
		TOTAL	<u><u>2.93</u></u>	<u><u>958,141</u></u>

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
ACTIVITY: 4815 – Process Control System

STRATEGIC NARRATIVE

The Process Controls Division provides the necessary planning, coordination, implementation and support of the sewer system's automation projects. The division provides design, programming, training, maintenance and technical support to ensure the continuous operation of the Waste Water Plant's control systems. The division also maintains the plant's maintenance data system, the City's security system and the Automatic Meter Reading (AMR) system for the Maintenance and Services Division.

FY 2008/2009 OBJECTIVES

The primary goal of the Process Controls Division is to maintain timely and accurate operational information and Plant control to the Waste Water Treatment Plant thru the Supervisory Control and Data Acquisition (SCADA) System.

Objectives:

- To monitor SCADA computer operations to keep them up to date on service packs and security updates.

Performance Measures:

- Evaluate system against Microsoft Tech Net and Defender Updates Lists.
- Evaluate system against AWWA Security information List.
- Evaluate systems internal performance through utilities software.

- To maintain network communications for optimal data transfer speed and a high degree of security.

Performance Measures:

- Monitor Received Signal Strength Indication (RSSI) and signal strength Values.
- Evaluate system against AWWA security information

- Recognize changes in the waste water system and evaluate new technology to help the SCADA system evolve to better serve the Waste Water Plant staff.

Performance Measures:

- Meet with staff to determine plant needs and desired changes
- Evaluate new products through vender meetings, technical data periodicals, and discussion with other waste water systems staff.

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590-4815 Process Control Systems

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	50,374	Instrument & Control Mgr	0.50	30,348
Overtime	1,500	Instrument & Control Tech	0.50	20,026
Fringe Benefits	44,224			
TOTAL	96,098	Total Personnel	1.00	50,374
OPERATING EXPENSES				
Supplies	29,200	FICA		4,118
Internal Services	2,817	Healthcare Benefits - Active		18,971
Other Services	108,800	Healthcare Benefits - Retirees		0
		Pension		21,135
TOTAL	140,817	Total Fringe Benefits		44,224
CAPITAL OUTLAY				
	16,000			
TOTAL	16,000	TOTAL	1.00	96,098
TOTAL APPROPRIATION				
	252,915			

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 2008/2009 OBJECTIVES

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.

Performance Measures:

- Average cost per water meter tested
- Number of Turn on/off
- Number of valid complaints received in FY 2009

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590-4820 Meter Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	184,140	Asst. Super of Right-of-Way	0.25	18,368
Overtime	6,000	Administrative Professional	0.25	9,953
Fringe Benefits	199,817	Mech Equip Repair Person II	0.25	10,561
		Utilities Person I	2.50	77,190
		Utilities Person II	1.00	59,968
		Laborer (Temp)	2.00	8,100
TOTAL	389,957			
		Total Personnel	6.00	184,140
OPERATING EXPENSES				
Supplies	10,500	Overtime		6,000
Internal Services	5,411			
Other Services	39,500			
TOTAL	55,411	FICA		15,431
		Healthcare Benefits - Active		96,463
		Healthcare Benefits - Retirees		0
		Pension		87,923
CAPITAL OUTLAY	29,500	Total Fringe Benefits		199,817
TOTAL	29,500			
		TOTAL	6.00	389,957
TOTAL APPROPRIATION	474,868			

FUND: 590 – Sewer Fund
DEPARTMENT: Public Services
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 2008/2009 OBJECTIVES

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

Performance Measures:

- Number of sewers replaced in FY 2009
- Total footage of mainline sewer cleaned
- Average cost per footage of mainline sewer cleaned
- Average worker-hours per mile of sewer main cleaned
- Number of manholes rat baited
- Number of restrictors cleaned
- Number of sewer backups in FY 2009

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590-4821 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	757,117	Asst Superintendent of ROW	0.25	18,368
Overtime	24,000	Chief Foreman	1.00	58,314
Fringe Benefits	833,160	Utilities Foreman	1.00	47,390
		Administrative Professional	0.25	9,953
TOTAL	1,614,277	Mech Equip Repair Person II	0.25	10,561
		Office Assistant III	0.50	17,376
		Utilities Person III	2.00	80,606
OPERATING EXPENSES				
Supplies	609,100	Utilities Person II	5.00	199,473
Internal Services	279,754	Utilities Person I	3.50	133,675
Other Services	23,241	Heavy Equipment Operator	0.25	9,982
		Equipment Operator	2.24	88,432
TOTAL	912,095	Tree Trimmer	0.25	9,637
		Cement Crew Worker (S PT)	5.00	61,200
		Laborer (Temp)	3.00	12,150
CAPITAL OUTLAY				
	168,000	Total Personnel	24.49	757,117
TOTAL	168,000			
		Overtime		24,000
TOTAL APPROPRIATION				
	2,694,372	FICA		60,499
		Healthcare Benefits - Active		409,597
		Healthcare Benefits - Retirees		2,500.00
		Pension		360,564
		Total Fringe Benefits		833,160
		TOTAL	24.49	1,614,277

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 that may block catch basin grates and restrictor plates.

FY 2008/2009 OBJECTIVES

Objectives:

- To reduce the plugging of street catch basins by efficient use of street sweepers.
- To sweep all local and major streets once each month during the period between April 1st and November 30th.

Performance Measures:

<u>STRATEGIC MEASURE</u>	<u>FY 2008</u>		<u>FY 2009</u>
	<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
Restrictors cleaned	28,000	28,000	28,000

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590-4822 Catch Basin Cleaning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	209,587	Heavy Equipment Operator	2.50	100,895
Overtime	0	Equipment Operator	2.50	99,055
Fringe Benefits	253,758	Tree Trimmer	0.25	9,637
TOTAL	<u>463,345</u>	Total Personnel	5.25	209,587
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	0	FICA		17,058
Internal Services	0	Healthcare Benefits - Active		123,984
Other Services	100,000	Healthcare Benefits - Retirees		0
TOTAL	<u>100,000</u>	Pension		112,716
		Total Fringe Benefits		<u>253,758</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>	TOTAL	<u>5.25</u>	<u>463,345</u>
TOTAL APPROPRIATION				
	<u><u>563,345</u></u>			

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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, the Weiss St. Drainage District in Saginaw Township, and 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, and treatment of all combined sewage captured by seven Retention Treatment Basins. Collection and treatment of landfill leachate from Crow Island Landfill and trucked wastes from several local septic tank cleaning firms are also provided. 7511.48 million gallons of wastewater were treated during 2007 with an average treated flow of 20.54 million gallons per day.

FY 2008/2009 OBJECTIVES

The Wastewater Treatment Division's primary goals are to efficiently and effectively treat all wastewater flows, discharge the clean water safely back to the environment, and to protect the public health.

Objective 1:

- To meet all National Pollutant Discharge Elimination System Permit requirements.

Performance Measures:

- Number of NPDES Permit violations
- Number of required reports submitted
- Number of months without an NPDES violation

Objective 2:

- To prevent treatment upsets, contaminant pass through, bio-solids contamination, and physical damage to the plant and collection system.

Performance Measures:

- Number of days effluent quality exceeded discharge standards
- Number of Sewer Use Ordinance violations by industrial users

Objective 3:

- To reduce overtime costs

Performance Measures:

- Wastewater treatment costs per 1,000 gallons
- Average time to perform all scheduled preventative maintenance tasks
- Ratio of overtime hours to total hours spent performing major repairs
- Ratio of personnel vacancies to total personnel complement

Objective 4:

- To enhance efficiency and operation of the plant

Performance Measures:

- Sludge disposal costs per dry ton
- Cost of treatment chemicals per 1,000 gallons of water treated
- Cost of energy per 1,000 gallons of water treated

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590-4830 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,976,505	Supt of Wastewater Tmt	0.80	64,379
Overtime	65,000	Asst Supt of Wastewater	1.00	61,911
Fringe Benefits	1,867,887	Chief Chemist	1.00	50,479
TOTAL	3,909,392	Operating Foreman	5.00	217,683
		Plant Mtce Foreman WW	1.00	45,550
		Electrical Maint. Foreman	0.75	41,868
		Plant Engineer	0.80	48,568
OPERATING EXPENSES		Plant Maintenance Supervisor	0.35	20,827
Supplies	682,415	Environ Compliance Analyst	4.00	184,416
Internal Services	69,019	Plant Mtce Electrician B	2.50	107,223
Other Services	2,152,531	Plant Operator B	10.00	399,415
TOTAL	2,903,965	Equipment & Safety Specialist	0.75	30,048
		Administrative Professional	0.75	29,590
		Laboratory Technician	3.00	111,555
		Plant Maint. Mechanic B	1.00	40,320
CAPITAL OUTLAY	41,000	Sewage Plant Mtce Person	10.00	402,491
TOTAL	41,000	Remote Facilities Person	1.00	39,926
		Stock Clerk WWT	0.25	28,601
		Custodial Worker B	1.00	37,975
		Laborer (Temp)	2.00	9,120
		Intern (Temp)	1.00	4,560
TOTAL APPROPRIATION	6,854,357	Total Personnel	47.95	1,976,505
		Overtime		65,000
		FICA		160,219
		Healthcare Benefits - Active		737,860
		Healthcare Benefits - Retirees		4,500
		Pension		965,308
		Total Fringe Benefits		1,867,887
		TOTAL	47.95	3,909,392

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, which prevents untreated combined sewage overflows (CSOs) from impacting the Saginaw River. Collection and treatment includes 5 Pump Stations and 7 CSO Facilities.

FY 2008/2009 OBJECTIVES

The primary goals of the Remote Facilities (Retention Treatment Basins, RTBs) are to contain and treat wet weather flows in excess of the capacity of the Wastewater Treatment Plant and to minimize combined sewer overflows.

Objective 1:

- To maximize use of RTB storage capacity

Performance measures:

- Number of rain events with no flows from RTBs to the river
- Number of discharges from RTBs to the river
- Gallons of combined sewage treated at the RTB during a storm event
- Number of gallons of water treated at the Wastewater Plant during a storm event

Objective 2:

- To assure disinfection of all treated water discharged from the RTBs to the river

Performance Measures:

- Average inventory of chlorine solution on hand at each RTB as measured after each rain event and at least monthly
 - ✓ Target is 50 % of total capacity at each RTB
- Average weekly strength of chlorine solution
 - ✓ Target is 5 % solution

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590-4835 Remote Facilities

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	457,280	Supt of Wastewater Treatment	0.20	16,095
Overtime	25,000	Plant Maintenance Supervisor	0.65	38,679
Fringe Benefits	461,553	Plant Engineer	0.20	12,142
		Electrical Maintenance Foreman	0.25	13,956
TOTAL	943,833	Equipment & Safety Specialist	0.25	10,016
		Administrative Professional	0.25	9,863
		Stock Clerk	0.25	9,534
OPERATING EXPENSES		Plant Maint Mechanic B	1.00	41,942
Supplies	399,025	Plant Maint Electrician B	0.50	21,228
Internal Services	10,951	Remote Facilities Person	7.00	279,265
Other Services	567,674	Laborer (Temp)	1.00	4,560
TOTAL	977,650	Total Personnel	11.55	457,280
		Overtime		25,000
CAPITAL OUTLAY	0			
TOTAL	0	FICA		38,046
		Healthcare Benefits - Active		172,954
		Healthcare Benefits - Retirees		26,470
		Pension		224,083
TOTAL APPROPRIATION	1,921,483	Total Fringe Benefits		461,553
		TOTAL	11.55	943,833

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 involve imitating 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 2008/2009 OBJECTIVES

Objective 1:

- To provide training for department employees to improve billing cycle time and save costs.

Performance Measures:

- Percent of department employees trained in new software applications in FY 2009
✓ Target = 100%
- Percent of bills ready and printed one week after the last cycle and route due date.
✓ Target = 100%

Objective 2:

- To reduce delinquent accounts by fifteen percent (15%) through discontinuing active accounts with unpaid arrears five (5) days after the accounts are cycle billed. This will allow for enhanced cash flows and reduction of water/sewer liens on property taxes.

Performance Measures:

- Percent decrease in delinquent accounts in FY 2009 from FY 2008

Objective 3:

- To aggressively continue the collection process for those customers that are three (3) months delinquent with a balance of \$100 dollars or more.

Performance Measures:

- Bad debts as a percentage of total billed
- Bad debts written off as a percentage of total billed

**ENTERPRISE FUND
SEWER OPERATIONS AND MAINTENANCE (590)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

590 5311 Customer Accounting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	121,962	Admin of Utilities Account	0.50	24,398
Overtime	200	Collection Specialist	0.50	18,307
Fringe Benefits	128,618	Office Assistant III	1.50	52,308
		Customer Service Coordinator	0.30	9,355
		Customer Service Rep	0.60	17,594
TOTAL	250,780			
		Total Personnel	2.90	121,962
OPERATING EXPENSES				
		Overtime		200
Supplies	1,500			
Provision for Losses	2,500			
Internal Services	23,307	FICA		9,440
Other Services	43,700	Healthcare Benefits - Active		45,495
		Healthcare Benefits - Retirees		0
		Pension		73,683
TOTAL	71,007			
		Total Fringe Benefits		128,618
CAPITAL OUTLAY	650			
		TOTAL	2.90	250,780
TOTAL	650			
TOTAL APPROPRIATION	322,437			

**SPECIAL REVENUE FUND
WATER OPERATIONS AND MAINTENANCE (591)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	14,567,670	CROSS CONNECTIONS	79,131
INTEREST AND RENTS	171,000	WATER ADMINISTRATION	1,950,525
OTHER REVENUES	571,851	PROCESS CONTROL SYSTEMS	276,996
		METER MAINT. & SERVICE	488,501
		MAINTENANCE & SERVICE	2,860,831
		TREATMENT & PUMPING	4,924,463
		RAW WATER	1,126,289
		DEBT SERVICE	3,239,067
		CUSTOMER ACCOUNTING	327,085
		TRANSFERS OUT	37,633
TOTAL RESOURCES	<u>15,310,521</u>	TOTAL APPROPRIATIONS	<u>15,310,521</u>

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
REVENUE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
Grants	0	199,154	0	554	0	0	126	0
Service - Sales	12,895,179	12,416,781	14,128,626	12,518,102	13,308,473	13,308,473	11,666,952	14,567,670
Interest and Rents	210,731	269,624	171,000	331,166	171,000	171,000	277,319	171,000
Other Revenues	31,884	34,701	5,000	15,259	836,062	877,227	2,148,074	571,851
Transfers from Other Funds	24,942	21,034	15,000	0	0	0	0	0
TOTAL RESOURCES	13,162,736	12,941,294	14,319,626	12,865,082	14,315,535	14,356,700	14,092,472	15,310,521

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>3867 CROSS CONNECTIONS</u>								
Personnel Services	31,076	99,361	147,289	104,344	71,853	71,853	72,025	70,407
Operating Expenses	4,373	411	13,068	8,402	10,568	10,568	8,741	8,724
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	35,449	99,772	160,357	112,746	82,421	82,421	80,766	79,131
<u>4710 WATER ADMINISTRATION</u>								
Personnel Services	630,463	752,736	761,811	711,482	707,038	707,038	812,998	733,554
Operating Expenses	1,757,443	1,805,245	769,330	651,796	704,455	728,145	1,217,414	1,214,471
Capital Outlay	858	0	5,000	264	5,000	5,400	498	2,500
Miscellaneous	8,917	8,917	0	0	0	0	0	0
TOTALS	2,397,681	2,566,898	1,536,141	1,363,542	1,416,493	1,440,583	2,030,910	1,950,525
<u>4715 PROCESS CONTROL SYSTEMS</u>								
Personnel Services	87,875	97,379	92,779	102,525	103,159	103,159	90,772	107,479
Operating Expenses	25,299	22,906	154,424	33,137	152,646	152,646	12,885	143,517
Capital Outlay	0	3,494	28,625	1,432	58,600	58,600	11,737	26,000
TOTALS	113,174	123,779	275,828	137,094	314,405	314,405	115,394	276,996
<u>4720 METER MAINTENANCE AND SERVICE</u>								
Personnel Services	334,692	329,865	482,525	269,483	409,497	409,497	238,122	390,639
Operating Expenses	46,899	37,548	97,826	40,915	97,826	97,826	40,052	72,862
Capital Outlay	0	0	50,000	0	25,000	25,000	0	25,000
TOTALS	381,591	367,413	630,351	310,398	532,323	532,323	278,174	488,501
<u>4721 MAINTENANCE AND SERVICE</u>								
Personnel Services	791,131	870,290	1,282,204	926,893	1,173,860	1,173,860	915,543	1,441,798
Operating Expenses	600,212	575,241	1,016,035	595,539	1,843,943	1,842,263	829,798	1,376,533
Capital Outlay	0	72,830	53,500	18,774	62,000	64,800	3,894	42,500
TOTALS	1,391,343	1,518,361	2,351,739	1,541,207	3,079,803	3,080,923	1,749,235	2,860,831
<u>4730 TREATMENT AND PUMPING</u>								
Personnel Services	2,127,987	2,384,412	2,702,332	2,525,781	2,773,149	2,773,149	2,603,765	2,864,718
Operating Expenses	1,220,524	1,224,014	1,951,980	1,331,349	1,870,989	1,890,889	1,431,380	1,928,135
Capital Outlay	1,414	7,980	220,420	80,778	199,900	181,900	62,453	131,610
TOTALS	3,349,925	3,616,406	4,874,732	3,937,908	4,844,038	4,845,938	4,097,597	4,924,463

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS SUMMARY
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
<u>4735 RAW WATER</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	1,037,208	1,047,462	1,126,289	1,089,305	1,126,289	1,126,289	1,080,486	1,126,289
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	1,037,208	1,047,462	1,126,289	1,089,305	1,126,289	1,126,289	1,080,486	1,126,289
<u>4745 DEBT SERVICE</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	2,573,343	2,409,645	3,127,013	1,924,625	2,576,579	2,576,579	2,692,867	3,239,067
TOTALS	2,573,343	2,409,645	3,127,013	1,924,625	2,576,579	2,576,579	2,692,867	3,239,067
<u>5310 CUSTOMER ACCOUNTING</u>								
Personnel Services	135,199	174,670	215,646	200,666	222,513	222,513	223,670	244,011
Operating Expenses	61,362	61,635	79,788	179,900	88,642	86,142	184,343	82,424
Capital Outlay	0	0	554	337	0	90	90	650
TOTALS	196,561	236,305	295,988	380,903	311,155	311,155	408,103	327,085
<u>9660 TRANSFERS TO OTHER FUNDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	24,022	24,022	32,029	32,029	32,029	32,029	32,029	37,633
TOTALS	24,022	24,022	32,029	32,029	32,029	32,029	32,029	37,633
TOTAL WATER OPERATIONS AND MAINTENANCE								
Personnel Services	4,138,423	4,708,713	5,684,586	4,841,175	5,461,069	5,461,069	4,956,896	5,852,606
Operating Expenses	4,753,320	4,774,462	5,208,740	3,930,343	5,895,358	5,934,768	4,805,099	5,952,955
Capital Outlay	2,272	84,304	358,099	101,585	350,500	335,790	78,670	228,260
Miscellaneous	2,606,282	2,442,584	3,159,042	1,956,654	2,608,608	2,608,608	2,724,896	3,276,700
TOTAL EXPENDITURES	11,500,297	12,010,063	14,410,467	10,829,757	14,315,535	14,340,235	12,565,561	15,310,521

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
ENTERPRISE FUNDS - WATER FUND							
Cross Connection	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Administration	3.92	4.12	15.30	15.30	15.90	15.90	3.72
Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Meter Maintenance and Service	5.25	5.25	5.00	5.00	5.00	5.00	6.00
Maintenance and Service	11.00	13.25	11.00	11.00	11.00	11.00	23.26
Treatment and Pumping	32.00	32.00	32.00	32.00	32.00	32.00	36.00
TOTAL POSITIONS	55.17	56.62	65.30	65.30	65.90	65.90	71.98

In 2008/2009 Approved Budget, the Water Operations and Maintenance Fund will increase by approximately 6 positions. The increase is primarily due to the addition of 5 Equipment Operators, .25 of Heavy Equipment Operator, and .50 of a Tree Trimmer from the Major Streets Fund. The 2008 Budget added an additional 10% of an Administrative Professional to the Water Administration Division as well as 25% of two Engineering Assistants. In the Meter Maintenance and Services Division, three Utilities Persons were reclassified as Crossover Operators.

Note:

Customer Accounting Division is represented in the Department of Fiscal Services.

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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, the Safe Drinking Water Act at the federal level, 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 2008/2009 OBJECTIVES

Objectives:

- To begin the inspection, re-inspection and compliance checks of devices currently in use to ensure that required devices are installed and that the required annual testing and inspection occurs.
- To continue inspection of residential properties as required by law to insure the safety, health and welfare of residents.
- To complete the annual report to the MDEQ with the results of our activities from the previous year.

Performance Measures:

Strategic Measure	FY 2008		FY 2007
	Projected	Estimated Actual	Projected
Cross Connection Inspections	748	748	737

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591-3867 Cross Connection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	40,784	Code Enforcement Officer	1.00	40,784
Overtime	0			
Fringe Benefits	29,623	Total Personnel	1.00	40,784
TOTAL	70,407			
		Overtime		0
OPERATING EXPENSES				
Supplies	700	FICA		3,120
Internal Services	5,224	Healthcare Benefits - Active		6,820
Other Services	2,800	Healthcare Benefits - Retirees		0
		Pension		19,683
TOTAL	8,724	Total Fringe Benefits		29,623
CAPITAL OUTLAY	0	TOTAL	1.00	70,407
TOTAL	0			
TOTAL APPROPRIATION	79,131			

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 and this program addresses that need.

FY 2008/2009 OBJECTIVES

Objectives:

- To administer the water system operation in an efficient and economical manner
- To negotiate and renew wholesale water customer contracts to assure long-term relationships and enhance regional economic growth
- To establish rates to ensure that operations, debt service and capital expenditure needs are met

Performance Measures:

- Number of contracts signed and still outstanding at the end of the fiscal year

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591-4710 Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	203,747	Public Services Director	0.35 31,830
Overtime	10,000	Deputy PS Director	0.45 33,965
Fringe Benefits	519,807	City Engineer	0.13 9,711
		Staff Professional	0.90 40,444
TOTAL	733,554	Engineering Technician I	0.12 5,329
		Survey Technician	0.12 5,106
		Engineering Assistant	1.50 61,951
		Traffic Electrician I	0.50 15,411
OPERATING EXPENSES			
Supplies	2,000	Total Personnel	3.72 203,747
Internal Services	941,758		
Other Services	270,713	Overtime	10,000
TOTAL	1,214,471		
CAPITAL OUTLAY			
	2,500	FICA	16,630
TOTAL	2,500	Healthcare Benefits - Active	64,695
		Healthcare Benefits - Retirees	352,050
		Pension	86,432
		Total Fringe Benefits	519,807
TOTAL APPROPRIATION			
	1,950,525	TOTAL	733,554

FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4715 – Process Control System

STRATEGIC NARRATIVE

The Process Controls Division provides the necessary planning, coordination, implementation and support of the water system's automation projects. The division provides design, programming, training, maintenance and technical support to ensure the continuous operation of the Water Plant's control systems. The division also maintains the plants maintenance data system, the City's security system and the Automatic Meter Reading (AMR) system for the Maintenance and Services Division.

FY 2008/2009 OBJECTIVES

The primary goal of the Process Controls Division is to maintain timely and accurate operational information and Plant control to the Water Treatment Plant through the Supervisory Control and Data Acquisition (SCADA) System.

Objective 1:

- To monitor SCADA computer operations and keep them up to date on service packs and security updates.

Performance Measures:

- Evaluate system against Microsoft Tech Net and Defender Updates Lists.
- Evaluate system against AWWA Security information List.
- Evaluate systems internal performance through utilities software.

Objective 2:

- To maintain network communications for optimal data transfer speed and a high degree of security.

Performance Measures:

- Monitor Received Signal Strength Indication (RSSI) and signal strength Values.
- Evaluate system against AWWA security information.

Objective 3:

- Recognize changes in the water system and evaluate new technology to help the SCADA system evolve to better serve the Water Plant staff.

Performance Measures:

- Meet with staff to determine plant needs and desired changes.
- Evaluate new products through vender meetings, technical data periodicals, and discussion with other water systems staff.

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591-4715 Process Control Systems

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	62,855	Instrument & Control Mgr	0.50	30,349
Overtime	1,500	Instrument & Control Tech	0.50	20,026
Fringe Benefits	43,124	Intern (Temp)	1.00	12,480
TOTAL	107,479	Total Personnel	2.00	62,855
OPERATING EXPENSES				
		Overtime		1,500
Supplies	31,000	FICA		4,809
Internal Services	2,817	Healthcare Benefits - Active		18,971
Other Services	109,700	Healthcare Benefits - Retirees		0
TOTAL	143,517	Pension		19,344
		Total Fringe Benefits		43,124
CAPITAL OUTLAY				
	26,000			
TOTAL	26,000	TOTAL	2.00	107,479
TOTAL APPROPRIATION				
	276,996			

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 2008/2009 OBJECTIVES

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.

Performance Measures:

- Unaccounted water losses as a percent of total water
- Turn on/offers per work-hour
- Average number of water meters read per reader per day
- Number of valid complaints received in FY 2009

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591-4720 Water Metering Maintenance & Service

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	182,296	Asst. Super of Right-of-Way	0.25 18,368
Overtime	6,000.00	Administrative Professional	0.25 9,953
Fringe Benefits	202,343	Mech Equip Repair Person II	0.25 10,561
		Utilities Person II	1.00 19,419
		Utilities Person I	2.50 115,895
TOTAL	390,639	Laborer (Temp)	2.00 8,100
		Total Personnel	6.00 182,296
OPERATING EXPENSES			
Supplies	10,500	Overtime	6,000
Internal Services	12,612	FICA	15,296
Other Services	49,750	Healthcare Benefits - Active	95,717
TOTAL	72,862	Healthcare Benefits - Retirees	0
		Pension	91,330
CAPITAL OUTLAY	25,000	Total Fringe Benefits	202,343
TOTAL	25,000	TOTAL	6.00 390,639
TOTAL APPROPRIATION	488,501		

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

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 ~ 5200 locate requests.

Performance Measures:

- Number of work orders for fire hydrants
- Worker-hours per hydrant testing, repair, and replacement
- Number of complaints

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591-4721 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	677,183	Asst Super of Right-of-Way	0.25	18,368
Overtime	46,000	Utilities Foreman	1.00	44,657
Fringe Benefits	718,615	Administrative Professional	0.25	9,953
		Mech Equip Repair Person II	0.25	10,561
TOTAL	1,441,798	Office Assistant III	0.50	17,376
		Utilities Person III	2.00	82,330
		Utilities Person II	4.00	159,931
OPERATING EXPENSES		Utilities Person I	3.50	136,675
Supplies	743,100	Equipment Operator	2.26	89,235
Internal Services	22,986	Tree Trimmer	0.50	19,273
Other Services	610,447	Custodial Worker (PT)	1.00	16,224
		Cement Crew Worker (S PT)	5.00	61,200
TOTAL	1,376,533	Laborer (Temp)	3.00	11,400
		Total Personnel	23.26	677,183
CAPITAL OUTLAY	42,500	Overtime		46,000
TOTAL	42,500			
		FICA		55,746
		Healthcare Benefits - Active		375,786
		Healthcare Benefits - Retirees		0
		Pension		287,083
TOTAL APPROPRIATION	2,860,831	Total Fringe Benefits		718,615
		TOTAL	23.26	1,441,798

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FUND: 591 – Water Fund
DEPARTMENT: Public Services
ACTIVITY: 4730 – Treatment and Pumping

STRATEGIC NARRATIVE

The Water Treatment and Pumping Division is responsible for providing high quality drinking water to the residents of 22 water systems in a three county service area. Water is vital to both human health and economic growth. The City of Saginaw has owned, operated and managed these facilities for more than 75 years. In 2007, an annual average of 21.9 million gallons of water, per day, were delivered to our customers.

FY 2008/2009 OBJECTIVES

The primary goal of the Water Treatment Division is to maintain high standards of quality and efficiency that provide safe, reliable and affordable drinking water to the customers of the Saginaw water system

Objective 1:

- To meet or exceed all Federal and State regulatory requirements.

Performance Measures:

- Number of violations for failure to meet drinking water standards
- Percent of Partnership for Safe Water goals met for measured water turbidity (100% > 0.1 NTU). Note: “Partnership for Safe Water” is a professional organization within the water industry. These are voluntary, treatment optimization, goals set by this organization.
 - ✓ Target = 99% of measurements met
- Number of requirements met that are contained in the Consumer Confidence Reporting guidelines
 - ✓ Target = 100%

Objective 2:

- To adequately monitor all phases of treatment to assure proper control of the water treatment processes and pumping operations.

Performance Measure:

- Number of treatment process control lapses or events due to monitoring failures.
 - ✓ Target = 0

Objective 3:

- To evaluate efficiency measurements to maximize affordability for customers

Performance Measures:

- All cost tracking spreadsheets completed and evaluated for efficiency.
 - ✓ Electrical Costs: Gals/KWH
 - ✓ Chemical Costs: Avg./MG
 - ✓ Chemical Quantity: Lbs./MG
 - ✓ Fuel Costs:
 - ✓ Diesel fuel: KWH/Gal
 - ✓ Gas: CCF/Yr

Objective 4:

- To Continuously evaluate Capital Improvement Plan (CIP) and perform capital improvements to assure reliability and capacity needs of system are addressed. The availability of funding and staffing to oversee these improvements are important factors, which will affect progress.

Performance Measures:

- Number of planned/budgeted engineering studies not completed or begun.
- Number of planned/budgeted capital improvements not completed or begun.
- CIP updated and incorporated into water rate structure?

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591-4730 Treatment & Pumping

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET
PERSONNEL SERVICES			ALLOCATION
Salaries	1,395,663	Superintendent of Water Tmt	69,522
Overtime	62,000	Asst Super of Water Tmt	60,697
Fringe Benefits	1,407,055	Chief Chemist	50,479
TOTAL	2,864,718	Operating Foreman	219,960
		Plant Mtce Foreman	52,818
		Biologist	46,743
		Plant Mtce Electrician II	50,362
OPERATING EXPENSES		Plant Mtce Electrician I	84,005
Supplies	564,520	Filtration Plant Mtce III	114,204
Internal Services	49,088	Filtration Plant Mtce II	111,525
Other Services	1,314,527	Filtration Plant Mtce I	73,228
TOTAL	1,928,135	Plant Mtce Mechanic A	46,743
		Plant Operator A	198,651
		Equipment & Safety Specialist	40,064
		Administrative Professional	39,093
		Laboratory Technician	37,185
CAPITAL OUTLAY	131,610	Stock Clerk WT	33,081
TOTAL	131,610	Custodial Worker A	32,631
		Laborer (Temp)	34,672
		Total Personnel	36.00
TOTAL APPROPRIATION	4,924,463		1,395,663
		Overtime	62,000
		FICA	121,220
		Healthcare Benefits - Active	636,787
		Healthcare Benefits - Retirees	25,970
		Pension	623,078
		Total Fringe Benefits	1,407,055
		TOTAL	36.00
			2,864,718

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 (SMMWSC). 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 intergovernmental body composed of six members: three appointed by each of the Saginaw and Midland City Councils. 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 2008/2009 OBJECTIVES

To efficiently provide delivery of adequate quantities of raw water to supply the City's Water Treatment System.

Objectives:

- To work with the City of Midland on Best Management Practices of the SMMWSC.

Performance Measures:

- Participation on the Water Advisory Committee
- Utilization of the Kochville Pumping Station during peak demands to keep SMMWSC raw water pumping costs down.

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591-4735 Raw Water

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	0		
Fringe Benefits	0		
TOTAL	0	Total Personnel	0.00 0
OPERATING EXPENSES			
		Overtime	0
Supplies	0		
Internal Services	0	FICA	
Other Services	1,126,289	Healthcare Benefits - Active	
		Healthcare Benefits - Retirees	
		Pension	
TOTAL	1,126,289	Total Fringe Benefits	0
CAPITAL OUTLAY			
	0		
TOTAL	0	TOTAL	0.00 0
TOTAL APPROPRIATION			
	1,126,289		

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.		\$1,381,237
City of Saginaw – 2008 Water Revenue Bonds		
<i>Principal</i>	\$	661,375
City of Saginaw – 2000 Water Revenue Bonds	<i>661,375</i>	
Final Payment		
<i>Principal</i>		
<i>Interest</i>	<i>\$1,165,000</i>	1,196,455
	<i>\$31,455</i>	

Total Debt Service Share FY09 for City of Saginaw		<u>\$3,239,067</u>

FUND: 591- Water Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 5310- Customer Accounting

STRATEGIC NARRATIVE

The goal of the Customer Accounting Division is to bill and collect 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 2008/2009 OBJECTIVES

Objective 1:

- To provide training for department employees to improve billing cycle time and save costs.

Performance Measures:

- Percent of department employees trained in new software applications in FY 2009
✓ Target = 100%
- Percent of bills ready and printed one week after the last cycle and route due date.
✓ Target = 100%

Objective 2:

- To reduce delinquent accounts by fifteen percent (15%) through discontinuing active accounts with unpaid arrears five (5) days after the accounts are cycle billed. This will allow for enhanced cash flows and reduction of water/sewer liens on property taxes.

Performance Measure:

- Percent decrease in delinquent accounts in FY 2009 from FY 2008

Objective 3:

- To aggressively continue the collection process for those customers that are three (3) months delinquent with a balance of \$100 dollars or more.

Performance Measures:

- Bad debts as a percentage of total billed
- Bad debts written off as a percentage of total billed

**ENTERPRISE FUND
WATER OPERATIONS AND MAINTENANCE (591)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

591 5310 Customer Accounting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	121,962	Admin of Utilities Account	0.50	24,398
Overtime	0	Collection Specialist	0.50	18,307
Fringe Benefits	122,049	Office Assistant III	1.50	52,308
		Customer Service Coordinator	0.30	9,355
		Customer Service Rep	0.60	17,594
TOTAL	244,011			
		Total Personnel	2.90	121,962
OPERATING EXPENSES				
		Overtime		0
Supplies	1,400			
Provision for Losses	2,500			
Internal Services	23,574	FICA		9,429
Other Services	54,950	Healthcare Benefits - Active		45,595
		Healthcare Benefits - Retirees		0
		Pension		67,025
TOTAL	82,424	Total Fringe Benefits		122,049
CAPITAL OUTLAY				
	650			
TOTAL	650	TOTAL	2.90	244,011
TOTAL APPROPRIATION				327,085

**SPECIAL REVENUE FUND
SEWER BOND CONSTRUCTION (595)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	8,493,588	SEWER BONDS	8,493,588
TOTAL RESOURCES	<u>8,493,588</u>	TOTAL APPROPRIATIONS	<u>8,493,588</u>

**ENTERPRISE FUNDS
SEWER BOND CONSTRUCTION (595)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget	2008 Adjusted Budget	2008 Project	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Interest and Rents	0	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	3,375,000	4,825,000	4,825,000	8,493,588
TOTAL RESOURCES	0	0	0	0	3,375,000	4,825,000	4,825,000	8,493,588

EXPENDITURE ANALYSIS SUMMARY

4843 SEWER BONDS

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	3,375,000	4,825,000	2,351,421	8,493,588
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	0	0	3,375,000	4,825,000	2,351,421	8,493,588

TOTAL SEWER BOND CONSTRUCTION

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	3,375,000	4,825,000	2,351,421	8,493,588
Capital Outlay	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	0	0	0	0	3,375,000	4,825,000	2,351,421	8,493,588

**SPECIAL REVENUE FUND
WATER BOND CONSTRUCTION (598)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	15,000	WATER REFUNDING BONDS	27,717,500
OTHER REVENUES	27,702,500		
TOTAL RESOURCES	<u>27,717,500</u>	TOTAL APPROPRIATIONS	<u>27,717,500</u>

**ENTERPRISE FUND
WATER BOND CONSTRUCTION (598)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Interest and Rents	7,320	15,871	8,000	22,821	10,000	10,000	15,510	15,000
Other Revenues	0	0	0	0	9,098,000	11,490,000	11,018,443	27,702,500
Transfers from Other Funds	0	0	0	0	0	0	0	0
TOTAL RESOURCES	7,320	15,871	8,000	22,821	9,108,000	11,500,000	11,033,952	27,717,500

EXPENDITURE ANALYSIS SUMMARY								
<u>4741 WATER REFUNDING BONDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1	9,108,000	10,151,336	2,919,021	27,717,500
Capital Outlay	0	0	0	0	0	0	0	0
TOTALS	0	0	0	1	9,108,000	10,151,336	2,919,021	27,717,500

<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	8,000	0	0	0	0	0
TOTALS	0	0	8,000	0	0	0	0	0

<u>9660 TRANSFERS OUT</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	1,348,664	1,348,664	0
TOTALS	0	0	0	0	0	1,348,664	1,348,664	0

TOTAL WATER OPERATIONS AND MAINTENANCE								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	1	9,108,000	10,151,336	2,919,021	27,717,500
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	8,000	0	0	1,348,664	1,348,664	0
TOTAL EXPENDITURES	0	0	8,000	1	9,108,000	11,500,000	4,267,685	27,717,500

INTERNAL SERVICE FUNDS

**SPECIAL REVENUE FUND
CENTRAL STORES (633)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	204,025	SERVICE ROOM OPERATIONS	204,025
TOTAL RESOURCES	<u>204,025</u>	TOTAL APPROPRIATIONS	<u>204,025</u>

**INTERNAL SERVICE FUND
CENTRAL STORES (633)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Adjusted Budget	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY									
Services - Sales	233,033	237,068	111,474	92,000	93,285	204,025	204,025	82,908	204,025
Other Revenues	0	0	0	0	1,430	0	0	0	0
Transfers from Other Funds	0	0	0	0	0	0	0	0	0
TOTAL RESOURCES	233,033	237,068	111,474	92,000	94,716	204,025	204,025	82,908	204,025

EXPENDITURE ANALYSIS SUMMARY									
<u>1732 SERVICE ROOM OPERATIONS</u>									
Personnel Services	74,723	34,058	20,765	0	19,204	0	0	22,090	0
Operating Expenses	134,981	193,362	68,743	92,000	69,790	204,025	204,025	67,437	204,025
Capital Outlay	0	0	0	0	0	0	0	0	0
TOTALS	209,704	227,420	89,508	92,000	88,994	204,025	204,025	89,528	204,025
<u>4444 CENTRAL STORES</u>									
Personnel Services	4,738	0	295	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	1,219	0
Capital Outlay	0	0	0	0	0	0	0	0	0
TOTALS	4,738	0	295	0	0	0	0	1,219	0
TOTAL CENTRAL STORES									
Personnel Services	79,460	34,058	21,060	0	19,204	0	0	22,090	0
Operating Expenses	134,981	193,362	68,743	92,000	69,790	204,025	204,025	68,657	204,025
Capital Outlay	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	214,441	227,420	89,803	92,000	88,994	204,025	204,025	90,747	204,025

**SPECIAL REVENUE FUND
PUBLIC WORKS BUILDING (641)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	465,508	PUBLIC WORKS BUILDING	464,470
		TRANSFERS OUT	1,038
TOTAL RESOURCES	<u>465,508</u>	TOTAL APPROPRIATIONS	<u>465,508</u>

**INTERNAL SERVICE FUND
PUBLIC WORKS BUILDING (641)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Services - Sales	267,912	316,998	378,192	378,204	378,192	378,192	378,192	465,508
Interest and Rents	0	0	0	0	0	0	0	0
Other Revenues	51	50	0	67	13,816	13,816	13,816	0
Transfers from Other Funds	0	0	0	0	0	0	0	0
TOTAL RESOURCES	267,963	317,048	378,192	378,271	392,008	392,008	392,008	465,508

EXPENDITURE ANALYSIS SUMMARY								
<u>4439 PUBLIC WORKS BUILDING</u>								
Personnel Services	109,820	124,568	120,244	118,392	123,795	123,795	127,344	148,317
Operating Expenses	155,339	181,804	222,821	190,502	257,330	257,330	181,356	282,409
Capital Outlay	2,250	10,127	44,789	28,789	10,000	10,000	0	33,744
TOTALS	267,409	316,499	387,854	337,684	391,125	391,125	308,700	464,470
<u>9660 TRANSFERS TO OTHER FUNDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	662	662	883	883	883	883	883	1,038
TOTALS	662	662	883	883	883	883	883	1,038
TOTAL PUBLIC WORKS BUILDING								
Personnel Services	109,820	124,568	120,244	118,392	123,795	123,795	127,344	148,317
Operating Expenses	155,339	181,804	222,821	190,502	257,330	257,330	181,356	282,409
Capital Outlay	2,250	10,127	44,789	28,789	10,000	10,000	0	33,744
Miscellaneous	662	662	883	883	883	883	883	1,038
TOTAL EXPENDITURES	268,070	317,161	388,737	338,567	392,008	392,008	309,583	465,508

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FUND: 641 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 4439 – Public Service 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 2008/2009 OBJECTIVES

Objectives:

- Implement energy savings programs to offset increasing utility cost.
- Upgrade building security as mandated by Home Land Securities directives for all City and Government Facilities.

Rust Street Boat Launch

Objectives:

- Provide boating access to the River system and to promote the waterways as a recreational resource.
- Increase fees to be competitive with other boat launch facilities in the surrounding counties.
- Eliminate inadequate drainage in parking lot, which is causing damage to the asphalt surface area.

Special Events & Recreation Programs Accomplishments:

- Supervised and coordinated support for special event operations with limited personnel.
- Provided administrative and logistical support for recreation programs that had not been officially supported or funded by the city or Facilities Maintenance.

**INTERNAL SERVICE FUND
PUBLIC WORKS BUILDING (641)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

641-4439 Public Works Building

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	79,766	Bldg Operations Supervisor	0.40	24,268
Overtime	3,500	Maintenance Person II	1.00	39,274
Fringe Benefits	65,051	Custodial Worker (PT)	1.00	16,224
TOTAL	148,317	Total Personnel	2.40	79,766
OPERATING EXPENSES				
		Overtime		3,500
Supplies	23,650	FICA		5,555
Internal Services	3,901	Healthcare Benefits - Active		29,707
Other Services	254,858	Healthcare Benefits - Retirees		0
TOTAL	282,409	Pension		29,789
		Total Fringe Benefits		65,051
CAPITAL OUTLAY	33,744			
TOTAL	33,744	TOTAL	2.40	148,317
TOTAL APPROPRIATION	464,470			

**SPECIAL REVENUE FUND
GEOGRAPHICAL INFORMATION SYSTEMS GIS (650)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	50,000	GEOGRAPHICAL INFORMATION SYSTEMS	500,589
CHARGE FOR SERVICES	320,660	TRANSFERS	1,038
OTHER REVENUES	130,967		
TOTAL RESOURCES	<u>501,627</u>	TOTAL APPROPRIATIONS	<u>501,627</u>

**INTERNAL SERVICE FUND
GEOGRAPHICAL INFORMATION SYSTEMS (650)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Federal Grants	0	0	0	67,397	0	0	0	0
Services - Sales	13,432	19,084	50,000	40,764	65,000	65,000	23,179	50,000
Charge for Services	335,835	317,364	308,129	308,148	320,660	320,660	320,676	320,660
Other Revenues	22,000	28,511	33,075	29,996	97,556	97,556	93,607	130,967
TOTAL RESOURCES	371,267	364,959	391,204	446,304	483,216	483,216	437,462	501,627

EXPENDITURE ANALYSIS SUMMARY								
<u>1738 GEOGRAPHICAL INFORMATION SYSTEMS</u>								
Personnel Services	217,063	241,517	290,546	241,431	352,718	352,718	361,552	363,141
Operating Expenses	178,120	131,494	90,028	90,719	113,168	113,168	99,419	123,448
Capital Outlay	871	0	7,300	0	14,000	14,000	9,828	14,000
TOTALS	396,054	373,011	387,874	332,150	479,886	479,886	470,800	500,589
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	2,447	0	2,447	2,447	0	0
TOTALS	0	0	2,447	0	2,447	2,447	0	0
<u>9660 TRANSFERS TO OTHER FUNDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	662	662	883	883	883	883	883	1,038
TOTALS	662	662	883	883	883	883	883	1,038
TOTAL GEOGRAPHICAL INFORMATION SYSTEMS								
Personnel Services	217,063	241,517	290,546	241,431	352,718	352,718	361,552	363,141
Operating Expenses	178,120	131,494	90,028	90,719	113,168	113,168	99,419	123,448
Capital Outlay	871	0	7,300	0	14,000	14,000	9,828	14,000
Miscellaneous	662	662	3,330	883	3,330	3,330	883	1,038
TOTAL EXPENDITURES	396,716	373,673	391,204	333,033	483,216	483,216	471,683	501,627

FUND: 650-Geographical Information Systems Fund
DEPARTMENT: Public Services
ACTIVITY: 1738 – Geographical Information Systems

STRATEGIC NARRATIVE

This account funds the Geographic Information Systems Division of Public Services. This Division maintains and develops land based computer layers for City business processes, creates desktop and web applications for end user information retrieval and provides mapping services for departmental uses.

FY 2008/2009 OBJECTIVES

Utilize Geographical Information Systems service based technology to increase efficiency, support better decision-making and improve services to the public.

Objective:

- To integrate GIS technology and data with other information based systems within the City as part of an overall information systems solution.

Performance Measures:

- Percent of GIS data layer information tied with the City's work order system.
 - ✓ Target = 50 % by end of 2009 fiscal year
- Number of square miles in GIS database
- Number of parcels in the GIS database
- Total hours spent maintaining and updating Saginaw County's 911 geographic based CAD system.

**INTERNAL SERVICE FUND
GEOGRAPHICAL INFORMATION SYSTEMS (650)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

650-1738 Geographical Information System

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	192,263	GIS Administrator	1.00	64,412
Overtime	7,000	GIS Analyst	1.00	48,403
Fringe Benefits	163,878	Web Tech Developer	1.00	45,663
		GIS Technician	1.00	33,785
TOTAL	363,141			
		Total Personnel	4.00	192,263
OPERATING EXPENSES				
		Overtime		7,000
Supplies	15,000			
Internal Services	47,889			
Other Services	60,559	FICA		15,543
TOTAL	123,448	Healthcare Benefits - Active		62,915
		Healthcare Benefits - Retirees		0
		Pension		85,420
		Total Fringe Benefits		163,878
CAPITAL OUTLAY	14,000			
TOTAL	14,000			
		TOTAL	4.00	363,141
TOTAL APPROPRIATION	500,589			

**SPECIAL REVENUE FUND
 INFORMATION SERVICES (658)
 RESOURCE ALLOCATION
 2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,438,902	INFORMATION SERVICES	1,439,859
INTEREST	5,000	TRANSFERS OUT	4,043
TOTAL RESOURCES	<u><u>1,443,902</u></u>	TOTAL APPROPRIATIONS	<u><u>1,443,902</u></u>

**INTERNAL SERVICE FUND
INFORMATION SERVICES (658)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Services - Sales	165	0	0	0	0	0	0	0
Charge for Services	1,524,053	1,326,001	1,494,729	1,494,729	1,492,729	1,492,729	1,492,729	1,438,902
Interest and Rents	5,685	8,368	0	9,840	5,000	5,000	6,873	5,000
Other Revenues	69	0	0	0	120,000	0	120,001	0
Transfers from Other Funds	0	0	0	0	0	0	0	0
TOTAL RESOURCES	1,529,971	1,334,369	1,494,729	1,504,569	1,617,729	1,497,729	1,619,603	1,443,902

EXPENDITURE ANALYSIS SUMMARY

1720 INFORMATION SERVICES

Personnel Services	735,920	761,892	712,062	708,566	704,884	704,884	736,392	737,198
Operating Expenses	728,409	620,628	783,744	798,794	821,318	816,418	702,919	657,976
Capital Outlay	4,165	1,421	14,297	30,921	88,086	92,986	84,221	44,685
TOTALS	1,468,494	1,383,941	1,510,103	1,538,281	1,614,288	1,614,288	1,523,533	1,439,859

9660 TRANSFERS TO OTHER FUNDS

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	3,441	3,441	3,441	3,441	3,441	4,043
TOTALS	0	0	3,441	3,441	3,441	3,441	3,441	4,043

TOTAL INFORMATION SERVICES

Personnel Services	735,920	761,892	712,062	708,566	704,884	704,884	736,392	737,198
Operating Expenses	728,409	620,628	783,744	798,794	821,318	816,418	702,919	657,976
Capital Outlay	4,165	1,421	14,297	30,921	88,086	92,986	84,221	44,685
Miscellaneous	0	0	3,441	3,441	3,441	3,441	3,441	4,043
TOTAL EXPENDITURES	1,468,494	1,383,941	1,513,544	1,541,722	1,617,729	1,617,729	1,526,974	1,443,902

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 2008/2009 OBJECTIVES

- Develop an HTE software re-connect plan that supports the goals and objectives of the City. The re-connect plan will include: a detailed analysis of business processes and software usage, proper system setup of software applications, migration to a new Naviline graphical environment, extensive staff training on the most efficient usage of City software tools and improved business processes.
- Focus Information Services resources on the effort of 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.
- 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.

**INTERNAL SERVICE FUND
INFORMATION SERVICES (658)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

658-1720 Information Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	388,209	Info Serv Director	1.00	79,718
Overtime	30,000	Info Serv Assistant Director	1.00	63,149
Fringe Benefits	318,989	Info Serv Application Analyst	3.00	165,262
		Technical Support Specialist	2.00	80,080
TOTAL	737,198	Total Personnel	7.00	388,209
OPERATING EXPENSES				
		Overtime		30,000
Supplies	42,715	FICA		32,187
Internal Services	92,461	Healthcare Benefits - Active		97,772
Other Services	522,800	Healthcare Benefits - Retirees		35,205
		Pension		153,825
TOTAL	657,976	Total Fringe Benefits		318,989
CAPITAL OUTLAY	44,685			
TOTAL	44,685	TOTAL	7.00	737,198
TOTAL APPROPRIATION	1,439,859			

**SPECIAL REVENUE FUND
RADIO OPERATIONS (660)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	216,181	RADIO OPERATIONS	296,032
INTEREST	25,000	TRANSFERS OUT	910,517
OTHER REVENUE	965,368		
TOTAL RESOURCES	<u>1,206,549</u>	TOTAL APPROPRIATIONS	<u>1,206,549</u>

**INTERNAL SERVICE FUND
RADIO OPERATIONS (660)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	118,768	192,636	216,181	216,180	216,181	216,181	216,180	216,181
Interest and Rents	15,091	38,577	9,200	45,366	25,000	25,000	31,685	25,000
Other Revenues	0	9	0	0	0	0	17	965,368
Transfers from Other Funds	0	0	0	0	0	0	0	0
TOTAL RESOURCES	133,859	231,221	225,381	261,546	241,181	241,181	247,882	1,206,549
EXPENDITURE ANALYSIS SUMMARY								
<u>4422 RADIO OPERATIONS</u>								
Personnel Services	7,356	2,655	0	7,087	0	0	12,955	3,230
Operating Expenses	75,199	65,367	90,403	24,495	82,633	82,633	28,163	82,802
Capital Outlay	0	0	5,000	0	10,000	10,000	0	210,000
TOTALS	82,555	68,022	95,403	31,583	92,633	92,633	41,118	296,032
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	129,538	0	148,108	148,108	148,108	0
TOTALS	0	0	129,538	0	148,108	148,108	148,108	0
<u>9660 TRANSFERS TO OTHER FUNDS</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	330	330	440	440	440	440	440	910,517
TOTALS	330	330	440	440	440	440	440	910,517
TOTAL RADIO OPERATIONS								
Personnel Services	7,356	2,655	0	7,087	0	0	12,955	3,230
Operating Expenses	75,199	65,367	90,403	24,495	82,633	82,633	28,163	82,802
Capital Outlay	0	0	5,000	0	10,000	10,000	0	210,000
Miscellaneous	330	330	129,978	440	148,548	148,548	148,548	910,517
TOTAL EXPENDITURES	82,885	68,352	225,381	32,022	241,181	241,181	189,666	1,206,549

**INTERNAL SERVICE FUND
RADIO OPERATIONS (660)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

660-4422 Radio Operations

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	3,000	Total Personnel	<u>0</u>
Fringe Benefits	230		<u>0</u>
TOTAL	<u>3,230</u>	Overtime	<u>3,000</u>
OPERATING EXPENSES			
		FICA	230
Supplies	30,500	Healthcare Benefits - Active	0
Internal Services	6,826	Healthcare Benefits - Retirees	0
Other Services	45,476	Pension	0
TOTAL	<u>82,802</u>	Total Fringe Benefits	<u>230</u>
		TOTAL	<u><u>0</u></u>
CAPITAL OUTLAY	210,000		<u><u>3,230</u></u>
TOTAL	<u>210,000</u>		
TOTAL APPROPRIATION	<u><u>296,032</u></u>		

**SPECIAL REVENUE FUND
MOTOR POOL OPERATIONS (661)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	2,082,662	GARAGE OPERATIONS	2,528,491
OTHER REVENUES	456,447	TRANSFERS	10,618
TOTAL RESOURCES	<u>2,539,109</u>	TOTAL APPROPRIATIONS	<u>2,539,109</u>

**INTERNAL SERVICE FUND
MOTOR POOL OPERATIONS (661)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	2,226,030	1,888,141	2,082,922	1,837,967	2,474,722	2,521,863	3,006,381	2,082,662
Interest and Rents	0	0	0	0	0	0	0	0
Other Revenues	(3,915)	12,750	5,000	1,231	34,724	0	582,530	456,447
Transfers from Other Funds	0	0	474,195	0	474,195	479,496	5,301	0
TOTAL RESOURCES	2,222,115	1,900,891	2,562,117	1,839,198	2,983,641	3,001,359	3,594,212	2,539,109

EXPENDITURE ANALYSIS SUMMARY

4480 GARAGE OPERATIONS

Personnel Services	792,416	662,326	939,736	681,082	874,595	874,595	783,599	1,109,993
Operating Expenses	1,349,436	1,191,768	1,126,799	577,668	909,421	867,831	191,130	855,341
Capital Outlay	2,626	2,029	423,021	176,629	763,173	2,063,720	728,885	478,252
Miscellaneous	20,814	60,963	195,777	0	427,415	302,415	68,650	84,905
TOTALS	2,165,292	1,917,086	2,685,333	1,435,378	2,974,604	4,108,561	1,772,264	2,528,491

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	47,141	47,141	0
TOTALS	0	0	0	0	0	47,141	47,141	0

9660 TRANSFERS TO OTHER FUNDS

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	6,778	6,778	9,037	9,037	9,037	9,037	9,037	10,618
TOTALS	6,778	6,778	9,037	9,037	9,037	9,037	9,037	10,618

TOTAL MOTOR POOL OPERATIONS

Personnel Services	792,416	662,326	939,736	681,082	874,595	874,595	783,599	1,109,993
Operating Expenses	1,349,436	1,191,768	1,126,799	577,668	909,421	867,831	191,130	855,341
Capital Outlay	2,626	2,029	423,021	176,629	763,173	2,063,720	728,885	478,252
Miscellaneous	27,592	67,741	204,814	9,037	436,452	358,593	124,828	95,523
TOTAL EXPENDITURES	2,172,070	1,923,864	2,694,370	1,444,415	2,983,641	4,164,739	1,828,442	2,539,109

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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 2008/2009 OBJECTIVES

Objectives:

- To implement a vehicle replacement revolving fund to finance vehicle replacement.
- To implement a rental schedule for financing garage operations.

Performance Measures:

- Hours billed per vehicle or piece of equipment maintained by the Garage
- Average fleet maintenance expenditures per vehicle (all vehicles)
- Preventive maintenance expenditures per vehicle by category
- Total maintenance expenditures per vehicle by category
- Average vehicle downtime by category
- Average turn around time for equipment by category

**INTERNAL SERVICE FUND
MOTOR POOL OPERATIONS (661)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

661-4480 Motor Pool Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	415,726	Labor Foreman Garage/Streets	1.00	46,460
Overtime	50,000	Administrative Professional	0.20	7,963
Fringe Benefits	644,267	Crossover Operator	1.00	39,927
		Mech Equip Repairperson I	7.00	283,559
		Parts Stock Clerk II	1.00	37,817
TOTAL	1,109,993			
		Total Personnel	10.20	415,726
OPERATING EXPENSES				
Supplies	441,550	Overtime		50,000
Internal Services	136,268			
Other Services	277,523			
TOTAL	855,341	FICA		35,629
		Healthcare Benefits - Active		177,541
		Healthcare Benefits - Retirees		215,848
		Pension		215,249
CAPITAL OUTLAY	478,252	Total Fringe Benefits		644,267
TOTAL	478,252			
MISCELLANEOUS	84,905	TOTAL	10.20	1,109,993
TOTAL	84,905			
TOTAL APPROPRIATION	2,528,491			

**SPECIAL REVENUE FUND
PTO LIABILITY FUND (662)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	0	TRANSFERS	0
OTHER REVENUES	0		
TOTAL RESOURCES	0	TOTAL APPROPRIATIONS	0

NOTE:

IN FY 2009 THIS FUND WILL BE INACTIVE.

**INTERNAL SERVICE FUND
PTO LIABILITY (662)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Approved Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charges for Services	24,602	0	0	0	0	0	0	0
Interest and Rents	0	33,269	35,000	17,077	30,000	30,000	0	0
Other Revenues	0	0	130,000	0	135,000	135,000	0	0
TOTAL RESOURCES	24,602	33,269	165,000	17,077	165,000	165,000	0	0

EXPENDITURE ANALYSIS SUMMARY								
9660 TRANSFERS TO OTHER FUNDS								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	347,002	456,951	165,000	0	165,000	165,000	0	0
TOTALS	347,002	456,951	165,000	0	165,000	165,000	0	0
TOTAL PTO LIABILITY								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	347,002	456,951	165,000	0	165,000	165,000	0	0
TOTAL EXPENDITURES	347,002	456,951	165,000	0	165,000	165,000	0	0

**SPECIAL REVENUE FUND
SELF-INSURANCE FUND (677)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,240,810	SELF INSURANCE	1,580,629
INTEREST	15,000		
TRANSFERS IN	324,819		
TOTAL RESOURCES	<u><u>1,580,629</u></u>	TOTAL APPROPRIATIONS	<u><u>1,580,629</u></u>

**INTERNAL SERVICE FUND
SELF-INSURANCE FUND (677)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Projected	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	1,713,645	1,374,980	1,429,619	1,930,676	1,429,619	1,429,619	1,202,588	1,240,810
Interest and Rents	12,511	12,133	15,000	15,912	15,000	15,000	12,170	15,000
Other Revenues	(247)	5,918	0	0	0	0	0	0
Transfers from Other Funds	78,550	0	80,770	0	80,770	80,770	80,770	324,819
Current Reserve GF	0	14,008	0	0	0	0	0	0
TOTAL RESOURCES	1,804,459	1,407,038	1,525,389	1,946,588	1,525,389	1,525,389	1,295,528	1,580,629

EXPENDITURE ANALYSIS SUMMARY								
<u>1762 SELF INSURANCE</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	1,362,596	1,321,038	1,349,713	1,398,734	1,349,713	1,349,713	1,332,232	1,501,378
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	18,550	86,000	10,770	10,770	10,770	10,770	6,600	79,251
TOTALS	1,381,146	1,407,038	1,360,483	1,409,504	1,360,483	1,360,483	1,338,832	1,580,629
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	164,906	0	164,906	164,906	0	0
TOTALS	0	0	164,906	0	164,906	164,906	0	0
TOTAL SELF INSURANCE								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	1,362,596	1,321,038	1,349,713	1,398,734	1,349,713	1,349,713	1,332,232	1,501,378
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	18,550	86,000	175,676	10,770	175,676	175,676	6,600	79,251
TOTAL EXPENDITURES	1,381,146	1,407,038	1,525,389	1,409,504	1,525,389	1,525,389	1,338,832	1,580,629

**INTERNAL SERVICE FUNDS
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
INTERNAL SERVICE FUND							
Public Works Building	2.20	2.20	2.20	2.20	2.20	2.20	2.40
GIS Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Information Services	8.00	7.00	7.00	7.00	7.00	7.00	7.00
Radio Operations	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Motor Pool Operations	9.65	9.65	9.20	9.20	9.20	9.20	10.20
Workers Compensation	2.00	0.60	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	26.85	23.45	23.00	23.00	23.00	23.00	24.20

The Approved 2008/2009 Budget adds .20 of the Building Operations Supervisor to the Public Works Building Fund as well as the addition of a Mechanic Equipment Repair Person in the Motor Pool Operation Fund. In the 2008 Approved Budget, the personnel complement remained the same as in 2007.

**SPECIAL REVENUE FUND
WORKERS COMPENSATION (678)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,200,000	WORKERS COMPENSATION ADMINISTRATION	1,116,970
INTEREST	40,000	EMPLOYEE HEALTH SERVICES	117,184
		INCREASE IN FUND EQUITY	5,846
TOTAL RESOURCES	<u>1,240,000</u>	TOTAL APPROPRIATIONS	<u>1,240,000</u>

**INTERNAL SERVICE FUND
WORKERS COMPENSATION (678)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
State Grants	0	0	0	0	0	0	0	0
Charge for Services	1,256,755	1,194,654	1,247,418	1,234,964	1,200,000	1,200,000	1,136,424	1,200,000
Interest and Rents	11,731	37,673	0	44,303	40,000	40,000	30,943	40,000
Other Revenues	0	0	0	0	0	0	0	0
Transfers from Other Funds	0	0	0	0	0	0	0	0
TOTAL RESOURCES	1,268,486	1,232,327	1,247,418	1,279,267	1,240,000	1,240,000	1,167,367	1,240,000

EXPENDITURE ANALYSIS SUMMARY

1750 WORKERS COMPENSATION ADMINISTRATION

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	991,773	556,735	1,159,811	984,205	1,114,367	1,114,367	922,284	1,116,970
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	991,773	556,735	1,159,811	984,205	1,114,367	1,114,367	922,284	1,116,970

1751 EMPLOYEE HEALTH SERVICES

Personnel Services	49,365	34,206	31,982	30,806	31,178	31,178	33,247	40,495
Operating Expenses	53,287	56,355	55,625	54,162	42,994	42,994	59,456	76,689
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	102,652	90,561	87,607	84,968	74,172	74,172	92,703	117,184

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	6,778	6,778	0	0	51,461	51,461	51,461	5,846
TOTALS	6,778	6,778	0	0	51,461	51,461	51,461	5,846

TOTAL WORKERS COMPENSATION

Personnel Services	49,365	34,206	31,982	30,806	31,178	31,178	33,247	40,495
Operating Expenses	1,045,060	613,090	1,215,436	1,038,367	1,157,361	1,157,361	981,740	1,193,659
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	6,778	6,778	0	0	51,461	51,461	51,461	5,846

TOTAL EXPENDITURES	1,101,203	654,074	1,247,418	1,069,173	1,240,000	1,240,000	1,066,448	1,240,000
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DEPARTMENT/DIVISION: Workers' Compensation
ACCOUNT NUMBER: 678-1750

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 and a third party administrator and medical treatment facilities. In January of 2005, the in-house City Clinic was closed. The City moved its occupational health services to Covenant Medical Center at 600 Irving Street, Saginaw. This budget includes expenses for our in-house safety and health program, administrative costs for third party, workers' compensation payments and medical payments for permanent and temporarily disabled employees, costs for litigated cases and potential settlements. Reserves for payment of major claims and judgments are budgeted in this fund. Employee Services monitors 32 long-term workers' compensation cases of which 12 are presently litigated. Our third party administrator (Cambridge Integrated Services) handled 87 medical treatment claims with throughout the year.

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. During the calendar year 2005, the City lost 558 workdays (36% increase over previous year) and experienced 55 recordable injuries (33% decrease over previous year). Our Divisions have achieved significant goals in reduction of injury cases but increased our time lost due to these injuries. Departments will continue to promote safety training, maintain equipment and utilize 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.

STRATEGIC OBJECTIVES

1. To reduce caseload through rehabilitation efforts and settlements of long-term cases.
2. To further reduce temporary disability payroll and lost workday costs by aggressive medical case management and return to work programs in departments.

**INTERNAL SERVICE FUND
WORKERS COMPENSATION (678)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

678-1750 Worker's Comp Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0			
Fringe Benefits	0	Total Personnel	0	0
TOTAL	<u>0</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		0
Internal Services	2,603	Healthcare Benefits - Active		0
Other Services	1,114,367	Healthcare Benefits - Retirees		0
		Pension		0
TOTAL	<u>1,116,970</u>	Total Fringe Benefits		<u>0</u>
		TOTAL	<u>0</u>	<u>0</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,116,970</u></u>			

**INTERNAL SERVICE FUND
WORKERS COMPENSATION (678)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

678-1751 Employee Health Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2008/ 2009 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	23,796	Administrative Assistant I	0.60	23,796
Overtime	0			
Fringe Benefits	16,699	Total Personnel	0.60	23,796
TOTAL	40,495	Overtime		0
OPERATING EXPENSES				
Supplies	0	FICA		1,935
Internal Services	3,425	Healthcare Benefits - Active		3,407
Other Services	73,264	Healthcare Benefits - Retirees		0
		Pension		11,357
TOTAL	76,689	Total Fringe Benefits		16,699
		TOTAL	0.60	40,495
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	117,184			



FIDUCIARY FUNDS

**SPECIAL REVENUE FUND
 UNFUNDED LIABILITIES FUND (674)
 RESOURCE ALLOCATION
 2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	30,000	INCREASE IN FUND EQUITY	500,000
CHARGE TO OTHER FUNDS	470,000		
TOTAL RESOURCES	500,000	TOTAL APPROPRIATIONS	500,000

**FIDUCIARY FUND
UNFUNDED LIABILITIES FUND (674)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Interest and Rents	25,509	25,403	30,000	47,062	30,000	30,000	30,426	30,000
Other Revenues	40,875	136,802	0	147,617	0	0	(60,938)	0
Charge to Other Funds	300,000	300,000	400,000	400,000	400,000	400,000	400,000	470,000
TOTAL RESOURCES	366,384	462,205	430,000	594,679	430,000	430,000	369,488	500,000

EXPENDITURE ANALYSIS SUMMARY								
<u>8559 INCREASE IN FUND EQUITY</u>								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	112,503	0
Capital Outlay	0	0	135,000	131,448	0	0	0	0
Miscellaneous	6,627	131,470	430,000	430,000	430,000	430,000	430,000	500,000
TOTALS	6,627	131,470	565,000	561,448	430,000	430,000	542,503	500,000
TOTAL SELF INSURANCE								
Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	112,503	0
Capital Outlay	0	0	135,000	131,448	0	0	0	0
Miscellaneous	6,627	131,470	430,000	430,000	430,000	430,000	430,000	500,000
TOTAL EXPENDITURES	6,627	131,470	565,000	561,448	430,000	430,000	542,503	500,000

**SPECIAL REVENUE FUND
FOREST LAWN CEMETERY (711)
RESOURCE ALLOCATION
2008/2009 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)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	24,374	29,325	19,000	0	19,000	19,000	19,000	19,000
Other Revenues	(903)	0	0	0	0	0	0	0
TOTAL RESOURCES	23,471	29,325	19,000	0	19,000	19,000	19,000	19,000

EXPENDITURE ANALYSIS SUMMARY

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	19,000	0	19,000	19,000	19,000	19,000
TOTALS	0	0	19,000	0	19,000	19,000	19,000	19,000

TOTAL FOREST LAWN CEMETERY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	19,000	0	19,000	19,000	19,000	19,000
TOTAL EXPENDITURES	0	0	19,000	0	19,000	19,000	19,000	19,000

**SPECIAL REVENUE FUND
OAKWOOD CEMETERY (712)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	6,000	INCREASE IN FUND EQUITY	6,000
TOTAL RESOURCES	<u>6,000</u>	TOTAL APPROPRIATIONS	<u>6,000</u>

**FIDUCIARY FUND
OAKWOOD CEMETERY (712)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge for Services	4,481	5,063	6,000	0	6,000	6,000	6,000	6,000
Other Revenues	(254)	0	0	0	0	0	0	0
TOTAL RESOURCES	4,227	5,063	6,000	0	6,000	6,000	6,000	6,000

EXPENDITURE ANALYSIS SUMMARY

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	6,000	0	6,000	6,000	6,000	6,000
TOTALS	0	0	6,000	0	6,000	6,000	6,000	6,000

TOTAL OAKWOOD CEMETERY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	6,000	0	6,000	6,000	6,000	6,000
TOTAL EXPENDITURES	0	0	6,000	0	6,000	6,000	6,000	6,000

**SPECIAL REVENUE FUND
POLICE AND FIRE PENSION FUND (732)
RESOURCE ALLOCATION
2008/2009 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	4,931,700	POLICE AND FIRE PENSION	893,808
INTEREST AND RENTS	4,486,592	POLICE PENSION	6,450,000
OTHER REVENUES	3,879,510	FIRE PENSION	5,700,000
		INCREASE IN FUND EQUITY	253,994
TOTAL RESOURCES	<u><u>13,297,802</u></u>	TOTAL APPROPRIATIONS	<u><u>13,297,802</u></u>

**FIDUCIARY FUND
POLICE AND FIRE PENSION (732)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Charge to Other Funds	3,369,291	4,571,724	4,842,383	4,842,384	4,680,000	4,740,074	4,740,074	4,931,700
Interest and Rents	5,770,730	5,684,204	4,100,000	3,193,801	4,486,592	4,486,592	3,183,450	4,486,592
Other Revenues	3,856,265	4,315,684	3,541,717	16,677,043	3,669,308	3,669,308	(10,217,325)	3,879,510
TOTAL RESOURCES	12,996,285	14,571,612	12,484,100	24,713,228	12,835,900	12,895,974	(2,293,801)	13,297,802

EXPENDITURE ANALYSIS SUMMARY

1765 POLICE AND FIRE PENSION

Personnel Services	0	0	0	0	0	0	0	39,907
Operating Expenses	562,063	787,067	884,100	717,941	885,900	885,900	654,968	853,901
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	562,063	787,067	884,100	717,941	885,900	885,900	654,968	893,808

1766 POLICE PENSION

Personnel Services	6,175,826	6,226,889	6,300,000	6,347,818	6,450,000	6,450,000	6,498,613	6,450,000
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	6,175,826	6,226,889	6,300,000	6,347,818	6,450,000	6,450,000	6,498,613	6,450,000

1767 FIRE PENSION

Personnel Services	4,939,175	5,154,310	5,300,000	5,434,880	5,500,000	5,500,000	5,790,217	5,700,000
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	4,939,175	5,154,310	5,300,000	5,434,880	5,500,000	5,500,000	5,790,217	5,700,000

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	253,994
TOTALS	0	0	0	0	0	0	0	253,994

TOTAL POLICE AND FIRE PENSION FUND

Personnel Services	11,115,001	11,381,199	11,600,000	11,782,698	11,950,000	11,950,000	12,288,830	12,189,907
Operating Expenses	562,063	787,067	884,100	717,941	885,900	885,900	654,968	853,901
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	253,994
TOTAL EXPENDITURES	11,677,064	12,168,266	12,484,100	12,500,639	12,835,900	12,835,900	12,943,798	13,297,802

**FIDUCIARY FUND
POLICE AND FIRE PENSION (732)
POSITION ANALYSIS
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Approved Budget	2007 Actual	2008 Approved Budget	2008 Projected	2009 Approved Budget
POLICE AND FIRE PENSION							
Police and Fire Pension	0.00	0.00	0.00	0.00	0.00	0.00	0.45
TOTAL POSITIONS	0.00	0.00	0.00	0.00	0.00	0.00	0.45

Beginning in FY 2009, .45 of a Personnel Generalist will be allocated to the Police and Fire Pension Fund.

**INTERNAL SERVICE FUND
POLICE & FIRE PENSION (732)
EXPENDITURE ANALYSIS DETAIL
2008/2009 APPROVED BUDGET**

732-1765 Police & Fire Pension

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2008/ 2009 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	25,524	Personnel Generalist	25,524
Overtime	0		
Fringe Benefits	14,383	Total Personnel	25,524
TOTAL	39,907	Overtime	0
OPERATING EXPENSES			
Supplies	0	FICA	2,020
Internal Services	70,701	Healthcare Benefits - Active	2,593
Other Services	783,200	Healthcare Benefits - Retirees	0
		Pension	9,770
TOTAL	853,901	Total Fringe Benefits	14,383
		TOTAL	39,907
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	893,808		

**SPECIAL REVENUE FUND
BLISS PARK EXPENDITURE ENDOWMENT (737)
RESOURCE ALLOCATION
2008/2009 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 2008/2009 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)
2008/2009 APPROVED BUDGET**

	2005 Actual	2006 Actual	2007 Adjusted Budget	2007 Actual	2008 Approved Budget	2008 Adjusted Budget	2008 Projected	2009 Approved Budget
REVENUE ANALYSIS SUMMARY								
Interest and Rents	0	0	1,200	0	0	0	0	0
Other Revenues	0	0	7,358	2,842	9,150	9,150	9,150	9,150
TOTAL RESOURCES	0	0	8,558	2,842	9,150	9,150	9,150	9,150

EXPENDITURE ANALYSIS SUMMARY

7545 BLISS PARK MAINTENANCE

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	6,581	1,998	8,558	2,842	9,150	9,150	9,150	9,150
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTALS	6,581	1,998	8,558	2,842	9,150	9,150	9,150	9,150

TOTAL BLISS PARK EXPENDITURE ENDOWMENT

Personnel Services	0	0	0	0	0	0	0	0
Operating Expenses	6,581	1,998	8,558	2,842	9,150	9,150	9,150	9,150
Capital Outlay	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	6,581	1,998	8,558	2,842	9,150	9,150	9,150	9,150



**CAPITAL IMPROVEMENT PLAN
(CIP)**

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 2008/2009.

THE 2008/2009 CIP

The Capital Improvement Plan for FY 2008/2009 calls for anticipated expenditures totaling \$27,780,900. 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 2008/2009 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 2009	2008/2009 Planned Expend.	Funding Source
Public Services - Traffic Engineering/Engineering							
Court/Congress Signal Upgrade	2008	2008	235,800	0	235,800	52,000 183,800	City Funds, Federal
Woodbridge Construction	2008	2010	5,200,000	0	5,200,000	3,200,000.00 2,000,000	City Funds, Federal, State
Johnson Street Construction	2008	2008	200,000	0	0	200,000	City Funds MDOT
Ramp Improvement	2008	2012	250,000	0	200,000	0 200,000	City Funds, Federal
Woodbridge - Houghton to Davenport	2008	2012	1,770,000	0	1,770,000	1,250,000 520,000	City Funds, Federal
Streetscape M-13 (Relocation Study)	2008	2012	2,397,600	0	2,397,600	57,600 2,340,000	City Funds, Federal/State
Traffic Engineering/ Engineering Subtotal:			10,053,400	0	9,803,400	10,003,400	

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	4,825,000	0	3,845,000.00	980,000	City Funds
Woodbridge Sewer Lines	2008	2008	1,000,000	0	0	1,000,000	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	2010	800,000	0	300,000	500,000	City Funds
Sewer Fund Subtotal:			12,625,000	1,000,000	7,645,000	3,980,000	

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 2009	2008/2009 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
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
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:			15,199,000	0	137,500	13,797,500	
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:			37,877,400	1,000,000	17,585,900	27,780,900	



APPENDIX

CITY OF SAGINAW

COMMUNITY PROFILE

RELIVE THE HISTORY OF SAGINAW



Saginaw Art Museum totals more than 15,000 square feet. Amidst ongoing exhibitions and events, some of the museum's permanent collection includes 19th and 20th century American and European artists, Civil War-era sculptural groups, the work of Eanger Irving Couse (considered Saginaw's most famous artist), and an Asian art collection, including the celebration of Saginaw's Sister City relationship with Tokushima, Japan. The home is the foundation and the grandest piece of the museum's permanent collection.



The Castle Museum has been owned and operated by the Historical Society of Saginaw County since 1992. Through exploration, preservation, and presentation, the continuing story of the people of Saginaw is told. The operating museum in the Castle is a unique architectural gem, listed on the National Register of Historic Places. Built as a federal post office in 1898, it reflects the French heritage of early Saginaw. The Castle provides a full spectrum of museum activities such as changing and traveling exhibitions, educational programs, film presentations, publications, and research services.



Temple Theater was built by the Elf Khurafeh Shrine and opened its doors on July 28, 1927. At that time, it was the largest theater in Michigan outside of the Detroit area, seating 2,196. Featured Big Bands were Duke Ellington as well as Saginaw's own Eddy Band, which still plays some of its concerts at the Temple. The Temple Theatre introduced major blockbusters of the time, such as Casablanca and Gone With The Wind to Saginaw. Following WWII, wide-screen productions such as "Cinemascope" required major renovation, which was undertaken in 1953.

RELIVE CELEBRATIONS SQUARE



Ojibway Island, named after the Ojibwa (Chippewa) natives, is a wonderful, shaded get-a-away for riverside walks, biking, family outings, concerts, and celebrations. The WKCQ Country Fest and Cinco de Mayo takes place here annually. Ojibway Island is also host to the best view in town for the stunning 4th of July fireworks display each year.

Japanese Cultural Center & Tea Garden, comprised of the teahouse and garden, was established as a symbol of friendship and cultural exchange with Saginaw's Sister City, Tokushima, Japan. The teahouse is of authentic design and represents traditional Japanese architecture. The teahouse provides a ceremonial setting for the tea ceremony (Chado), promoting the concept of global and international harmony, respect, purity, and tranquility, and expressing "Peace through a bowl of tea". The scenic gardens are open year-round, providing the perfect setting for wedding ceremonies.



Children's Zoo in Celebration Square is not just home to bobcats, alligators, macaws, bald eagles, or cotton-top tamarins, but also to volunteers, interns, and sponsors that help to provide an exiting zoo atmosphere. Throw an awesome birthday party in the Party Pavilion. Take a class field trip and learn fun animal facts in the Amphitheater. Get creative with the Adopt-a-Garden program. You can even bring the animals to you with the Zoo-to-You Outreach Program!

RELIVE CELEBRATIONS SQUARE



Andersen Enrichment Center overlooks the manicured Lucille E. Andersen Memorial Garden, which includes a circular pool with a Marshall M. Frederick sculpture gracing the center and is surrounded by beautiful flowering shrubs, trees, and plants. The Center serves as the home of the Saginaw County Enrichment Commission, whose mission is to promote the arts and entertainment in the area. The Center hosts business meetings, conferences, art exhibits, wedding receptions, and other social events.

Garber Tennis Court is located beside the Andersen Enrichment Center. It consists of eight playable courts, which are available for daily use. Two annual tennis tournaments and tennis lessons are available during the summer.



Cathedral District is located on the east side of the river. This neighborhood was home to the business leaders that went on to create what would be known as downtown Saginaw. The most prominent leaders of Saginaw made their homes in this neighborhood during the 1890's through the 1950's. This area is currently undergoing a massive infusion of capital and civic energy to preserve the historic properties as well as rid the area of its blight. It is currently listed on the National Register of Historic Places.

RELIVE SAGINAW! A COOL CITY!



The Dow Event Center was previously known as The Saginaw Civic Center built in 1972 by the City of Saginaw. The Civic Center was comprised of three main parts: Wendler Arena, Heritage Theater, and Unity Hall. The Center has offered all County residents hundreds of entertainment, sports, cultural, and educational opportunities annually. Acts who have performed at the Center in the past include: Elvis Presley, Patti LaBelle, Stevie Wonder, Reba McEntire, Smashing Pumpkins, Kid Rock, Diana Ross, Sesame Street Live, Disney on Ice, Jerry Seinfeld, Bill Cosby, George Carlin, Les Miserables, The Nutcracker Ballet, Rent and Riverdance, to name a few.

Morley Plaza holds numerous activities for the citizens of Saginaw, such as Friday Night Live, which consists of various concerts. People gather here throughout the summer months (May – August) to enjoy the weather, people, activities, music and the City of Saginaw.



Pit & Balcony Community Theatre provides Saginaw with a wide variety of shows and entertainment every year. It holds numerous Broadway shows, musicals, and auditions for upcoming shows and workshops for children and adults. It offers 12 months of on-stage opportunities for actors, actresses and audiences alike. From teens to parents and beyond, Pit & Balcony provides the creative outlet for Saginaw's performance artists.

RELIVE OUR PARKS AND WATERFRONT



Wickes Park, an award winning, destination-style playground and was partially designed by area children. The wonderful playscape features unique climbing apparatus, a beamed hill, and a hard-surface track for small pedal vehicles, benches and many other colorful features. The Michigan Municipal League honored the playground with an Achievement Award in 1998. That was the first time Saginaw had won this honor.



Hoyt Park is next to the Saginaw Zoo and is comprised of great entertainment and attractions all year long. In the summertime, Hoyt Park has 6 softball fields and is a popular place to walk, run, or bike. In the winter, it has a sledding hill. “Play Ball at Hoyt Park” is a Saginaw Christian Fellowship Youth Baseball League, which attracts a large crowd every summer.



Saginaw’s Waterfront is along side many businesses, which includes a public walkway for walkers and many bike riders. This beautiful waterfront provides many citizens with fishing, various outdoor activities, relaxation, and peace of mind after a long day at work. Many walkers and joggers are guaranteed a good workout with a distance of approximately 4.15 miles starting from the Johnson Street Bridge to the East Street Bridge.

CULTURAL INDULGENCES

Saginaw is in the heart of Mid-Michigan---and at the heart of great entertainment, cultural events, and quality of life opportunities. Indulge your cultural and creative side by visiting one of Saginaw County's many museums, galleries, art shops, shows, and concerts.

Green Point Environmental Learning Center consists of nearly 150 kinds of birds throughout the year. (It is comprised of 82-acres featuring 40 tree species, of which some are very old trees, that provide good nesting habitat for squirrels, woodpeckers, and wood ducks.) The wildlife viewing room affords views of songbirds, small mammals, and other wildlife. There are several feeding stations, wherein an individual can interact with these creatures. In addition, the center hosts a variety of programs throughout the year for school children of all ages that focus on nature-related topics such as habitat, wildlife of Green Point, invasive species, and ecosystems. They offer special guided hikes at various times during the year. Green Point hosts the Federal Junior Duck Stamp contest for Michigan each year.

The Historical Society of Saginaw County and Castle Museum is committed to serving the community by informing the community of the Saginaw region through exploration, preservation, and presentation of their historical and cultural heritage, their dynamic presence, and the possibilities of the future. The Historical Society operates in the Castle Museum, which is a unique and significant gem of Saginaw.

Jazz on Jefferson is an experience on Jefferson Street, which our community cannot forget. Downtown Saginaw turns into a slice of San Francisco. One can experience sidewalk cafes, street performers, and front-yard musicians.

Lawn Chair Film Festival is geared to the 20 year old and up crowd with one additional family feature per season. It takes place during the summer on Sunday nights in Old City Saginaw at North Hamilton and Ames. This event is great for family and friends to gather together for a good blockbuster night. It also features outstanding independent, foreign, and classic movies. It draws on average an audience between 700 and 1,500.

Mid-Michigan Children's Museum is a fun, hands-on place where children use their curiosity and creativity to learn about their world. It aims to broaden and enrich the educational opportunities for children ages 0-12, to enhance their understanding of the world; and to support parents, caregivers, and education facilitators of children's explorations.

Public Libraries of Saginaw Hoyt Main Library features a variety of programs for youth, teens, and adults year round. Hoyt Library is the historic Downtown Saginaw source of new arrivals for every age group as well as home of an extensive genealogical collection. It also has comprehensive online resource for finding library materials from anywhere in the state.

Positive Results in a Downtown Environment (PRIDE) was formed in 1975 and is composed of volunteers committed to promoting and beautifying Downtown Saginaw. Its annual events include the Memorial Day Parade, Annual Christmas Parade, Holidays in the Heart of the City, Friday Night Live, the Downtown Saginaw Farmer's Market, and Harvest Days.

Read Enjoy And Discover (READ) helps students improve their reading skills and discover the joy of reading. READ mentors make sharing their love of reading their primary focus while also providing a positive role model as well as teaching values, such as courage, honesty, friendship, kindness, truthfulness, integrity, and compassion.

Riverside Saginaw Film Festival features 14 films and numerous documentaries over six days at the Temple Theatre, Castle Museum, Pit & Balcony Community Theatre, Hoyt Library, the Lawn Chair Film Festival, and the Court Theatre. It is a community event designed to celebrate, explore, and screen great movies, thus adding to the cultural life of the Saginaw Valley and beyond.

Saginaw Arts & Enrichment Commission serves as a catalyst for the arts by encouraging, developing, and promoting organizations and activities that enhance the economic vitality and quality of life in the Saginaw Community. Current activities include the All Area Arts Awards, Hispanic Heritage and Black History Student Art Exhibitions, Art at the Andersen, Saginaw Cultural Events Roundtable, Visiting Artist Residency, Hollyday Fair, Artifacts newsletter, online events calendar, and many other programs.

Saginaw Art Museum features an expansive permanent collection, enhanced museum store, and traveling exhibits of national and international merit. Lectures, tours, and classes are just part of the wide range of educational offerings and community outreach. Saginaw Art Museum also features a multi-purpose lecture theatre, and an enlarged Vision Area, as well as the Museum's popular hands-on children's gallery.

Saginaw Bay Symphony Orchestra has performed an annual concert series since its creation in 1935. It is a fully professional ensemble drawing its members from throughout Michigan. The Orchestra performs a wide variety of chamber, pops, educational, and historic concerts plus opera, ballet, and modern dance.

Saginaw Choral Society is comprised of a 100 member, auditioned volunteer performance, which annually presents a season of classical, contemporary, and popular concerts for the community. The chorus has earned much critical acclaim, has garnered local, state, and national awards and has built a substantial regional following.

Saginaw Eddy Concert Band consists of 60 members from retired music teachers, music majors from local colleges such as Central Michigan, to otherwise musically inclined Saginawians. The Saginaw Eddy Concert Band plays standard marches, musical scores with accompanying vocalists, classical selections adapted for concert bands and more.

St. John's Episcopal Church was founded in 1851 and is the oldest church in the Saginaw Valley. It is located on North Michigan Street. It boasts stained glass windows from both the United States and Europe. Saginaw has other churches in the area, ranging from Catholic, Baptists, Church of God In Christ, Methodist, and many more denominations.

INTERESTING FACTS

Michigan State University Community and Economic Development Program ranked Saginaw County fourth out of 83 Michigan counties for “Percent of Workforce Employed in Information Technology” according to a recent study.



The Rehmann Group, with headquarters in Saginaw, was listed as one of “Detroit Metro Area's 101 Best and Brightest Companies to Work For.” The company is the second largest accounting firm in Michigan behind Plante & Moran, Inc.



Delta College was recently named as one of the country’s top 10 tech-savvy community colleges for 2007 by the Center for Digital Education and the American Association of Community Colleges.



The Saginaw Metro Area was ranked Number 23 for Culture & Leisure in the *Forbes Magazine* Best Small Places List.



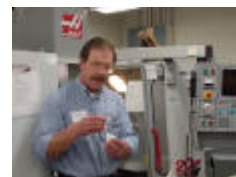
Saginaw County was named one of the “100 Best Communities for Young People in the Nation” by America's Promise.



Recently, the Saginaw area was ranked one of the “Top 5 Best Places to Live for Cost of Living” by Salary.com.”



Recently, *Forbes Magazine* ranked the Saginaw area the Number 51 Metro Area for Engineers.



Saginaw is home to the largest group of cardiovascular surgeons in the State of Michigan - Michigan Cardio Vascular Institute.



Saginaw County is home to two major hospital facilities that provide a wide array of medical services, which include St. Mary’s of Michigan and Covenant Healthcare.



Synergy Medical Education Alliance offers five, community-based, fully-accredited residency training programs in emergency medicine, family practice, internal medicine, general surgery, and obstetrics and gynecology.



Saginaw County is 23rd in the nation in sugar beets harvested, 28th in the nation in dry edible beans harvested, and third in soybeans harvested in the State of Michigan.



The Michigan Travel Bureau ranked Saginaw County the Number 3 Tourist Destination in the State of Michigan.



The Birch Run Frankenmuth exit off I-75 in Saginaw County is the second busiest exit for tourism in the nation, second to Orlando, Florida.



Saginaw is home to the Saginaw Spirit Hockey Club, which is a member of the Ontario Hockey League. The Spirit hosted the 2007 Bell OHL All-Star Classic.



Saginaw County has over 541 acres of parkland with year-round recreational opportunities. Saginaw has 26 public and private golf courses, 30 parks and an 82-acre trail system for skiing or hiking.



Saginaw County is home to 15 museums, 34 meeting facilities, 43 hotels, 12 bed & breakfasts, and 67 different religious denominations.



The second annual AG Edwards Nest Egg Index ranked the Saginaw Metro Area 278th out of 934 U.S. communities for personal savings.



FAMOUS PEOPLE FROM SAGINAW, MICHIGAN

Education

Canyon Adams: Writer

Edward G. Begle: Mathematician, specialized in the field of topology, best known for his role as the Director of the School of Mathematics Study Group, the primary group credited for developing what came to be known as “The New Math.”

Doug Peacock: Author, grizzly bear expert, lecturer

Theodore Roethke: Poet. Roethke’s home is considered a historical marker

Matthew Rudy: Author

Entertainment & Sports

Alphonso Boone: NFL (Kansas City Chiefs)

Monty Brown: Professional wrestler

Bob Buhl: MLB (Pitcher for Milwaukee Braves, Chicago Cubs and Philadelphia Phillies)

Darvin Ham: NBA (Denver Nuggets, Indiana Pacers, Detroit Pistons, currently with Albuquerque Thunderbirds)

Mark Macon: NBA (Denver Nuggets and Detroit Pistons)

Roy Manning: NFL (Green Bay Packers, Houston Texans, Buffalo Bills, Jacksonville Jaguars, and Cincinnati Bengals)

Kenyon Martin: NBA (Denver Nuggets)

James Reed: NFL (Drafted by the New York Jets in 2001)

Jason Richardson: NBA (Drafted by Golden State Warriors in 2001)

Anthony Roberson: NBA (Memphis Grizzlies)

Dot Robinson: Women's motorcycle racing pioneer, co-founder of Motor Maids, Motorcycle Hall of Fame inductee (Though born in Australia, she settled in **Saginaw**)

Earl Robinson: Endurance motorcycle champion, husband of Dot Robinson, Motorcycle Hall of Fame inductee

Charles Rogers: NFL (Drafted by Detroit Lions in 2003)

Clifton Ryan: NFL (Drafted by the St. Louis Rams in 2007)

Dan Severn: Mixed Martial Arts Athlete, UFC Hall of Fame

Stuart Sweigert: NFL (Drafted by Oakland Raiders in 2004)

Sam Sword: NFL (Oakland Raiders)

Serena Williams: Tennis player (Won a total of 37 Career Singles Titles and 11 Doubles Titles)

Venus Williams: Tennis player (2007 Wimbledon Singles Championship)

Lamarr Woodley: NFL (Drafted by Pittsburg Steelers in 2007)

Government & Politics

Aaron T. Bliss: Governor of Michigan

Ferdinand Brucker: US House of Representatives (MI) 1897-1899

Wilber Marion Brucker: Governor of Michigan 1931-1933, and Secretary of the Army 1955-1961

L. Perry Cookingham: First City Manager

Performing Arts

Dwayne Adway: Actor

Heidi Androl: Actress, contestant on The Apprentice Season 6, NBC network.

Robert Armstrong: Actor, nephew of playwright Paul Armstrong

George Bickel: Silent film actor

Larry Borjas: Recording artist, "Question Mark and the Mysterians"

E. Irving Couse: Artist

Matthew Glave: Actor

Shakey Jake: Musician

Brian d'Arcy James: Musician and actor

Isham Jones: Musician

Stephen Lynch: Tony Award nominated actor, comedian and musician

Tim McCoy: Cowboy actor

S. Epatha Merkerson: Actress of “*Law & Order*”

Robert Nickle: Artist

Anthony Ray Parker: Actor

Paul Roberson: Author, Broadway actor, artist, has a street named after him here in Saginaw

Sonny Stitt: Jazz musician

Stevie Wonder: Musician, music artist

Other

Louis Campau: Michigan pioneer who lived in Saginaw for a time before he founded Grand Rapids

Robert G. Heft: Designer of current American flag

Edward Heinemann: Aircraft designer responsible for 20 major military aircraft, including the **A-4 Skyhawk** light bomber, the **F3D Skyknight** night fighter and the **F4D Skyray** carrier-based fighter aircraft

EDUCATION

Saginaw Valley State University (SVSU) is one of the most prestigious colleges in the state of Michigan. After an extensive study, Dr. John Dale Russell (Chancellor and Executive Secretary of the New Mexico Board of Education Finance) submitted the Russell Report to the Michigan State Legislature's Joint Senate-House Committee. The report endorsed the concept of a higher education based learning system in the Saginaw, Bay City and Midland communities, thus marks the beginning, for the formative years of SVSU.

In November of 1963, Saginaw Valley College was chartered as a private college. The first classes were held in the basement of the current Delta College site. Here the students attended classes until Saginaw Valley College was built. In December of 1963, the Saginaw Board of Director's introduced four possible name choices: College of the North, Saginaw Valley College, John Fitzgerald Kennedy College or University Center College.



SAGINAW VALLEY COLLEGE

It was determined with a clear majority that Saginaw Valley College was the name of choice, thus by the end of 1963 Saginaw Valley College was born. In addition to establishing roots, Saginaw Valley College's insignia was also created. This is an example of Saginaw Valley College's first identity. The explanation of its symbol reflects the unique identity of the college.

The 1980's were a decade of great growth for the college. In November of 1987, Saginaw Valley State College was reclassified as Saginaw Valley State University (SVSU) with a student enrollment of nearly 6,000. SVSU began the decade by crossing international borders and hosting the University's first international students. In 1981, SVSU received enough votes from the Academic Affairs President's Council to begin its Engineering Program.

SVSU's academic excellence also was recognized through accreditations. In 1994, the North Central Association of Colleges and Schools renewed SVSU's accreditation for 10 years, the longest renewal in the University's history and a sign of the University's level of performance, integrity and quality. Currently, SVSU is known for its excellent achievements, beautiful campus, and great academic programs.

Delta College is a community college, which is located within blocks of SVSU. During the 1950s, the demand for education beyond high school created tremendous support for a new community college to serve the Bay, Midland, and Saginaw Counties. In September 1961, Delta College opened its doors to approximately 1,800 students who hoped for a brighter tomorrow.

It was founded in 1961 in a rural 640-acre campus. Current enrollment at Delta College is 10,387, which 1,439 students earned a degree or certificate in the 2006/2007 academic year.

Their mission is a responsive, dynamic community college, to educate, inspire, challenge, and support a diverse community of learners to achieve academic, professional, and personal excellence.

Delta College is our communities' first choice to learn, work and grow. From a foundation of leadership, Delta College uses innovation and teamwork to achieve excellence.

Today, Delta College enrolls an average of 10,000 students annually. These individuals range from high school students taking Delta classes to older adults returning to college to enhance their skills or wanting a fresh start.

The main campus has been expanded and renovated (with more than \$68 million in changes since 1999), and Delta College has established three off-campus centers – the Planetarium & Learning Center in Bay City (with show and special program attendance exceeding 300,000 people during its first ten years of operation), the Midland Center, and the Ricker Center in Saginaw – to better serve each community.

TRANSPORTATION



Saginaw Transit Authority Regional Services (STARS) is a public transportation system for the Urbanized Saginaw Area, which travels about 1.5 million miles per year. Over 2,700 people ride our buses each day to work, doctor visits, shopping, or school. It provides basic transportation needs and is an important partner in economic development.

STARS also serves as an effective solution to mobility challenged citizens. Annually, over 48,000 senior citizens and persons with disabilities utilize the LIFT service.

STARS LIFT is a curb-to-curb service designed for senior citizens, persons with mobility disabilities, and the general public not conventionally served by STARS fixed routes.

It is the vision of Saginaw Transit Authority Regional Services to become a premier public transportation agency serving Saginaw and the Metropolitan Region with excellence and the highest quality of innovative service delivery to our customers.

STARS recently completed a \$900,000 renovation of its waiting area and plaza outside of its 615 Johnson Street bus garage. A 780 sq. ft. indoor waiting area with restrooms and a sidewalk snowmelt system was officially named the Rosa Parks Transfer Plaza.

The facility features two restrooms, security cameras, vending machines, and an outdoor route monitor similar to an airport's video screens that show arrivals and departures. The waiting area features bench seating for 22 and space for up to 35 people.



Midland, Bay, Saginaw (MBS) International Airport, formally named Tri-City Airport, is a special municipality owned by the Cities of Midland, Saginaw and the County of Bay. The airport is located in Freeland, Michigan, which is centrally located between the three owning communities.

A nine-member commission, composed of three representatives from each owning community, governs the airport.

MBS is proud to provide the traveling public scheduled air service from major airline carriers.

At MBS, you will be sure to find plenty of safe, inexpensive parking, both long and short term, with only a short walking distance to the passenger terminal.

MBS also offers a variety of ground transportation, which includes four car rental agencies, and a number of taxi/limousine companies that service the airport.

Whether waiting for your flight or picking up a passenger, MBS offers many food and beverage selections provided in the GladCo Food Court. Computer access is available for the convenience of the traveler who may need to log onto the Internet or check messages while away from the home or office. MBS offers a game room and gift shop, which features everything from reading materials and snacks to unique gifts for those awaiting flight arrivals or departures.

MBS International Airport continues to grow and constantly strives to make improvements in an effort to ensure that they provide to you high level of service, convenience, safety, and value. MBS is ready to serve you!

DISTANCE FROM MBS AIRPORT TO THESE CITIES:

<u>CITY</u>	<u>MILES</u>	<u>CITY</u>	<u>MILES</u>
Atlanta, GA	811	Detroit, MI	117
Orlando, FL	1250	Cincinnati, OH	346
Chicago, IL	296	New York, NY	717

NATIONAL, STATE & LOCAL RECOGNITIONS OF CITY ACHIEVEMENTS

July 14, 2004: Local Cool City Pilot Program grant recipients met with Governor Jennifer M. Granholm and state officials at a daylong conference held at Michigan State University in East Lansing. The projects receiving grants are located in Alpena, Bay City, Detroit, Ferndale, Flint, Grand Rapids, Jackson, Kalamazoo, Marquette, Port Huron, Portland, Saginaw, Saugatuck, Sault Ste. Marie, Traverse City, Warren, and Ypsilanti.

Michigan Blue Ribbon Exemplary School Award 2005-2006: Swan Valley High School has been recently awarded the Michigan Blue Ribbon Exemplary School Award 2005-2006. Blue Ribbon Schools are models of both excellence and equity. To be recognized, a school must demonstrate a strong commitment to educational excellence for all students. The program recognizes schools that have demonstrated success in achieving these values as well as schools that have overcome obstacles and can provide evidence of five years of sustained student achievement.

January 25, 2007: America's Promise – The Alliance for Youth announced Saginaw County as the winner of a national competition to identify the “*100 Best Communities for Young People.*” In partnership with Capital One, the *100 Best* competition honors communities, ranging from small towns to urban neighborhoods across America, for their commitment to provide healthy, safe and caring environments for young people. Hundreds of communities in all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands took part in the competition.

2007-2008 Hockey Champs: The Saginaw Spirit was born when Dick Garber, the owner of several local automobile dealerships, purchased the North Bay Centennials and moved the team after the 2001–02 season to Saginaw and renamed them the Saginaw Spirit. The Saginaw Spirit won the title this season. The Saginaw Spirit has done extensive promotions in the Mid-Michigan area, increasing their fan base and season ticket-holder numbers. The Spirit has one of the highest attendance rates in the Ontario Hockey League.

Tree City USA Award: The City of Saginaw received a Tree City USA designation from the Tree City USA® program, sponsored by The National Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters. Requirements include, a tree board or department, tree care ordinance, community forestry program with an annual budget of at least \$2 per capita and an Arbor Day observance and proclamation.

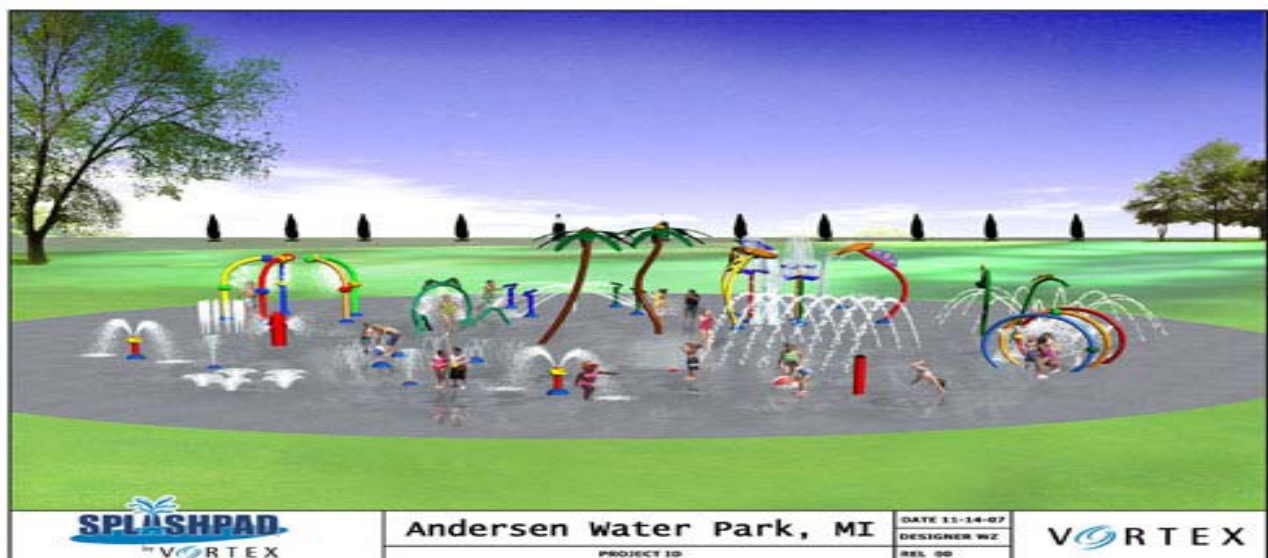
UPCOMING PROJECT

Andersen Water Park was considered a place where children could relax, enjoy the water and have fun! For the past several years the park was closed due to a decline in attendance beginning in 2002. The City of Saginaw opened Andersen Water Park in the summer of 1988. The park consisted of a wave pool, twin water slides, concession building, wooden deck, and bathrooms with showers and lockers.

Currently, the City of Saginaw is in the process of reinventing the Andersen Water Park to regenerate fun family times for children of all ages. Members of the Task Force felt it would be a great idea to have a children's splash park and skate park. Thus far Dow Chemical has donated \$150,000 towards materials and Michigan Natural Resources Trust Fund has contributed \$51,800 towards demolition costs. The Andersen Water Park is said to be available to the public in the Spring of 2010.

Several goals for the reinventing of the Andersen Water Park are as follows:

- ✓ It will provide a safe, accessible place to play for people of all ages
- ✓ It will provide a lower cost, lower maintenance, but higher use facility that will last 20-plus years
- ✓ It will provide an attractive, unique, water-based recreation feature that will bring even more people to Celebration Square and the Riverfront



Source: City of Saginaw Department of Public Services (Saginaw-mi.com/Government/Departments/PublicServices.com)

DEVELOPMENT PROJECTS

Gallagher & Washington Intersection (Part A)

Court: Handley to Elmview (Part B)

Cost: \$ 268,812

Completion Date: Scheduled for August 2008

Woodbridge: Brockway to Houghton

Cost: \$5,810,238

Completion Date: Scheduled for September 2009

Cherry & 6th Street, Realignment

Cost: \$322,003.26

Completion Date: September 14, 2006

Johnson Street: Washington to 6th Avenue

Cost: \$4,198,593.78

Completion Date: November 6, 2007

M-13 & M-84, Intersection Upgrades

Cost: \$730,968

Completion Date: June 30, 2007

Hoyt: Washington to Genesee

Cost: \$2,015,781.73

Completion Date: November 4, 2006

City Wide Traffic Signals

Cost: \$92,340

Completion Date: (Phase One) November 11, 2006,

Completion Date: (Phase Two) September 2, 2006

Sheridan: Remington to Hoyt

Cost: \$689,130

Completion Date: July 5, 2006

Weiss: Michigan to Carrollton

Cost: \$806,094

Completion Date: September 17, 2004

5th: Janes to Fitzhugh

Cost: \$456,342

Completion Date: August 6, 2004

Schenk Bridge: Center & King

Cost: \$1,251,150

Completion Date: July 23, 2004

Salt: Florence to Fraser

Cost \$389,082

Completion Date: September 30, 2004

Janes: 4th to City Limits (23rd)

Cost: \$584,364

Completion Date: May 28, 2004

Genesee Bridge

Cost: \$289,332

Completion Date: June 17, 2004

Houghton: Bond to Michigan & Amendment

Cost: \$1,105,002

Completion Date: September 22, 2003

Fraser at Signals

Cost: \$29,697 Completion Date: December 19, 2003

Central MI Railroad –Closing 22 grade crossings

Cost: \$410,765.53 Completion Date: November 8, 2002

Hamilton: Fraser to Lyon

Cost: \$554,219.60 Completion Date: November 9, 2002

Michigan: West City Limits to Maple Street

Cost: \$380,219.91 Completion Date: October 23, 2003

Jefferson: Holden to Holland

Cost: \$537,966 Completion Date: November 14, 2002

Gallagher: Elmwood to Glenwood

Cost: \$675,678 Completion Date: October 10, 2002

Hamilton: Court to Holland

Cost: \$865,032 Completion Date: July 25, 2002

M-84 (Bay): M-58 (State/Davenport) Weiss

Cost: \$241,110 Completion Date: July 11, 2002

Brockway & Woodbridge, Realignment

Cost: \$163,275.71 Completion Date: July 3, 2002

Cooper: Mason to Michigan

Cost: \$1,028,773.62 Completion Date: November 29, 2001

Owen: Hess to Rust

Cost: \$566,324.09 Completion Date: November 27, 2001

M-46 (Gratiot): West City Limits to M-13 (Washington)

Cost: \$1,463,646 Completion Date: August 26, 2000

M-13 (Washington): Janes to Johnson

Cost: \$5,124,300 Completion Date: December 3, 2001

East Genesee Avenue: Webber to Hartsuff

Cost: \$1,990,263 Completion Date: November 11, 2005

Riverfront Development (Along Shore Line East & West Side and Ojibway Island)

Cost: \$2,644,827.35 Completion Date: December 14, 2004

BUSINESS EXPANSION & ATTRACTION PROJECTS

Fullerton Tool Company

Cost: \$892,650 Jobs Created: 6

General Motors (GM) – Saginaw Metal Casting Operations

Cost: \$63,000,000 Jobs Created: N/A

Mistequay Group Limited

Cost: \$136,800 Jobs Created: 2

National Roofing & Sheet Metal

Cost: \$1,000,000 Jobs Created: 15

Rhinevault Olsen Machine & Tool, Inc.

Cost: \$150,000 Jobs Created: 1

Rifkin Scrap Iron & Metal

Cost: \$1,020,000 Jobs Created: 3

Saginaw Machine Systems

Cost: Recovery Zone Jobs Retained: 48

Scientific Brake & Equipment Company

Cost: N/A Jobs Created: N/A

Wright-K Technology, Inc.

Cost: Recovery Zone Jobs Retained: 5

2007 Attraction(s)

Downtown Area Development LLC III

Cost: \$6,000,000 Jobs Created: N/A

BUILDING PERMIT SUMMARY

The residential, industrial, and commercial new construction and repairs and alterations building permit fees and actual numbers of permits issued are represented by the following data:

<u>Year</u>	<u>Building Permit Fees</u>	<u>Number of Permits Issued</u>
1999	\$223,090.00	2,060
2000	\$273,578.00	2,004
2001	\$237,892.00	2,213
2002	\$365,420.00	2,403
2003	\$242,499.00	1,896
2004	\$229,765.00	1,608
2005	\$196,557.00	1,485
2006	\$286,144.00	1,896
2007	\$189,665.00	1,463

Breakdown of Permits Issued:

<u>Year</u>	<u>DP</u>	<u>EP</u>	<u>MP</u>	<u>BP</u>	<u>PP</u>
1999	111	589	444	603	313
2000	88	560	468	585	303
2001	119	642	453	699	300
2002	99	656	597	712	339
2003	39	525	531	553	248
2004	66	406	477	475	184
2005	60	404	400	420	201
2006	109	470	553	440	324
2007	98	368	416	427	154

DP = Demolition Permits

EP = Electrical Permits

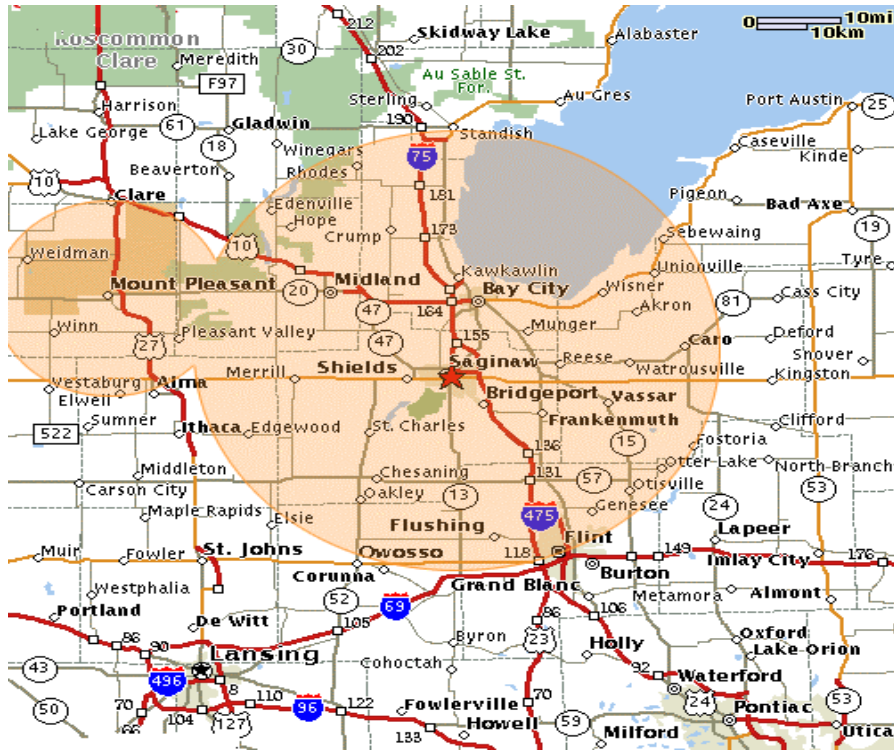
MP = Mechanical Permits

BP = Building Permits

PP = Plumbing Permits

Source: Information provided by The City of Saginaw's Zoning & Development Department of Inspections

SAGINAW - LOOKING IN AT A DISTANCE



City of Saginaw Facts:

Settled: By Native Americans 3,000 B.C.
 Europeans by 1822
 Incorporated: As a City: 1823 As a Village 1854
 Population: 57,523 (2006 US Census Bureau)
 Total Number of Housing Units:
 2007 Ad Valorem Taxable Value: \$740,549,396
 2007 Ad Valorem Assessed Value: \$795,734,378

Location:

Eastern Mid-Michigan

Climate:

Average High: 56.3 F
 Average Low: 37.0 F
 Annual High Extreme: 82.0 F
 Annual Low Extreme: 18.0 F
 * Temperatures based on 2007 Statistics

A SNAPSHOT OF THE CITY OF SAGINAW

A comparison of the City of Saginaw's condition over a 17-year period includes:

	<u>December, 1990</u>	<u>December, 2007</u>
Number of Businesses on City Business Taxrolls:	1,578	1,713
Number of Households:	23,182	6,207
	<u>December, 1990</u>	<u>December, 2007</u>
<u>Employment Data for the City of Saginaw:</u>		
Workforce:	27,034	25,503
Employed:	23,432	22,357
Unemployed:	3,602	3,146
Unemployment Rate:	13.3%	12.3%
Average Income (Personal & Per Capita)	\$27,980	\$40,002

GENERAL INFORMATION ABOUT THE CITY OF SAGINAW (2007 Statistics):

State Income Tax Rate:	3.90% (for highest and lowest bracket)*
State Property Taxes:	Average
Sales Tax:	6.00%*
State Gas Tax Rate:	19.0% (cents per gallon)*
Retirement Tax Break from State:	Yes
Median Home Price:	\$62,000
Home Price Gain (2004-2005):	3.30%
Median Home Income:	\$28,795 (per year)
Auto Insurance Premium:	\$2,575 (average for State of Michigan)
Median Age:	30.3
Completed at least some college:	38.6%
Married:	34.8%
Divorced:	12.6%

Notes: Number of Businesses on City Business Taxrolls figure, 1,578 is from year 1992. Number of households figure 23,182 is from year 2000 and figure 6,207 is from year 2006. Statistics from 2005 were used for Average Income for personal and per capita figure for Year Ended December 2007.

**Income tax notes: 15 states have statutory provision for automatic adjustment of tax brackets, personal exemption or standard deductions to the rate of inflation. Massachusetts, Michigan, Nebraska and Ohio indexes the personal exemption amounts only.*

Sources: (1) CNN's Best Places to Retire Magazine

(2) U.S. Bureau of Census, Business and Employment Statistics

MAJOR EMPLOYERS IN THE SAGINAW AREA
Top 20 Withholding Employers
For Year 2007

<u>Rank</u>	<u>Company/Organization</u>	<u>Industry/Service</u>	<u>Number of Employees</u>
1.	Covenant Medical Center INC	Healthcare	2,607
2.	General Motors Central Office	Automotive	3,505
3.	Delphi Automotive Systems Corp.	Automotive	2,726
4.	St. Mary's of Michigan	Healthcare	2,587
5.	School District of Saginaw	Educational	2,220
6.	Department of Veterans Affairs	Healthcare	759
7.	State of Michigan	Educational	754
8.	US MN Postal Data Center	Government	575
9.	City of Saginaw	Government	598
10.	Saginaw County Courthouse	Government	977
11.	Delphi Automotive System H.R.	Automotive	357
12.	Eaton Corporation Tax Department	Manufacturing	226
13.	Michigan Cardiovascular Institute, P.C.	Medicine	219
14.	Michigan Bell Telephone	Communications	186
15.	Synergy Medical Educational Alliance	Educational	515
16.	SBC Data Communications	Communications	213
17.	Health Delivery, Inc.	Healthcare	372
18.	Dow Chemical Company	Manufacturing	108
19.	Linear Motion, LLC	Manufacturing	190
20.	The Herald Publishing Co., LLC	Communications	217

POPULATION BY OCCUPATION

	<u>Saginaw, MI</u>	<u>USA</u>
Management, Business, Financial Operations	5.81%	13.61%
Professional & Related Occupations	15.62%	20.24%
Service	25.98%	14.75%
Sales & Office	26.04%	26.74%
Farming, Fishing, and Forestry	0.46%	0.74%
Construction, Extraction, and Maintenance	7.10%	9.48%
Production, Transportation, and Material Moving	18.99%	14.44%

Sources: (1) Information provided by City of Saginaw's Income Tax Division of the Department of Fiscal Services
(2) Sperlings Best Places Website

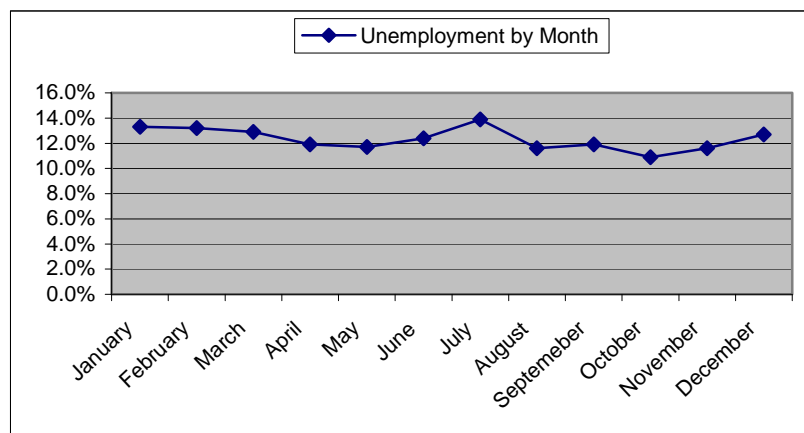
EMPLOYMENT/LABOR FORCE

Employment, Unemployment, Labor Force in the City of Saginaw

<u>Year</u>	<u>Civilian Labor Force</u>	<u>Employment</u>	<u>Unemployment</u>	<u>Unemployment Rate</u>
1990	27,034	23,432	3,602	13.3%
1991	26,774	22,928	3,846	14.4%
1992	27,166	23,115	4,051	14.9%
1993	27,081	23,556	3,525	13.0%
1994	27,317	24,167	3,150	11.5%
1995	27,045	24,219	2,826	10.4%
1996	26,859	24,589	2,270	8.5%
1997	27,109	25,010	2,099	7.7%
1998	27,102	25,015	2,087	7.7%
1999	27,253	25,300	1,953	7.2%
2000	25,651	23,799	1,852	7.2%
2001	25,898	23,319	2,579	10.0%
2002	25,632	22,485	3,147	12.3%
2003	26,465	22,447	4,018	15.2%
2004	26,315	22,431	3,884	14.8%
2005	26,077	22,542	3,535	13.6%
2006	26,094	22,746	3,348	12.8%
2007	25,503	22,357	3,146	12.3%
Averages	26,576	23,525	3,051	11.49%

Unemployment Rate – City of Saginaw, 2007

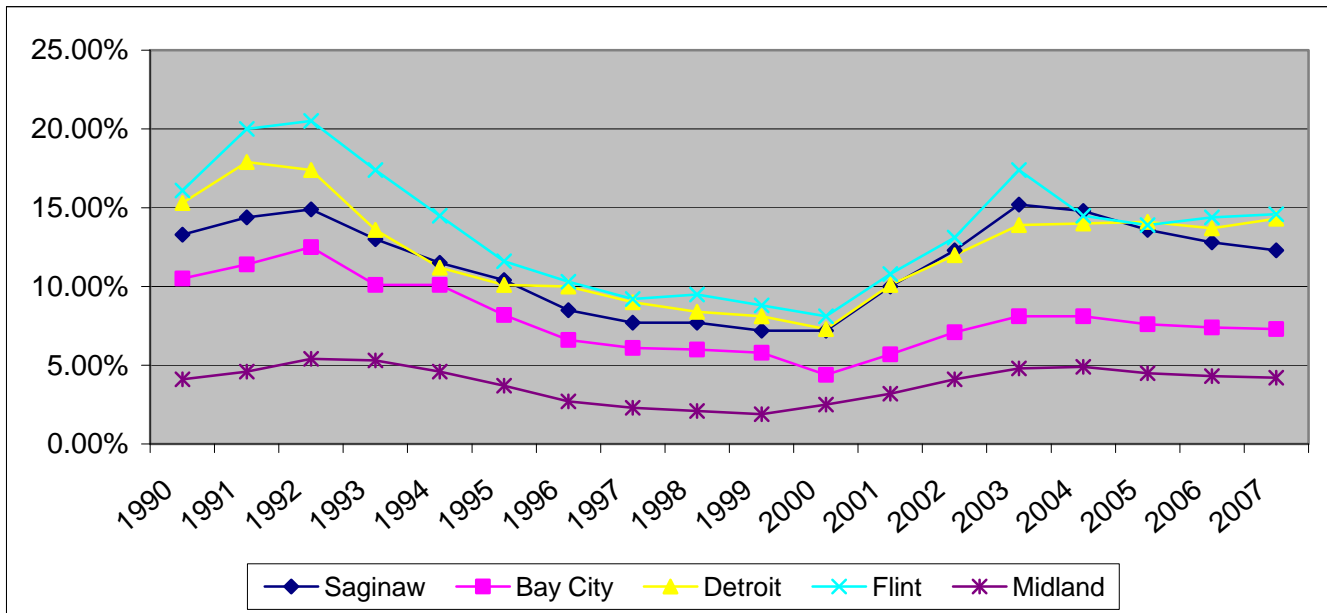
January	13.3%
February	13.2%
March	12.9%
April	11.9%
May	11.7%
June	12.4%
July	13.9%
August	11.6%
September	11.9%
October	10.9%
November	11.6%
December	12.7%



UNEMPLOYMENT RATE COMPARISON

YEAR	SAGINAW	BAY CITY	DETROIT	FLINT	MIDLAND
1990	13.30%	10.50%	15.30%	16.10%	4.10%
1991	14.40%	11.40%	17.90%	20.00%	4.60%
1992	14.90%	12.50%	17.40%	20.50%	5.40%
1993	13.00%	10.10%	13.60%	17.40%	5.30%
1994	11.50%	10.10%	11.20%	14.50%	4.60%
1995	10.40%	8.20%	10.10%	11.60%	3.70%
1996	8.50%	6.60%	10.00%	10.30%	2.70%
1997	7.70%	6.10%	9.00%	9.20%	2.30%
1998	7.70%	6.00%	8.40%	9.50%	2.10%
1999	7.20%	5.80%	8.10%	8.80%	1.90%
2000	7.20%	4.40%	7.30%	8.10%	2.50%
2001	10.00%	5.70%	10.10%	10.80%	3.20%
2002	12.30%	7.10%	12.00%	13.10%	4.10%
2003	15.20%	8.10%	13.90%	17.40%	4.80%
2004	14.80%	8.10%	14.00%	14.50%	4.90%
2005	13.60%	7.60%	14.10%	13.90%	4.50%
2006	12.80%	7.40%	13.70%	14.40%	4.30%
2007	12.30%	7.30%	14.30%	14.60%	4.20%

UNEMPLOYMENT COMPARISON – SURROUNDING AREAS



Source: Michigan Labor Market Information, Data Explorer (Labor & Economic Growth, Historical Statistics)

BANKING INSTITUTIONS IN THE CITY OF SAGINAW

Citizens Banks headquarters is located in Flint, MI with a total of 172 offices, of which 12 are based in the City of Saginaw. On April 23, 2007 it was announced that Bank of America purchased Abn Amro, parent of LaSalle Bank. The combination of Bank of America and LaSalle Bank makes Bank of America the No.3 banking market in the United States and in the State of Michigan as well as the leading banking franchise in Metropolitan Chicago. JP Morgan Chase Bank, formerly known as Bank One, is headquartered in Columbus, OH, with a total of 2,269 offices of which 7 are located in the City of Saginaw. National City Bank is headquartered in Cleveland, OH, with a total of 1,347 offices of which 5 are located in the City of Saginaw. TCF National Bank is headquartered in Wayzata, MN, with a total of 465 offices, of which 4 are located in the City of Saginaw. Independent Bank is headquartered in Bay City, MI, with a total of 29 offices, of which 3 are located in the City of Saginaw. Fifth Third Bank is headquartered in Grand Rapids, with a total of 751 offices of which 2 are located in the City of Saginaw.

Within the corporate limits of the City of Saginaw are 7 different banking institutions with a total of 40 offices. Even though these banks are spread out throughout the County of Saginaw, there are still quite a few within the city limits of Saginaw, Michigan.

Banking Institute	# Of Total Offices	# Of City-Based Offices	Deposits (Millions)	Headquarters Location	Holding Company
Citizens Bank	172	12	5,355.6	Flint, MI	Citizens Banking Corporation
LaSalle Bank (Bank of America)	269	7	25,446.0	Troy, MI	Abn Amro Holding N.V.
JP Morgan Chase Bank	3113	7	650,614.0	Columbus, OH	JPMorgan Chase & Co.
National City Bank	1347	5	86,955.0	Cleveland, OH	National City Corporation
TCF National Bank	465	4	9,880.2	Wayzata, MN	TCF Financial Corporation
Independent Bank	29	3	1,076.3	Bay City, MI	Independent Bank Corporation
Fifth Third Bank	751	2	39,126.0	Grand Rapids, MI	Fifth Third Bancorp
Totals	6,146	40	818,453.1	-	-

CITY OF SAGINAW

STATISTICAL SECTION

CITY OF SAGINAW, MICHIGAN

DEMOGRAPHIC STATISTICS
1900-2000

Population Trends

<u>Year</u>	<u>City of Saginaw Population</u>	<u>Percent Increase (Decrease)</u>	<u>Tri-Cities Total Population*</u>	<u>Percent Increase (Decrease)</u>
1900	42,322	0%	78,604	0%
1910	50,510	27.25%	84,517	7.52%
1920	61,903	143.10%	187,071	100.21%
1930	80,715	20.37%	209,341	11.90%
1940	82,794	8.08%	232,453	9.94%
1950	92,918	17.66%	277,638	19.44%
1960	98,265	24.26%	349,244	25.79%
1970	91,849	15.20%	400,851	14.78%
1980	77,508	3.78%	421,518	5.16%
1990	69,512	(7.06)	399,320	(5.27)
2000	61,799	(.90)	403,070	.94%

Note: Percent change calculation is computed by subtracting the previous year population from the current year population and dividing it by the previous year population.

**Tri-Cities include: Saginaw, Bay City, and Midland*

Source: U.S. Bureau of Census: Various Reports; Michigan Manual: Various editions

CITY OF SAGINAW, MICHIGAN

DEMOGRAPHIC STATISTICS
2007

Police Information:

Police Bureau Compliment:

Officers by Rank:	
Police Chief	1
Deputy Chief	1
Lieutenants	3
Sergeants	15
Police Officers	<u>79</u>
Total Police Bureau Compliment:	99

Crimes by Type:

Homicide	28
Rape (including attempts)	162
Robbery	350
Assault- Aggravated	1,732
Burglary	2,348
Larceny	4,099
Motor Vehicle Theft	628
Arson	<u>198</u>
Total Crimes by Type:	9,545

Calls for Service 54,746

Fire Information:

Fire Bureau Compliment:

Personnel by Rank:	
Fire Chief	1
Battalion Chiefs	3
Fire Captains	7
Lieutenants	5
Fire Marshall	1
Deputy Fire Marshall	1
Fire Engineer	19
Fire Training & Safety Officer	1
Firefighters	<u>19</u>
Total Fire Bureau Compliment:	57

Calls for Service by Situation Found:

Fire	691
Rupture/Explosion	3
EMS/Rescue	61
Hazardous Condition	358
Service Call	240
Good Intent	319
False Call	333
Other	<u>23</u>
Total Calls by Situation:	2,028

Note: All positions listed for Police & Fire Departments are sworn in positions only.

Source: (1) Fire & Police Bureau Complement information retrieved from City of Saginaw's 2007-2008 Personnel Complement

(2) Police crimes by type information retrieved from Michigan.gov website, Uniform Crime Reports, 2007 Data

(3) Fire department calls by situation information retrieved from City of Saginaw's Fire Department

CITY OF SAGINAW, MICHIGAN

PRINCIPAL REAL ESTATE TAXPAYERS
TOP 25 TAXPAYERS
As of December 31, 2007

OWNER (TAXPAYER)	# OF PARCELS	REAL AD VALOREM	PROPERTY IFT	PERSONAL AD VALOREM	PROPERTY IFT	TOTAL
General Motors	15	14,242,823	-	16,216,200	15,309,500	45,768,523
Delphi Corporation	18	7,051,878	-	10,756,900	15,667,700	33,476,478
Consumers Energy	58	290,912	-	16,161,300	-	16,452,212
Enterprise Automotive Syst.	1	-	-	7,487,900	-	7,487,900
Linear Motion	8	3,384,224	-	12,500,600	676,400	5,311,224
CMI-Schneible Co.	1	-	-	4,748,700	-	4,748,700
Machining Enterprise Inc.	1	-	-	438,240	-	438,240
SSP Associates Inc.	18	3,626,163	-	599,800	-	4,225,963
Eaton Corporation	6	1,527,528	-	2,455,400	-	3,982,928
Corvus Nodular Interests II, LLC	1	3,564,841	-	-	-	3,564,841
Charter Communications II	2	-	-	3,272,700	-	3,272,700
B & W Heat Treating	1	-	-	3,243,200	-	3,243,200
Riverfront Medical Realty LLC	2	2,614,456	-	340,900	-	2,955,356
Rifkin Scrap Iron Metal	17	411,906	23,100	1,594,100	79,300	2,822,106
Hausbeck Pickle Co. Inc.	3	1,310,011	-	1,453,500	-	2,763,511
Central Foundry	5	2,188,948	-	-	-	2,188,948
Means Industries Inc.	1	419,652	709,390	1,030,800	19,800	2,179,642
Uvalde	108	1,921,891	-	-	-	1,921,891
Citizens Bank of Saginaw	10	1,724,103	-	-	-	1,724,103
Van Poppelen Bros.	1	-	-	1,705,100	-	1,705,100
Michigan Cardiovascular	1	-	-	1,670,100	-	1,670,100
Housing & Urban Development	2	1,541,444	-	-	-	1,541,444
Michigan Production Mach.	3	-	-	1,537,700	-	1,537,700
Reardon Properties	5	990,746	386,379	150,600	-	1,527,725
Finlay Brookwood Park Ltd.	1	1,517,484	-	-	-	1,517,484
TOTALS	289	48,329,010	1,118,869	80,057,900	32,466,400	161,972,179

Note: Information is listed in numerical order according to its rank for Top 25 Taxpayers in City of Saginaw

Source: Information provided by City of Saginaw's City Assessor of the Department of Fiscal Services

GLOSSARIES

GLOSSARY OF ABBREVIATED TERMS

-A-

AASHTO	American Association of State Highway and Transportation Officials
AFSCME	American Federation of State, County & Municipal Employees
AG	Albert Gallatin
AMR	Automated Meter Reading
ARMS	Automated Record Management System
Asmt.	Assessment
ATPA	Automobile Theft Prevention Authority
Auth.	Authority
Avg.	Average

-B-

B.C.	Before Christ
BP	Building Permit

-C-

CAD	Computer-Aided Design
CCF	Hundred Cubic Feet
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
Corp.	Corporation
CPO	Community Policing Office
CSO	Combined Sewage Overflows

-D-

DBO	Demolition of Buildings
DDA	Downtown Development Authority
DP	Demolition Permit

-E-

Endow.	Endowment
EP	Electrical Permit

GLOSSARY OF ABBREVIATED TERMS

-F-

FBI	Federal Bureau of Investigation
FICA	Federal Insurance and Compensation Act
FY	Fiscal Year
FYI	Family Youth Initiative

-G-

Gals.	Gallons
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GM	General Motors
Govt.	Government

-H-

HOME	Home Investment Partnerships Program
H.R.	Human Resources
H.T.E.	Harvard Technology Enterprise

-I-

IFT	Industrial Facilities Tax
Inc.	Incorporated
ITS	Intelligent Transportation System

-K-

KWH	Kilowatt Hour
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-L-

Lbs.	Pounds
LDFA	Local Development Finance Authority
L.E.I.N.	Law Enforcement Information Network
LELI	Law Enforcement Leadership Institute
LLC	Limited Liability Company

GLOSSARY OF ABBREVIATED TERMS

-M-

MBS	Midland, Bay City, and Saginaw
MCLA	Madden Central Leagues Alliance
MDEQ	Michigan Department of Environmental Quality
MDOT	Michigan Department of Transportation
MG	Milligram
MIOSHA	Michigan Occupational Safety and Health Administration
MP	Mechanical Permit
MSU	Michigan State University

-N-

NBA	National Basketball Association
NBC	National Broadcasting Company
NEZ	Neighborhood Enterprise
NFL	National Football League
No.	Number
NPDES	National Pollutant Discharge Elimination System
NSF	Non-Sufficient Funds
NTU	Number of Transfer Units
NWUA	Northwest Utilities Authority

-O-

-P-

P.A.	Partial Agreement
------	-------------------

GLOSSARY OF ABBREVIATED TERMS

PASER

P.C.	Professional Corporation
PEG	Public, Educational, and Governmental
PILOT	Payment in Lieu of Taxes
POAM	Police Officers Association of Michigan
PP	Plumbing Permit
PRIDE	Positive Results in a Downtown Environment
PT	Part Time
PTO	Personal Time Off

-Q-

QVF	Quality Voter Filer
-----	---------------------

-R-

READ	Read Enjoy And Discover
Rev.	Revenue
RSSI	Received Signal Strength Indication
RTBs	Retention Treatment Basins
RV	Recreational Vehicle

-S-

SBC	Southwestern Bell Corporation
SCADA	Supervisory Control and Data Acquisition
SCATT	Saginaw County Auto Theft Team
SEDC	Saginaw Economic Development Corporation
SEIU	Service Employees International Union
SGTV	Saginaw Government TeleVision
SMMWSC	Saginaw-Midland Municipal Water Supply Corporation
SONAR	Sound Navigation & Ranging
SRRF	Sepanta Robotic Research Foundation
STARS	Saginaw Transit Authority Regional Services
SVC	Service/Service/Service
SVSU	Saginaw Valley State University

-T-

Temp.	Temporary
TIFA	Tax Increment Finance Authority

GLOSSARY OF ABBREVIATED TERMS

TV Television

-U-

UDAA Unlawfully Driving Away an Automobile

UFC Ultimate Fighting Championship

USA United States of America

USDA United States Department of Agriculture

US MN United States of Minnesota

-V-

-W-

WKCQ Radio station network

WWII World War Two

WWTP Wastewater Treatment Plant

-X-

-Y-

Yr. Year

-Z-

GLOSSARY OF TERMS

A –

ACCRUAL BASIS – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods or services are received (whether or not cash disbursements are made at that time.)

ACTIVITIES – Specific services performed to accomplish program objectives and goals.

AGENCY FUND – Permanently established endowments where the annual income is used at the discretion of the organization in pursuit of a particular mandate.

ALLOCATION – The assignment or distribution of available resources such as revenue, personnel, buildings, and equipment among various City departments, bureaus, divisions, or offices.

APPROPRIATION – An authorization made by City Council which permits the City to incur obligations and to make expenditures or resources.

APPROVED (ADOPTED) BUDGET – The revenue and expenditure plan for the City for the fiscal year as enacted by City Council.

ARBITRAGE – Excess investment profits earned on the investment of lower-cost, tax-exempt bond proceeds.

ASSESSED VALUATION – The value placed upon real and personal property by the County tax assessor/appraiser as the basis for levying taxes.

ASSET – Property owned by the City which has monetary value.

AUDIT – Prepared by an independent certified public accounting firm, the primary objective of an audit is to determine if the City's general purpose financial statements present fairly the City's financial position and results of operations in conformity with the generally accepted accounting principles.

B –

BALANCED BUDGET – Proposed revenues and other resources equal proposed appropriations.

BOND – A long-term promise to repay a specified amount of money (the face value amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.

BUDGET – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

BUDGET CALENDAR – The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT – A compilation of the spending and funding plans for the various funds, along with supporting narrative, schedules, tables, and charts which, in total, comprises the annual resource allocation plan.

BUDGET ORDINANCE – An ordinance considered and adopted by City Council to formally enact the proposed budget as amended.

BUDGET TRANSFER - Adjustment made to the budget during the fiscal year to properly account for unanticipated changes which occur in revenues and/or expenditures and for program initiatives approved during the fiscal year.

BUREAU – The largest organizational component within a department which design is tied to service output or function.

C –

CAPITAL BUDGET – A spending plan for improvements to or acquisition of land, facilities, equipment, and infrastructure. The capital budget (1) balances revenues and expenditures, (2) specifies the sources of revenues, (3) lists each project or acquisition, and (4) must ordinarily be approved through adoption of an appropriation by the legislative body.

CAPITAL EXPENDITURE – The acquisition of fixed assets, usually authorized in the capital budget that includes land, buildings, infrastructure, and equipment.

CAPITAL IMPROVEMENT PLAN (CIP) – A multi-year plan to provide for equipment acquisition, improvement to public facilities, and construction of new facilities.

CAPITAL OUTLAY – Expenditures relating to the purchase of equipment, facility modifications, land, and other fixed assets.

CASH BASIS – The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when actually paid.

CREDIT RATING – The credit worthiness of an entity, as evaluated by independent agencies such as Moody’s Investors Service, Inc. and Standard and Poor’s Corp.

D –

DEBT SERVICE – Payment of interest and principal on an obligation resulting from issuance of bonds and notes.

DEBT SERVICE FUND – A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

DEFICIT – An excess of liabilities and reserves of a fund over its assets.

DEPARTMENT – The largest organizational component of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DESIGNATED FUND BALANCE - A portion of unreserved fund balance assigned by City policy for a specific future use.

DIRECT COSTS – Expenses that are directly attributable to the production of service, such as wages, benefits, supplies, and contract services, and that would be eliminated if the service were discontinued.

DIVISION – The largest organizational component within a bureau which design is tied to a specific service output or function.

E –

ENCUMBRANCE – A reservation of funds for an anticipated expenditure prior to actual payment for an item.

ENTERPRISE FUND – A fund used to account for revenues received for goods and services provided to the general public on a continuous basis and primarily financed through user charges.

EXPENDITURE – Actual outlay of money for goods or services.

EXPENSE – Expenditures and other obligations (e.g., encumbrances) to expend money for goods and services.

F –

FICA – City’s portion of mandatory Social Security contribution (6.20%) and mandatory Medicare contribution (1.45%) for its employees payable to the federal government.

FIDUCIARY FUND – A fund that accounts for resources that governments hold in trust for individuals or other governments.

FISCAL YEAR (FY) – A twelve-month period designated as the operating year for an entity. The fiscal year for the City of Harrisburg is January 1 – December 31.

FIXED ASSET – Asset of a long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined fixed assets as those with an expected useful life in excess of one year and an acquisition cost in excess of \$5,000.

FRINGE BENEFITS – Health and welfare related benefits for all full-time employees, such as medical, dental, vision, and life insurance coverage, and a prescription drug plan which are included in the employee’s compensation package.

FUND – An accounting entity that records all financial transactions for specified activities or government functions. The six fund types used by the City are – General Fund, Capital Projects Fund, Debt Service Fund, Special Revenue Funds, Propriety (Utility) Funds, and Trust and Agency Funds.

FUND BALANCE – A cumulative excess of revenues over expenditures segregated by fund.

G –

GENERAL OBLIGATION BOND and NOTE – Forms of borrowing (debt financing) which reflect written promises from the City to repay sums of money on specific dates at specified interest rates backed by the full faith, credit, and taxing power of the municipality.

GOVERNMENTAL FUNDS – Funds that account for the services provided to the general citizenry as opposed to a specific group. These funds focus on current financial resources, emphasizing budgetary control and available cash.

GRANT – A sum of money allotted from a specific governmental or non-profit organization to be used under certain circumstances for a designated purpose.

I –

INDIRECT COSTS – Costs that are incidental to the production of goods and services, such as administration, budgeting, accounting, personnel, purchasing, legal, and similar staff support services. Unlike direct costs, indirect costs do not disappear if the service or good is discontinued. Also known as **overhead**.

INFRASTRUCTURE – The basic physical framework or foundation of the City, referring to its buildings, roads, bridges, sidewalks, water system, and sewer system.

INTERFUND TRANSFER – A transfer of money from one fund of the City to another fund of the City.

L –

LIABILITY – Debt or other legal obligations arising out of transactions in the past which must be paid, renewed, or refunded at some future date.

LINE-ITEM BUDGET – A budget that lists detailed expenditure categories such as salary, postage, and maintenance service contracts. The specific amount budgeted is also listed by category.

LONG-TERM DEBT – Debt with a maturity of more than one year after date of issuance.

M –

MILL – A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

MILLAGE – The total tax obligation per \$1,000 of assessed valuation of property.

MODIFIED ACCRUAL – The method of accounting that is a mixture of both cash and accrual bases concepts. Revenues are recorded when they are both measurable and available to meet current liabilities. Expenditures are recorded when goods or services are received.

N –

NOTE – A short-term promise to repay a specified amount of money (the face value of the note) on a particular date (maturity date). Notes are primarily used to supplement current cash flow in anticipation of taxes and other revenues to be received, or to provide interim financing for capital projects in anticipation of the issuance of bonds.

O –

OBJECTIVE – A statement of purpose defined more specifically than a goal. (A goal may include several related objectives.) An objective normally indicates anticipated levels of achievement and is usually time limited and quantifiable.

OPERATING BUDGET – That portion of a budget that deals with recurring expenditures such as salaries, electric bills, postage, printing and duplicating, paper supplies, and gasoline.

OPERATING EXPENSES – Ongoing costs associated with sustaining City government operations such as: communications, professional fees, insurance, rentals, maintenance and repairs, contracted services, supplies, and minor capital.

ORGANIZATIONAL CHART – A chart representing the authority, responsibility, and relationships among departments, bureaus, and divisions within the City organization.

P –

PART-TIME POSITION – A position regularly scheduled for no more than 25 hours per week.

PERFORMANCE-BASED BUDGETING – A method of allocating resources to achieve specific objectives based on program goals and measured results.

PERFORMANCE INDICATOR – A variable measuring the degree of goal and objective fulfillment achieved by programs.

PERSONNEL SERVICES – Expenditures relating to compensating employees of the City including wages, salaries, and special pay such as longevity, holiday, vacation, sick, personal, and bereavement; overtime and shift differential; fringe benefits such as FICA, health, and life insurances; and miscellaneous expenditures such as pension plan contributions, workers' compensation, and unemployment compensation costs.

PROGRAM – An organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities.

PROPERTY TAX RATE – A rate set either by a local governing board or in state law that, when applied to the tax base (assessed value), represents the property owner's tax liability.

PROPOSED BUDGET – The City's resource allocation plan for the fiscal year as prepared and recommended by the Mayor for consideration by City Council.

PROPRIETARY FUND – A fund that accounts for business-like operations that intend to recover their full cost through charges to customers and users.

R –

RESOURCE ALLOCATION PLAN – The City's revenue and expenditure plan for the fiscal year.

REVENUE – Money received or collected by the City through taxation, licenses, grants, fees, fines, forfeitures, charges, investments, and interfund transfers.

REVENUE BOND – Long-term borrowing that is backed by the revenues from a specific project such as water or sewer system improvement.

REVENUE STABILIZATION RESERVE – Revenue stabilization reserve that provides resources when tax revenues temporarily decline (as the result of a recession, the loss of a major taxpayer, or other similar circumstance).

RISK MANAGEMENT – The coordinated and continuous effort to minimize potential financial and human resource losses arising from workers' compensation, liability, and property exposures.

S –

SPECIAL REVENUE FUND – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

T –

TAX BASE – The total value of taxable property in the City.

U –

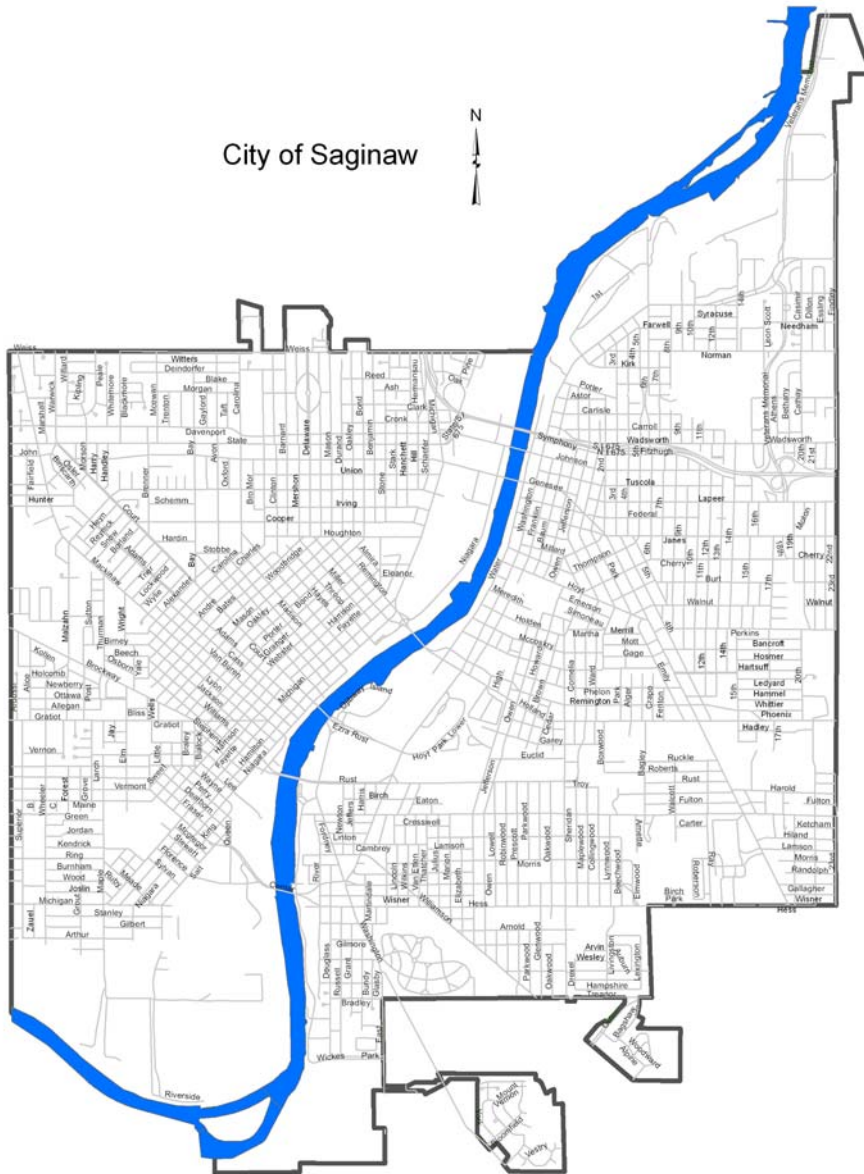
UNFUNDED LIABILITY – A liability that accrues to a fund for which there is no source of revenue.

UNIT – The smallest organizational component within a bureau which by design, further delineates the distribution of workload to achieve a specific output or function.

Y –

YIELD – The rate of return earned on an investment based on the cost of the investment.





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