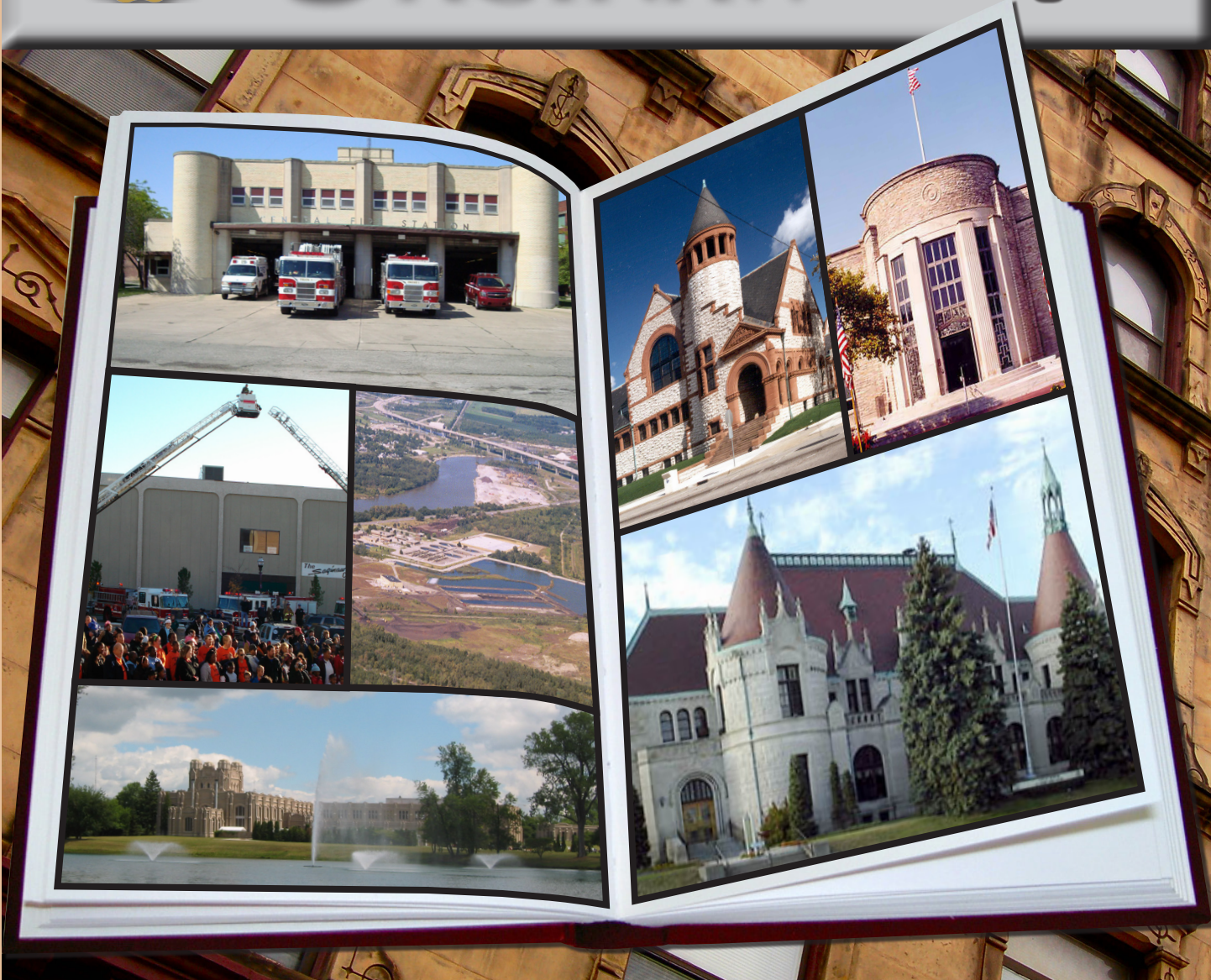




CITY OF **S**AGINAW

**2010-11
Approved
Budget**



CITY OF SAGINAW, MICHIGAN

Honorable Greg Branch
Mayor



Darnell Earley
City Manager

Approved to City Council

May 24, 2010

Honorable Amos O'Neal, Mayor Pro-Tem

Dennis Browning, Council Member

Larry Coulouris, Council Member

Dan Fitzpatrick, Council Member

Amanda Kitterman-Miller, Council Member

William G. Scharffe, Council Member

Paul Virciglio, Council Member

Andrew Wendt, Council Member

2010-2011 APPROVED BUDGET

CITY OF SAGINAW, MICHIGAN

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City Manager

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Account Payable Coordinator

2010-2011 APPROVED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Saginaw
Michigan**

For the Fiscal Year Beginning

July 1, 2009

President

Executive Director

The Government Finance Officer Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Saginaw, for its annual budget for the fiscal year beginning July 1, 2009.

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

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

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**CITY OF SAGINAW
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INTRODUCTION



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

April 26, 2010

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 2011 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 "zero growth budget" that allocates very scarce resources toward financial and administrative stability and requires diligent review and monitoring throughout the fiscal year.

The major highlights of the fiscal year 2011 Approved Budget include:

A General Fund budget total of \$34,201,919 - This represents a "zero growth budget," which actually equates to a decrease of \$1,283,217 from the FY 2010 General Fund budget of \$35,485,136.

A recommended tax levy of 15.2508 mills – In 2010, the tax levy is projected to increase .7127 mills from 2009. The General Fund property tax receipts will be limited by the gross revenue ceiling limitation in the City Charter.

Millage Rate	2010
City Operating	6.2976
Trash Collections	2.9532
Police & Fire Special Asmt.	<u>6.0000</u>
Total	15.2508

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, but shall not exceed state equalized value. For the 2010 tax year, the Proposal A cap is -.3%. As a result of all these factors, and the overall decrease to state equalized value, the net taxable value decreased by 11.3% from \$685,551,914 to \$607,971,876.

General Fund staffing complement - The General Fund complement is anticipated to decrease by four positions in FY 2011. Portions of two other positions were also eliminated from the general fund. In actuality, eight positions were eliminated from the general fund; however, four positions were added as a

result of the staffing and efficiency study. Following are positional changes within the General Fund complement: the Chief Assistant City Attorney, one Clerical I position, the Property and Maintenance Supervisor (Police Department), the Staff Professional (Police Department), two part-time Property and Supply Clerks, Code Enforcement Inspector, and one Service Person Mechanic were eliminated. The added positions include one part-time HR Support Staff employee, an Administrative (Budget) Analyst, the Assistant City Manager for Public Safety, and a Technical Services Supervisor (Police Department). Since the General Fund continues to operate under declining financial resources, the City is unable to expand its complement in other departments. The funding distribution of eleven positions is being changed based upon the type of activities that the individuals perform for the City. Following are those changes: 10% of the Director of Development and 30% of the Assistant Director, 50% of the Licensed Inspector from the General Fund to the Neighborhood Stabilization Program Fund (NSP); 10% of a Labor Foreman Streets/Building Operations from General Funds Building and Grounds Maintenance Division to the Public Works Building Fund; 100% of a Traffic Electrician II, 50% of a Traffic Electrician, 100% of a Traffic Maintenance Technician, 30% of a Traffic Maintenance Technician II, 100% of a Traffic Electrician, 10% of a Traffic Maintenance Technician I from the General Fund to the Major and Local Streets Funds.

Non-General Funds account for 76% of the \$140,407,556 City budget. Water and Sewer Utility Enterprise Funds make up 40% of the total Non-General Fund spending with a combined budget of \$56,861,399.

This year's budget message covers three major topic areas: Budget Preparation and Presentation, FY 2011 Budget Highlights, and a brief comment on the Public Safety Millage. The 2011 "zero growth" approach to spending is indicative of the economy in Michigan and has represented the direction of budget development and implementation in the City of Saginaw for the past two budget cycles. Except where inflationary differences, contractual obligations, and organizational changes have been noted, no other areas reflect significant budgetary changes.

The 2011 Approved Budget also reflects the strategic planning efforts and priorities as discussed in ongoing strategic planning sessions. Our intent for 2011 is to continue services at current levels, balance the budget, retain staffing levels as much as possible, and at the same time continue the ongoing evaluation of the structure and efficiencies of all city departments. We have achieved that objective with this approved spending plan. In order to retain current services for FY 2011, approximately \$750,000 of the undesignated fund balance will have to be appropriated to balance the budget. This is the same as what was projected to be used in the FY 2010 budget. As we project forward to the end of this current fiscal year, we anticipate that because of diligent budgeting and monitoring, aggressive revenue collections, and regular budget adjustments, expenditures will be balanced to revenues. This budget use is in compliance with the Uniform Budgeting and Accounting Act.

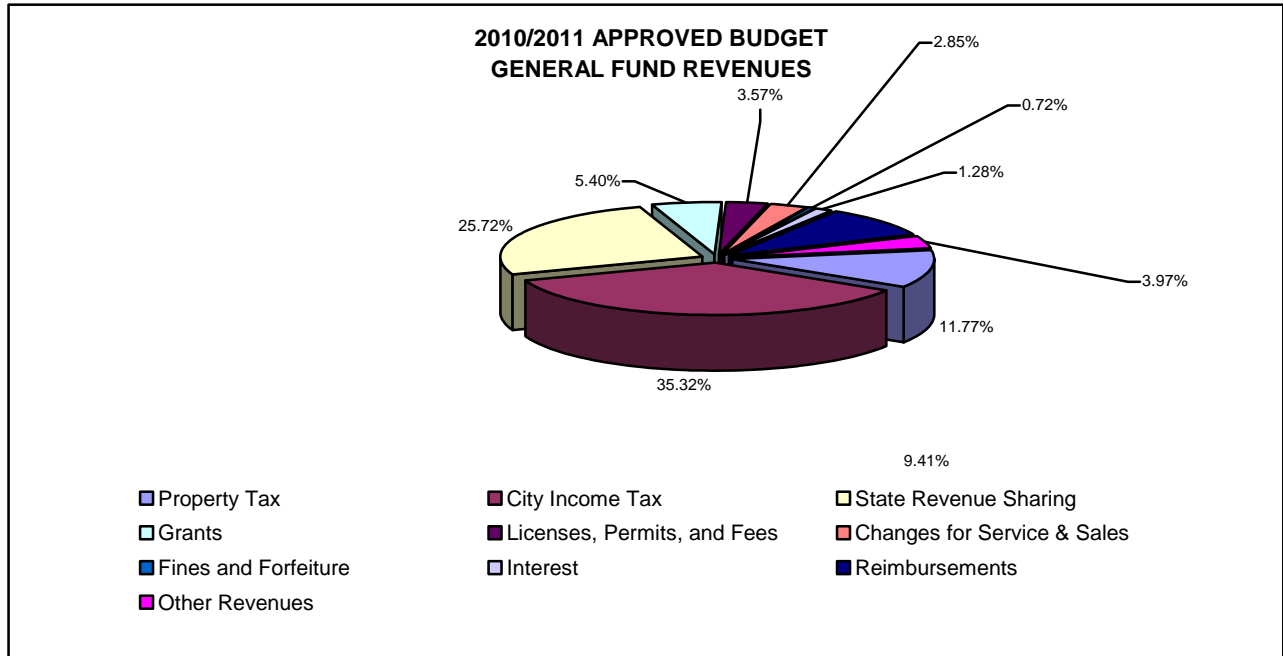
Budget Preparation and Presentation

The FY 2011 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 2011 to make the budget useful as a management tool, communication device, and policy document.

FY 2011 Budget Highlights

General Fund Revenues

The following chart indicates the various General Fund Revenue Sources for 2010/2011 and the approved relative percentage supplied by each.



Tax Rate

The 2011 Budget calls for a total City tax levy of **15.2508** mills. This represents a .7127 increase in the overall millage rate from 2009. Declining property values have resulted in a necessary higher millage rate.

It is important to note that the ceiling of \$3,828,778, as per the City of Saginaw Charter, has been reached and thereby the maximum allowable general operating millage rate of 7.5000 has decreased to 6.2976. This is the result of the overall increase in the tax base of the City of Saginaw since 1979.

Property Tax Millage Rates

The City Council has authority for the 2010/2011 fiscal year, to levy a tax rate of up to 15.2508 without a vote of the citizens, as indicated below.

Millage Rate History	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
City Operating	5.4185	5.2598	5.1701	5.3056	5.5849	6.2976
Trash Collection	2.9532	2.9532	2.9532	2.9532	2.9532	2.9532
Police & Fire Special Asmt.	<u>0.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>
	8.3717	14.2130	14.1233	14.2588	14.5381	15.2508

Tax Shift

The taxable value of residential properties decreased from \$445,170,091 to \$388,236,562 a decrease of 12.8%. The total taxable value projected for FY 2011 is \$607,971,876 of which real property will be \$514,330,876, and personal property will be \$93,641,000.

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 individual residency status and/or place of employment. Income Tax revenue for FY 2011 is projected to be \$12,079,000 (a 0.45% increase from the FY 2010 projection of \$12,025,000). Income tax revenue relies heavily upon the financial health of businesses operating in the Saginaw area.

It should be noted that \$954,000 of the projected income tax revenue for 2011 is related to delinquent taxes. As the City has been experiencing a decline in the Income Tax base and other revenue sources in previous years, an aggressive approach towards delinquent revenue collections has been undertaken. As part of the process of collecting revenue owed to the City, departments throughout the City have been working with Plante & Moran, Inc. in the Department of Fiscal Services and other key personnel to develop, implement, and structure the revenue collections effort. Going forward, it will be imperative that the monies that are owed to the City be collected.

Cost Allocation Plan

In an effort to accurately reflect the cost of providing and administering services in all departments, the City began completing a cost allocation plan annually in 2008. This was instituted because the City strives to continuously improve the budget process. The implementation of this plan has ensured that costs are spread equitably among City departments and administered accurately. The 2011 Budget reflects the continued use and updating of the cost allocation plan.

Unfunded Liabilities/Retiree Health Care

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

The Governmental Accounting Standards Board, which is the regulatory body responsible for establishing the financial reporting requirement with which municipalities must comply, has changed the reporting standards for post-employment health benefits through GASB Statement Number 45, *Accounting and Financial Reporting by Employers for Post Employment Benefits Other Than Pensions*. This statement requires governmental entities to begin reporting the Accrued Liability for retiree health care and other post employment benefits over a phase in period. The FY 2009 audit was the first audit affected by GASB 45. 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 2011 Approved Budget for the City includes all required contributions for employee pension obligations.

Citywide Reorganization

In FY 2010, the City engaged the firm of Plante & Moran to perform a citywide staffing and efficiency analysis. Once the firm completed the analysis and made recommendations to the City Management Team, the final study was presented to the City Council, and the Council was notified that recommendations on how to proceed would be presented in the coming weeks.

During several City Council meetings, the City Manager and members of the implementation team made presentations to the Council regarding recommendations for staffing and operational changes. The implementation team received input from department heads, union leaders, and staff regarding the efficiency study prior to making those recommendations. As a result of the first phase of implementation, the team was able to identify over \$1 million in savings citywide, and those changes are reflected in this budget document.

Recycling Program

In an effort to follow the guidelines of community sustainability and green initiatives, the City will operate a recycling site at the Public Services Building for one day a month. Funds have also been included in the 2011 Budget for its operational needs.

Capital Improvements

General Fund capital improvement expenses have not been included in the FY 2011 budget. Due to economic conditions, not only within Saginaw but throughout the country, we have experienced a significant decline in revenues and this trend is expected to continue in FY 2011. The City's goal is to continue to provide quality services to residents, and this cannot be accomplished this year if we have significant capital improvement projects. We have been able to balance this budget without a decrease in City services. This is a significant accomplishment as other local governments in Michigan have cut service hours to citizens and have experienced significant job loss.

The City will continue to work to maintain our service level. At the same time, we realize that some capital improvement expenses are necessary. City administration continually strives to locate and utilize grant funding for many of these projects, and will continue to do so going forward. Additionally, the City management team will continue to review all capital improvement requests and evaluate the urgency of those needs.

Public Safety Millage

During FY 2011, the City will ask voters to approve the retention of the Public Safety Millage, and approve an additional 1.5 mills. Approval of this millage and the additional funding will be vital to the continued viability of the City's police and fire departments. The millage was originally passed in May of 2006 at a rate of 6 mills, and revenue from the millage supports 31 police officers and 20 firefighters. It is important to note that the personnel complement for public safety has not changed since the millage was originally passed.

For FY 2011, the Public Safety Millage will generate approximately \$3 million in revenue, while the Public Safety Fund (205), which as established to account for personnel supported by the millage, will have budgeted expenditures of approximately \$3.8 million. The General Fund currently has to bear the burden of the gap between the millage revenue and the expenditures for the 51 public safety personnel. This gap will continue to grow if the City experiences the same decline in taxable value that it has the past two years, along with continued rising health, salary, and pension costs.

Over the past year, the City of Saginaw has been able to decrease violent crime and reduce the number of fire related calls by improving service delivery. This cannot continue if the City does not have adequate revenue to support the police and fire departments. As is evidenced by the numbers referenced above, renewal of the millage and approval of the additional 1.5 mills will be vital to maintain the progress that has been made in public safety.

City Strategic Plan

The City has continued the practice of strategic planning sessions where City Council Members and City Administration meet to discuss issues that are pertinent to the continued success of the City. As part of these continuing sessions, the following five goals and objectives were established, and in the 2011 budget, funding has been earmarked to meet these goals and objectives:

City of Saginaw – Goals and Objectives	Amount designated from 2011 Approved Budget
Crime and Public Safety Issues	\$26,802,640
Neighborhood Revitalization and City Beautification	\$12,054,458
Recreational Offering and Youth Activities	\$ 916,000
Maintain and Enhance City Revenue Efforts	\$67,000
Organizational Development	\$18,000

Conclusion

As City Manager, my task is to produce a responsible budget that incorporates long-term financial planning as part of our immediate spending plan. As with previous budgets, the FY 2011 Approved Budget continues a trend that means perpetual reconsideration of the way municipal services are delivered and the level of services that can be provided with available resources. Administrative procedures and departmental policies are continually being implemented to hold the line on expenditures.

During this budget-planning period, the focus on improving the City’s organizational structure and efficiency has been greater than ever before. As you know, Plante & Moran was engaged to perform a citywide staffing and efficiency review. The results of that analysis were presented to the Council during our January strategic planning session. Subsequently, the management team conducted an in depth review of all the recommendations and assessed their impact on City operations and service delivery, as well as the potential savings the changes would provide.


As the year progresses, the management team and Council must consider the services that the City is providing and look at new methods for delivering them more efficiently to further enhance savings. Additionally, generating new revenues to pay for these services may be a method by which the City can continue to offer needed services to the citizens. Simply said, because of declining revenues, services in future budget years will have to either be reduced or new revenues identified.

Additional revenues and reduced expenditures will be critical to the City to maintain an essential level of service delivery to its citizens. Key areas to be considered are: retirement benefits, unfunded liabilities, fee structures, and revenue collections.

The organizational structure of the City will continue to be reviewed in fiscal year 2011. Many of the recommended changes, along with changes identified by the management team, were implemented in fiscal year 2010. However, other opportunities exist to further streamline operations and provide savings to the City. A number of issues will be at the forefront during the coming year.

As I have stated throughout my tenure as City Manager, the management team, and Council must continue to make the tough decisions now to place the City in a position where we do not have to continually react to economic changes, as many other Cities in Michigan are currently doing. Many individuals were involved in the restructuring that the City undertook during the past several months. That cooperation will have to continue throughout the coming years to move the City in the direction that we have envisioned. The goal of ensuring quality services where prudent, while pursuing an improved financial condition for the City, will be a continuing priority. I am confident that this goal is manageable and achievable.

Respectfully submitted

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

Darnell Earley
City Manager

HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2010/2011 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 2010/2011 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 Organizational Structure** of the City of Saginaw.

Budget Overview

Contained within the Budget Overview is the Budget and Finance section. This section describes the financial and operating policies and procedures that guide the development of the City’s budget. Additionally, the Budget Summary section provides the reader a series of financial summaries with information on revenues, expenditures, and staffing levels for FY 2010/2011 and prior years.

Budget Detail

These sections contain information on FY 2010/2011, as well as historical revenue and expenditure information for the General, Special Revenue, Enterprise, Internal Service, 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
- Summary of resources (projected revenue) and appropriations (proposed expenditures) – total fund budget.
- Line-item detail – provides detail of revenues and expenditures for FY 2007-2009 actual, FY 2010 Approved Budget, FY 2010 Adjusted Budget, 2010 Projected, and FY 2011 approved budget.
- Revenue line items identify specific funding sources. Expenditure line items are categorized as personnel, operating, capital outlay, and miscellaneous. In accordance with the request of City Council, the following categories have been listed for “Other Services” on the Expenditure Detail pages:
 - **Professional Fees** – covers all expenditures that are related to professional services provided to the City. This includes Professional Services, Legal Services, Engineering Services, Employment

Agency Fees, Operating Services, Labor Professional Services, Insurance, Workers Compensation Payments, and Advertising.

- **Maintenance Fees** – covers all expenditures that are related to services performed or utilized. These fees include: Demolition, postage and freight, telephone/cell phone/pagers, printing, utilities, water/sewer, general repairs, motor pool charges, motor vehicle repairs, streets resurfacing, equipment rental, rents and taxes, impounding fees, and other service fees.
- **Other Contracted Fees** – covers all expenditures that are related to specific services, professional organization, subscriptions, and employee enhancement. Examples of these costs would be: subscriptions, dues, recruitment fees, right-to-know expenses, claims and judgments, council meals, travel/meal/lodging, training and development, education reimbursements and other reimbursements.

**CITY OF SAGINAW
ELECTED
OFFICIALS**



**City Manager
Darnell Earley**



**Mayor
Greg Branch**



**Mayor Pro-Tem
Amos O'Neal**



**Council Member
Dennis Browning**



**Council Member
Larry Coulouris**



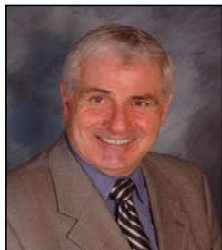
**Council Member
Dan Fitzpatrick**



**Council Member
Amanda Kitterman**



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

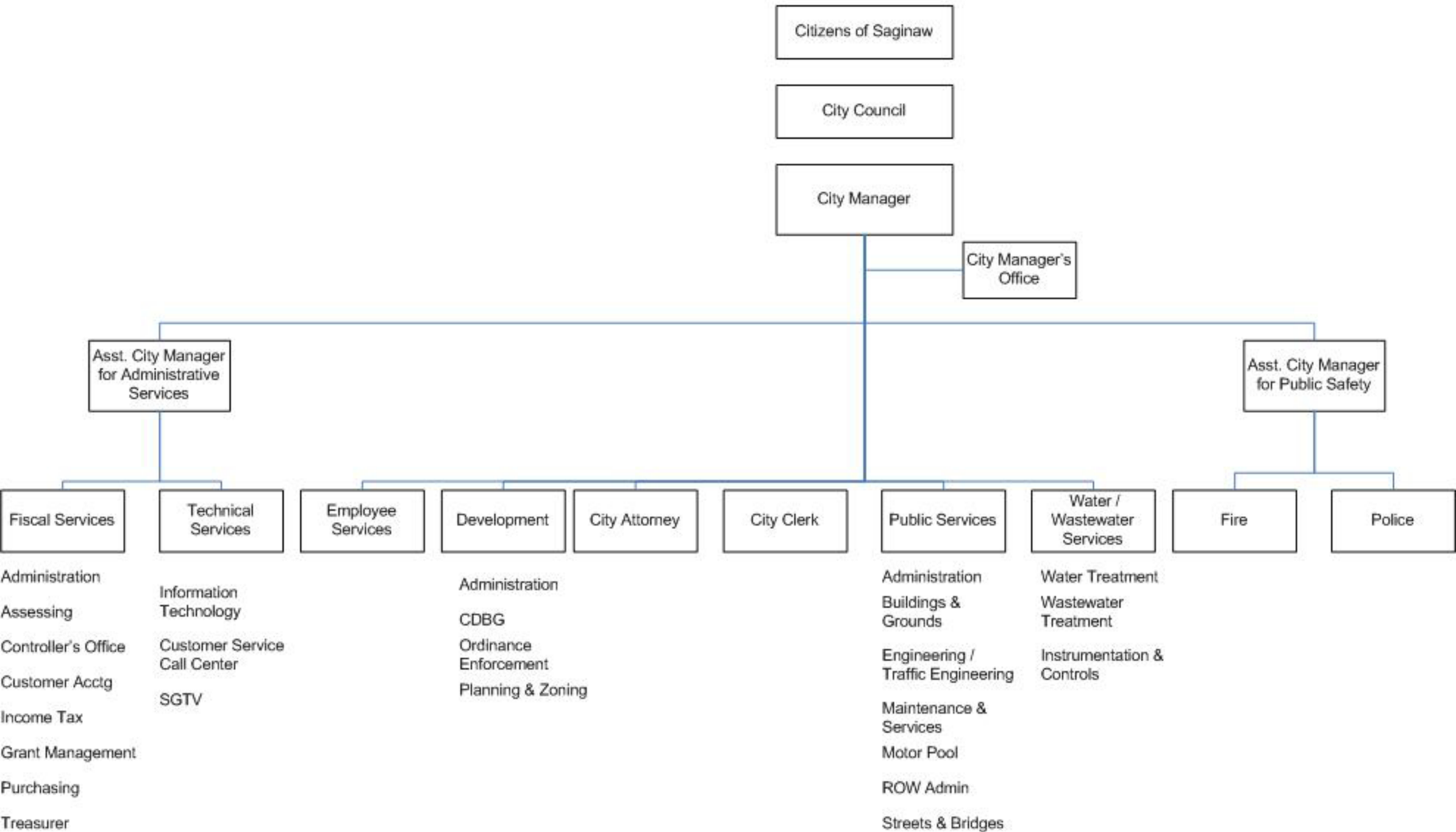


**Council Member
Paul Virciglio**



**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 is comprised of General Government operations, Departments of Fiscal Services, Public Safety, Development, Public Services, and Technical Services. The largest organizational component within a department is the division. The structural design of the division is closely related to service output or function. Divisions provide separation of duties within each department. With responsibilities delegated at such a definitive level, many divisions can be interpreted as local government programs, wherein the City places emphasis on the distribution of workloads to achieve a specific output. 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, Enterprise, Internal Service, and Fiduciary Funds. The City also has several expendable Trust Funds. The budget is organized by fund and is further identified by 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 Technical Services Department combines the General Fund's SGTV Division with the Internal Service Fund's Geographical Information Systems and Information Services Funds. 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 Operations and Maintenance Funds, and Internal Service Funds – Public Works Building, Radio Operation Fund,

and the Motor Pool Operation Fund. All Enterprise Funds are owned and operated by the City, therefore, all revenues go directly for those operations.

The Offices of General Government and departments listed below are part of the General Fund with the exception of Special Revenue, Enterprise, Internal Service, 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 Executive Assistant to the City Manager provides technical and administrative support to City Council. The Administrative Support Clerk assists the Executive Assistant to the City Manager with all related responsibilities.

The Office of the City Manager is the administrative office for all administrative activities. The City Manager, who is appointed by City Council, is the highest-ranking official. City Manager Office personnel include an Assistant to the City Manager/Budget Administrator, an Executive Assistant to the City Manager, and 50% of an Administrative Support Clerk. Both administrative staff individuals conduct the day-to-day business for the office. The responsibilities of the City Manager are the supervision and coordination of the City administration in implementing policies formulated by the City Council; preserving the health, safety, and general welfare of persons and property within the City of Saginaw; and enforcing the City Charter, City Ordinances, and applicable State and Federal Laws. Likewise, the primary responsibilities of this office are preparation of Council agendas; providing informational material and staff support to Council members; providing information to the general public; submitting an annual recommended budget to the City Council; monitoring and facilitating the City's Citi-Stat program; 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, equal employment opportunity, workers compensation, health and safety, and administering the City's benefit programs. There are five employees in this office – Director, Assistant Director of Employee Services, Benefits Coordinator, an Administrative Assistant, and an HR Support Staff. All individuals are considered non-union management.

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

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

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

The Department of Fiscal Services is comprised of 7 divisions: Administration, Office of the Controller, Purchasing, Treasury, Assessor's Office, Income Tax, and Customer Accounting. The Assistant City Manager for Administrative Services, who is responsible for financial planning, control and reporting for the City of Saginaw, heads the departments of Fiscal Services and Technical Services. Fiscal Services also provides administrative support in budgeting, financial planning, management, evaluation and forecasting necessary for administering City services and assisting all departments in their missions. The Assistant City Manager for Administrative Services is also responsible for conducting the day-to-day City business in the absence of the City Manager as well as other duties as assigned by the City Manager.

Starting in the 2010/2011 Approved Budget, the Assistant City Manager for Public Safety will head the Police and Fire Departments. In the Police Department, the Chief, who is a management employee, reports directly to the Assistant City Manager and oversees the Police Department. The total number of sworn officers in the Police Department is 105. The divisions within this department are: Administration, Police Patrol, Police Investigation, Criminal Investigation, Building and Maintenance, and Technical Support Divisions. The City of Saginaw utilizes the 12-hour shift for the Patrol Officers, which includes 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 Officers 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.

Similar to the Police Department, the Assistant City Manager for Public Safety, heads the Fire Department. The Fire Chief, reports directly to the Assistant City Manager, and three Battalion Chiefs, oversee the daily activities of this department. This department consists of five divisions: Administration, Fire Prevention, Fire Suppression, Fire Training, and Fire Apparatus Operations and Maintenance Divisions. The Fire Department has approximately 20 Firefighters who are paid from the Public Safety Mileage as with the Police Department. There are approximately 69 individuals in this department, wherein only the Chief is considered to be management.

The Director of Development, who is accountable for all of the Community Development Block Grant (CDBG) programs and the Deputy Director of Development, supervise the Department of Development. The General Fund portion of this Department is composed of the Planning and Zoning division, which consists of an Associate Planner, 15% of the Director of Development, 50% of the Deputy Director of Development, and 10% of the SEDC Loan Support. 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 Licensed Inspector, Electrical Inspector, a Plumbing and Mechanical Inspector, one Code Enforcement Inspectors 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 demolitions, and all ordinance enforcements, such as parking, weed, and environmental.

A Director of Public Services heads the department of Public Services. This department makes up more than half the City's workforce and spans multiple funds. The Department of Public Services consist of 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: Sewer and Water Operations and Maintenance Services and Right of Way Services (only), and three Internal Service Funds: Public Works Building, Radio Operations, and Motor Pool

Operations; and one Fiduciary Fund: Bliss Park Endowment. Many of the services provided in this department require a twenty-four hour, seven-day-per-week schedule. Crucial infrastructure services include traffic signal engineering, and general management of City streets in the event of an emergency.

Effective July 1, city administration added the Director of Water and Wastewater Treatment. Both Water and Wastewater Treatment Plants require a twenty-four hour, seven-day-per-week schedule. The crucial utility infrastructure services that are maintained around the clock include water and sewage facilities. Both the Director of Public Services and the Director of Water and Wastewater Treatment serve as an advisor to the City Manager regarding any serious conditions. This individual will also be responsible for the Water and Sewer Operation and Maintenance's Process and Control divisions.

A Director of Technical Services and a Deputy Director head the Technical Services Department. As previously stated, the Director of Technical Services reports directly to the Assistant City Manager for Administrative Services. Technical Services provides Geographical Information System and Information Technology services for all the City of Saginaw's 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 meetings or news conferences; and public service announcements.

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

**CITY OF SAGINAW
2010/2011 APPROVED BUDGET
POLICIES AND STRATEGIC PLANNING**

The City Charter, the Uniform Budgeting and Accounting Act for State and Local Units of Government in Michigan, and the generally accepted accounting principles govern the City of Saginaw (City) budget policies. These laws provide for budget control, establish tax levy and assessment valuations limits, and provide for bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow generally accepted accounting principles.

LEGAL REQUIREMENTS:

The City Charter (*Section 43*) states that by the last Monday of April, the City Manager shall submit to the City Council the proposed budget for the next fiscal year.

Council shall by resolution, determine and adopt the budget and make the appropriations for the next fiscal year and shall provide, by resolution, for a tax levy of the amount necessary to be raised by taxation at least thirty days prior to the first day of the upcoming fiscal year. In accordance with Public Act 5 of 1982 as amended, a public hearing shall be held prior to levying of an additional millage rates (Truth and Taxation) and the adoption of the next fiscal year budget by the council, as such time and place as the council shall direct. The city clerk shall publish the notice of public hearing at least one week in advance.

The amount of property taxes that may be levied by the city in any year shall not exceed three-quarters of one percent of the assessed valuation as equalized of all taxable real and personal property of the city. If the assessed value of all the property in the city as determined on the first Monday in May, 1979, is increased in subsequent years for any reason, the maximum millage rate provided herein shall be permanently reduced to yield the same gross dollar revenue as the fiscal year 1978-79 property tax revenue yield (*Section 45 of City of Saginaw Charter*).

The City is also required by the State of Michigan to present a balanced budget. An appropriation resolution cannot be adopted that would cause total expenditures, including accrued deficit, to exceed total revenues, to include any available surplus, Section 16 of Public Act 621 of 1978.

FINANCIAL (BUDGET) POLICIES:

The City of Saginaw's financial policies have been established for the overall fiscal management of the City. These policies operate independently of changing circumstances and conditions. These policies provide the framework to assist the decision-making process for the Council and Administration.

The following policies provide guidelines to evaluate current services as well as proposals for future projects and programs:

- The budget will determine how much money is available. It will then allocate these resources among the highest priorities that have been established by City Council at the City's Strategic Planning Sessions.
- Expanding an existing service program or adding a new service or program will only be considered when a new revenue source has been identified or can be supported through the requesting departments identification of an existing service that can be reduced or eliminated. Programs that are financed through grant money shall be budgeted in special revenue funds, and when grant revenues are reduced or eliminated, the service program shall be adjusted accordingly.
- The budget is balanced and the City shall maintain a balanced budget in which estimated revenues and fund balance reserves are equal to or greater than estimated expenditures.

- The City will maintain a budgetary control system to ensure adherence to the budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
- The City will monitor departmental expenditures on a monthly basis to ensure conformity to budgets and decide on actions to bring the budget into balance, if necessary.
- The City will integrate performance measurement within the budget.
- The City will avoid budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.
- The budget will provide for adequate levels of funding for all retirement systems.
- The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
- The City will finance essential City services, which have a citywide benefit from revenue sources, which are generated from property taxes, special assessments, State Shared Revenues, and various fees.
- For Enterprise Funds, user fee rate structures will be reassessed to accurately charge the cost of services provided to the customers.

Operating Budget Policies:

The operating budget for the city is based on the principle of financing current expenditures with current revenues or available and undesignated fund balance. Expenditures shall include adequate funding of the retirement systems (Municipal Employee Retirement Systems and Police and Fire Pension Systems), and adequate maintenance and replacement of capital assets and operating expenditures.

Budgeted expenditures will reflect the City's perceived administrative needs and recommended council strategic long – term goals and objectives. The budget will be based on generally accepted accounting principles.

Transfers of Appropriations:

City Council Authority - After the budget has been adopted, no money shall be drawn from the treasury of the city, nor shall be obligations for the expenditures of money incurred, except pursuant to a budget appropriation. The council may transfer any unencumbered appropriation balance or any portion thereof from one department, fund, or agency to another.

Transfers shall require City Council approval if the transfer will result in an increase or decrease in the appropriation as set forth in the annual budget resolution.

All transfers from the General Fund Contingent Appropriation account shall require City Council approval regardless of the amount.

City Manager Authority – The City Manager is empowered to transfer appropriations within appropriation centers. General Fund line item budget transfers from one account to another within the same appropriation center can be made without City Council approval. All budget transfers from one appropriation center to another or from the General Fund Contingent Appropriation account must be approved by City Council. In all other funds, line item budget transfers from one account to another within the same department and fund can be made without City Council approval.

Budget Controls:

At the beginning of each quarterly period during the fiscal year, and more often if required by council, the City Manager shall submit to the council data showing the relation between the estimated and actual revenue and expenditure to date; and if it shall appear that the revenue is less than anticipated, the council or City Manager may reduce appropriations for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash revenues. If revenues exceed the amounts estimated in the budget, the council may make supplemental appropriations. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under his control.

REVENUE POLICIES:

- The City will attempt to maintain a diversified and stable revenue base to shelter itself against short-term and long-term fluctuations.
- Annual revenues will be projected by an objective and thorough analytical process.
- The City will establish user charges and shall set fees for services for enterprise funds at a level that fully supports operational and capital outlay costs and activities

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES:

- An independent audit will be performed annually.
- The City will complete an annual audit report in accordance with Generally Accepted Accounting Principles (GAAP).

CAPITAL IMPROVEMENT PLAN

- The City's Capital Improvement Plan shall be developed to reflect the strategic objectives of City Council and City Administration.
- The City shall on an annual basis update its multi-year capital improvement plan including proposed fund sources.
- The City will coordinate decision-making for capital improvement budget with the operating budget to make effective use of the City's limited resources for operating and maintaining existing services and facilities.

STRATEGIC PLANNING

The City of Saginaw's City Council and the Management Team meet twice a year, January and July, to discuss and prioritize the city's goals and objectives for the year. The following five goals and objectives have been established, and are reflected in the 2011 Approved Budget. Funding has been earmarked to meet these goals and objectives.

Crime and Public Safety Issues

In fiscal year 2011, the City of Saginaw (City) has projected to spend \$26,802,640 to address crime and public safety issues.

Goal: Council and Administration’s primary goal is to create a safe place to live, work, and play for all citizens in the City.

In an effort to further improve safety within the City, a 12-hour shift for the police department was implemented in fiscal year 2008. The implementation of the 12-hour shift was intended to reduce overtime incurred. Twelve-hour shifts will continue to be utilized in fiscal year 2011.

As an alternative source of revenues in which to further combat and address crime and public safety, the City continues to actively pursue federal and state grants. During FY 2010, the city was awarded the COPS Hiring Grant, which added five new officers to the sworn complement. In addition, the City has received substantial monies for technology through ShotSpotter, and the Department of Justice Grant.

- Weed and Seed Grant first awarded in fiscal year 2009 (fiscal 2011 \$42,000), is intended to “weed” out crime and provide guidance to Saginaw area youth. This grant will span three-years.
- ShotSpotter Technology Grant awarded in FY 2009 in the amount of \$266,439 is intended to utilize sound technology to identify gunshot fire within a specific location. This technology allows the Police Department to respond quickly to the occurrences. The Police Administration is in the process of pursuing additional grant funding to expand this technology to more high crime locations within the City. For 2011, the City’s Police Department will be awarded an additional \$300,000 for technology.
- Department of Justice Grant – Justice Assistance Grant (J.A.G.) (originally \$546,196), is an inter-jurisdictional grant that was awarded in cooperation with Saginaw County and other surrounding cities. This grant is intended to support all components of the criminal justice system. J.A.G. funded projects may address crime through the provision of services directly to individuals and/or communities and by improving the effectiveness and efficiencies of criminal justice systems, process, and procedures. The City allocates \$349,759, for the 2011 Proposed Budget.
- COPS Hiring Recovery Program, (\$1,126,000), requires that the City hire five additional police officers. This program allows the City to further enhance the City’s Community Policing Program. Beginning in February 2010, these officers were added to the personnel complement. The 2010/2011 Budget allocates approximately \$342,836 for this program.

Neighborhood Revitalization and City Beautification

The 2010/2011 Approved Budget allocates \$12,054,458 to continue to address neighborhood revitalization and city beautification.

Goal: Neighborhood Revitalizations and City Beautification.

There are multiple key objectives that the City has determined that should be achieved in order to strengthen neighborhood revitalization and city beautification:

- Elimination of blight
- Improve quality of life
- Continue to build strong relationships between the City and Neighborhood Associations
- Attract new businesses through promoting the City of Saginaw as an excellent place to live, work, and play
- Build a stable, livable, clean and well-kept community

The City’s Department of Development has actively pursued and been awarded grants to address the long-term goal and objective of neighborhood revitalization and city beautification.

During FY 2010 the City was awarded the Neighborhood Stabilization Program Grant, in the amount of \$957,000 from the Michigan State Housing Development Authority. These monies will help the City to acquire and redevelop foreclosed properties as well as demolish blighted structures. These monies were awarded to the City based on the number of foreclosed and abandoned properties that are within the community.

The Department of Development also secured the Neighborhood Stabilization Program II (NSPII), a three-year grant, which was developed through the American Recovery and Reinvestment Act of 2009, in the amount of \$17.4 million. These monies will help the City target and reconnect neighborhoods, rapidly arrest decline, assure compliance with the Neighborhood Stabilization Program, ensure long-term affordability, support projects that optimize economic activity, and leverages resources to removes destabilizing influences. The City will work in conjunction with the Saginaw County Land Bank to ensure that the monies will be spent within the appropriate time.

In addition, the Department of Development is expected to spend approximately \$64,500 in FY 2011 for the updating of the City of Saginaw's Master Plan. This plan has not been updated since 2003.

Through the creation of the Saginaw Code Enforcement Neighborhood Improvement Cooperative (SCENIC), the City has been able to deal with blight in the community, improve the quality of life for its citizens, and develop positive relationships with neighborhood associations. The SCENIC team was formed and implemented in June 2008. Over the last two years, SCENIC has been very instrumental and effective in addressing situations that would have otherwise had a negative impact in the community. One of the most noteworthy accomplishments for the SCENIC team has been their ability to foster an environment that has lead to the establishment of several new neighborhood organizations and motivated many existing organizations. This team provides a communication link between City Hall and residents.

Recreational Offering and Youth Activities

In fiscal year 2011, the City is projected to spend \$916,000 towards recreational offering and youth activities.

Goal: To make Saginaw a safe place to live, work, and play.

Recreational offering and youth activities are the third priority of the City. In an effort to address this priority, the City is currently working on the Frank N. Andersen - Celebration Park. Celebration Park, formerly known as Andersen Water Park is one of the largest recreational projects currently under construction. So far, the City of Saginaw has received approximately \$1,622,000 in donations for the parks construction. In fiscal year 2011, the City will budget \$886,000 for continued construction and completion.

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

Another program that has demonstrated positive results for the youth in the City is the Summer Recreational Program through First Ward Community Center. In fiscal year 2011, the City will designate \$30,000 for the Summer Recreational Program. This program is for youth grades kindergarten through 12th. This program provides a variety of activities including organized basketball leagues, soccer, table tennis, billiards, board games, health and fitness activities, art and cultural classes, drug and violence prevention classes, Boy Scouts, Girl Scouts, summer reading program, and library and field trips.

Maintain and Enhance City Revenue Efforts

In fiscal year 2011, the City has projected to spend \$67,000 to maintain and enhance City revenue efforts.

Goal: Maintain and improve financial health of the City.

Through the development and the implementation of the City's budget, the City Council and the Management Team have been able to address the issue of financial stability. The City Manager's approved budget demonstrates a long-term sound financial plan that reflects "zero growth." City administration recognizes the need to re-evaluate the way that business can be completed within the City without affecting current service delivery levels to citizens. The City Manager's approved budget recognizes the fact that there will be revenue shortfalls and that expenditures will continue to rise due to the normal cost of living. City administration, through the next few budget cycles, will have to evaluate the following: retirement benefits; funding for the City's Other Post Employee Benefits (OPEB); updating fee structures, improving revenue collections, and the removal of the archaic property tax cap.

The first step towards maintaining and improving financial stability and health began in 2009 in the Department of Fiscal Services, Controller's Office. The controller's office was altered to reflect the restructuring of the General Ledger Accounting Maintenance function with the hiring of Plante & Moran, Inc. After one year, the City has already addressed multiple issues that it faced prior to 2009. One specific issue was the enormous accounts receivable outstanding balance. In fiscal year 2010, the City now has the ability to re-bill and adjust accounts receivables for monies that were owed, but not yet paid. Through the restructuring of the controller's office, the City is now able to react to financial problems in a timely manner as well as make decisions based on sound and up-to-date financial information.

Additionally, the Department of Fiscal Services, in fiscal year 2011, will continue to place strong emphasis on delinquent personal property taxes. In the State of Michigan, the local municipalities are responsible for the collection of delinquent personal property taxes; the County is responsible for ensuring compliance with delinquent real property taxes. For the City of Saginaw, delinquent personal property, as with the accounts receivables, has been an on-going concern. The Department of Fiscal Services will utilize current staff in an effort to aggressively pursue and collect delinquent personal property taxes.

Organizational Development

In fiscal year 2011, the City has projected to spend \$18,000 towards organizational development.

Goal: Provide effective and efficient delivery of services to the citizens of the City of Saginaw.

Over the past several years, the City has changed the manner in which it does business. However, the organizational structure of city departments has not necessarily been adjusted to reflect those new or modified duties. One of the City's goals is to determine the efficiency and effectiveness of operations and eliminate redundancy, which will allow for the best utilization of employees and resources.

In 2010, the city administration focused on achieving this very goal of providing effective and efficient delivery of services to the citizens of Saginaw as well as ensuring that the city has the ability to provide these services. In November/December of 2009, city administration contracted with Plante & Moran Consulting to perform a citywide staffing and efficiency review. The results of that analysis were presented to the Council during the January strategic planning session. Subsequently, the management team conducted an in depth review of all the recommendations and assessed their impact on City operations and service delivery, as well as the potential savings the changes would provide. The 2010/2011 Approved Budget reflects some of the recommendations.





BUDGET OVERVIEW

BUDGET AND FINANCE

SCOPE OF THE BUDGET

The City of Saginaw budget policies are governed by the City Charter, the Uniform Budgeting and Accounting Act for Local Units of Government in Michigan, and generally accepted accounting principles. These laws provide for budget control, establish tax levy and assessment valuation limits, and provide for bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow generally accepted accounting and budgeting principles.

The budget for the City of Saginaw is a multifaceted document that expresses spending policy for the fiscal year, illustrates a resource allocation plan for the Administration to implement, and provides a means of communication between citizens and elected officials.

The budget spells out a management strategy through specific objectives designed to provide the best services at the most efficient cost. With regards to the delivery of services, these objectives must produce measurable results as key indicators of the effectiveness and efficiency of government policies and programs. Programs must be evaluated every year to determine their legitimacy since limited resources must be allocated between existing programs and the need for new ones.

In summary, the budget is a policy document, a financial plan, an operations guide, and a communicative device. The true art of budgeting reflects a combination of leadership, independent judgment, competent administration, and cooperation between various branches of City government.

Budget Process

The Office of the City Manager compiles the budget for the City. The fiscal year for the City of Saginaw is July 1 to June 30. The actual budget preparation process gets underway in early December. One important element of this process is a cooperative effort between the Office of the City Manager and other departments within City government.

During the first week of December, 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 examine 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 data entered onto computerized budgetary spreadsheets that categorically incorporate requests into a singular format, distinguishing expenditures in the following manner: Personnel, Operating, Debt Service, Miscellaneous, and Capital Outlay. Once all the data is prepared, it is returned to the Office of the City Manager. The Assistant to the City Manager/Budget Administrator and budget staff review all requests for accuracy and completeness. During the month of January, the Assistant to the City Manager/Budget Administrator meets with all department heads to review and acquire additional information for the data provided. The draft and recommendations are then forwarded to the City Manager for his review. In late February – early March budget hearings are held with each department as forums where department directors can substantiate their expenditure projections and justify their requests.

Forms are prepared and submitted to all department directors for use in developing projections for anticipated revenues for the ensuing year. The Assistant to the City Manager/Budget Administrator 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 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 Recommended Budget is presented to City Council on or before the last Monday in April.

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

City Council then makes appropriations and adopts the budget by ordinance no later than thirty days prior to the end of the fiscal year.

Budget Calendar

December	<ul style="list-style-type: none"> • Department head meeting 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
January	<ul style="list-style-type: none"> • Personnel manuals distributed to Departments • Budget staff meets with Departments
February	<ul style="list-style-type: none"> • Prepare a preliminary summary statement of projected revenue vs. expenditure requests • Preliminary summary of projected revenue and expenditure requests presented to City Manager for review • City Manager meets with Departments
March	<ul style="list-style-type: none"> • City Manager meets with Departments (continues) • 1st and 2nd rounds of budget review with City Manager and Budget staff
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 Assistant to the City Manager/Budget Administrator and staff 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 projection methods deemed valid and reasonable are utilized. In addition, in accordance with the Uniform Budgeting and Accounting Act, all one-time revenue sources are given appropriate consideration.

Revenue Projection Methods

Method 1: 7 year Average Growth Rate x 2009 Actual Revenues at June 30, 2009

The seven-year average growth rate from 2002 – 2009 multiplied by 2009 actual revenues is used as a projection for the 2010 revenues. By utilizing the average growth rate for an additional year, the 2011 revenues are projected.

Method 2: 2010 Actual Revenues at December 31, 2009 / 6 months x 12 months

A monthly average of current year revenues is calculated based on six months of receipts, which are then annualized to project current year revenues. Based on revenue trends and this method of projection for 2010 revenues, 2011 revenues are projected. (Please note as more information is provided the revenues are further altered).

Method 3: 2010 Actual Revenues at December 31, 2009 / (2009 Actual Revenues at December 31, 2008 / 2009 Actual Revenues at June 30, 2009)

A percent of 2010 revenues are determined from revenues receipts at December 31, 2009. The 2010 revenues at December 31, 2009, are divided by the percentage collected December 31, 2008, to project

revenues for 2010. By reviewing revenue trends in conjunction with this method of projections for 2010 revenues, the 2011 revenues are projected.

Method 4: Percentage of 2009 Revenue budget collected at June 30, 2009 x 2010 Budget

2010 revenues can be projected by multiplying the percentage of 2009 Budget, which was collected at June 30, 2009, times the 2010 Budget. By reviewing the historical actual to budget ratios, assumptions can be determined to assist in 2011 revenue projections.

Budgets and Budgetary Accounting

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

All unencumbered appropriations lapse at the end of the fiscal year unless specific requests to reserve funds for capital items are made by the departments and approved by the Assistant City Manager for Administrative Services or the Assistant to the City Manager/Budget Administrator. The subsequent fiscal year's budget is then amended when these expenditures are recorded. Encumbrances outstanding at June 30 do not lapse but are brought forward to the new fiscal year, unless the fund ends in a deficit. In accordance with the Uniform Budgeting and Accounting Act, all encumbrances of the fund are cancelled and expenditures are assessed against the next year's budget.

The General, Community Development, Major Streets, Local Streets, Rubbish Collection, Police Grants, Drug Forfeiture, Andersen Center Operation, Boat Launch Operation, and 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. However, the City Charter requires that all funds except for Inventory and Trust and Agency Funds be approved by City Council.

Cash and Cash Equivalents

Cash and cash equivalents for all funds include amounts in demand deposits, petty cash, and certain investments which are payable upon the demand of the City and have an original maturity of three months or less. Cash balances in most of the City's operating funds are pooled and invested in various investments throughout the year. Each fund's cash balance is reported in a separate cash account and the City allocates interest earnings based on the average cash balance in each fund during the year. For purposes of the Annual Financial Report, the City considers all highly liquid investments held by trustees with maturity of three months or less when purchased to be cash equivalents. In addition, all cash and investments with the Assistant City Manager for Administrative Services 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. In accordance with the Uniform Budgeting and Accounting Act, all encumbrances, of a fund that ends in a deficit, are cancelled and expenditures are assessed against the next year's budget.

Reservations and Designations of Fund Equities

Reservations of fund balance are established to identify (1) claims against resources of the entity that have not materialized as liabilities 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. The City of Saginaw operates from a balanced budget at the onset of every fiscal year. Undesignated fund balance or prior year budgetary surplus can be appropriated to balance a fund's budget if a sufficient balance/surplus exists and the appropriation is fiscally prudent.

Performance Measurement

In 2007, the City began informally implementing Performance Based Budgeting with assistance of Michigan State University. Performance Based Budgeting utilizes specific program goals and objectives to produce desired outcomes and/or outputs. The budget document is the resource allocation plan in which the City identifies the financial input necessary to meet departmental goals and objectives. The City recognizes through this methodology that efficiencies and effectiveness can be measured and that service delivery can be improved.

BUDGET SUMMARY RESOURCE ALLOCATION

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

GENERAL FUND

The General Fund is the top 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 Street Funds:

The Major and Local Streets Funds receive allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of streets and bridges within the City. The Municipal Street Fund functions as an inventory account for street maintenance materials. These materials are reallocated to the Major and Local Streets Funds upon completion of construction.

Public Safety Fund:

In May of 2006 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, the City's Weed N Seed Program, as well as crime technology. These programs and technology provide the residents with a greater sense of protection and gives them the responsibility for developing and implementing problem-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.

Department of Justice Grant:

This fund accounts for revenues and expenditures related to various projects to provide better services and fight crime in the community as approved by the United States' Department of Justice. Funding allocations are based on the community's violent crime statistics.

Youth Initiative Fund:

This fund accounts for grant funds received from the United States' Department of Justice. These funds will be used to engage youth and facilities in programs that will enhance self-awareness and self-esteem, and reduce the 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 the grant funding received from the State of Michigan pursuant to Act 10 of the Public Acts of 1986. These funds are used by Saginaw Police Department and Saginaw Township Police Department for the prevention and investigation of automobile thefts in Saginaw County.

Community Development Block Grant Fund:

The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program. Other funds included under Community Development Block Grant funding are: Residential Loans, Rental Loans, Block Grant Home Program, Neighborhood Stabilization Program I and II, SEDC Revolving Loan, and Section 108 Loan.

ENTERPRISE FUNDS:

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

Celebration Park Fund:

Revenues and expenses related to the construction and operation of the Frank N. Andersen – Celebration Park is recorded in this fund. Assets of the facility are also recorded.

Parking Operations and Maintenance Fund:

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

Sewer Operations and Maintenance Fund:

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

Water Operations and Maintenance Fund:

The water fund is used to account for revenues and expenses associated with the provision of water service to residential, commercial, and industrial establishments of the City as well as several municipalities surrounding the City.

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for goods and services provided to one department by another on a cost reimbursement basis.

Public Works Building Fund:

This fund was established to account for all operating and capital expenses required to maintain the Public Works Service Center. Rent is charged to the departments occupying the building based on square footage.

Technical Services – Geographical Information Systems Fund:

This fund is used to account for the development and operation of the citywide geographical information system. Money for the operation of this fund is supplied from contributions from other city funds.

Technical Services – Information Service Fund:

Computer and information services are provided to the City operating departments through this fund. The operation is financed by service charges levied against user departments and service contracts with other governmental agencies.

Radio Operations Fund:

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

Motor Pool Operations Fund:

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

Self-Insurance Fund:

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

Worker's Compensation Fund:

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

FIDUCIARY FUNDS:

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

Public Employee Healthcare Fund/ Unfunded Liabilities Fund:

This fund was established to start funding the unfunded health insurance premiums that are fully paid for all City retirees. The unfunded liability is estimated at over \$215 million.

Police and Fire Pension Fund:

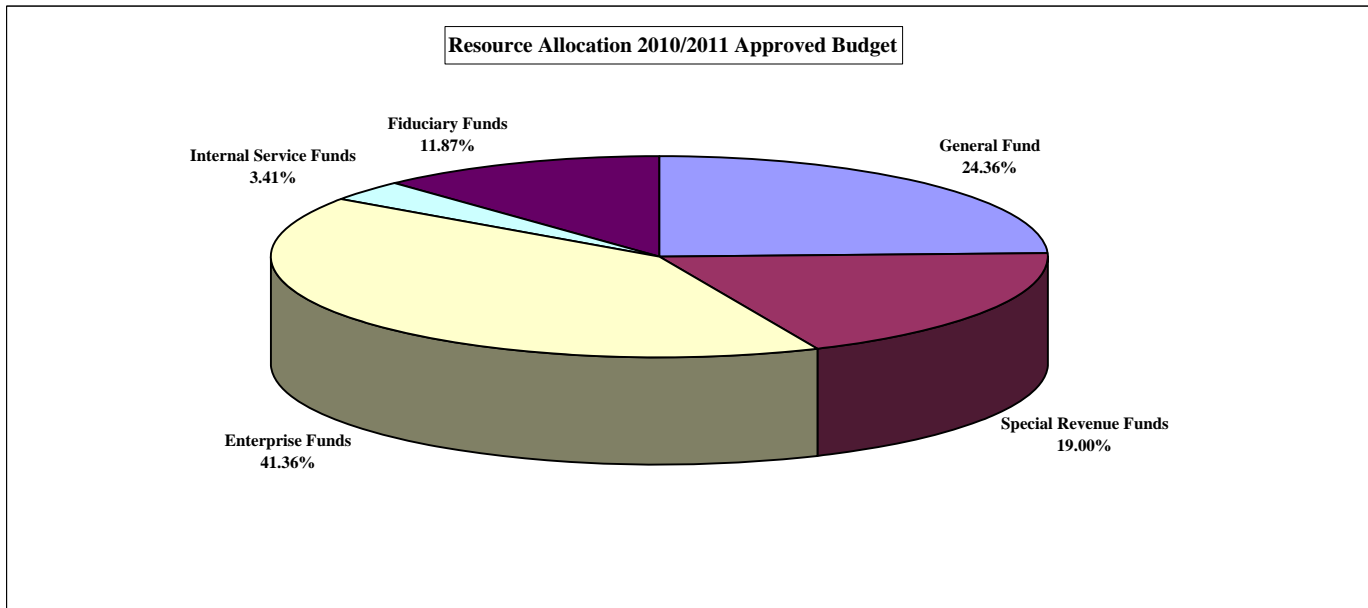
Assets accumulated for the payment of retirement benefits for City Police and Fire personnel are recorded in this fund. Benefits for retired members are paid from this fund and active members contribute to the pension system through payroll deductions. The City contributes to the fund by an annual appropriation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

Trust and 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. The Bliss Park Expenditure Endowment Fund is recorded as the only budgeted trust and agency fund.

**RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATION	
GENERAL FUND	\$ 34,201,919	GENERAL FUND	\$ 34,201,919
SPECIAL REVENUE FUNDS	26,676,312	SPECIAL REVENUE FUNDS	26,676,312
ENTERPRISE FUNDS	58,067,581	ENTERPRISE FUNDS	58,067,581
INTERNAL SERVICE FUNDS	4,793,373	INTERNAL SERVICE FUNDS	4,793,373
FIDUCIARY FUNDS	16,668,371	FIDUCIARY FUNDS	16,668,371
TOTAL RESOURCES	<u>\$ 140,407,556</u>	TOTAL APPROPRIATION	<u>\$ 140,407,556</u>



SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to decrease by \$1,283,217, or -3.75% from the 2009/2010 Approved Budget. Property Tax revenues are expected to increase by \$34,159, or .85% from the previous year. This is primarily attributed to the increased amounts of monies actually received on penalties and interest as well as for the Birch Park payment in lieu of taxes. City Income Tax will increase by \$54,000, or .45% from FY 2010. This increase is attributed to the aggressive approach that the City has taken in collecting past due incomes taxes. So far to date, the City has exceeded in past due collections. State Shared revenues are expected to decrease by \$1,639,429, or -18.64%. At the end of FY 2009, the City of Saginaw was notified that the state has made significant cuts to the amount of revenue sharing monies to the City. Further in November of 2009, the State of Michigan passed its budget with an -11% decrease in revenue sharing. This trend continues for the FY 2011 budget. Additionally, in FY 2010, the City made its last payment for the Inventory Tax Reimbursement. This is a liability to the city that is categorized under revenues. Grants are expected to increase by \$288,569, or 15.63% from the previous year. This increase is attributed to the federal stimulus Energy Efficiency Community Block Grant monies that the City was awarded in FY 2010. Licenses, Permits, and Fees will increase by \$102,700 in FY 2011. In FY 2011, the City increased its Housing, Building, Electrical, Mechanical, and Plumbing fees. This increase was attributed to the City receiving federal monies for the revitalization and rehabilitation of housing within the City. Charge for Services will increase by \$140,675, or 14.42%. This increase is due to the following: City receiving reimbursement from the State Police for one officer who is working with BayNet, the increase in the amount billed for Hazmat Clean Up Fees, and realizing the increase in Cemeteries fees. Fines and Forfeiture will increase by 18.37%. This increase is due to increases in Ordinance Fines and Civil Infractions. In FY 2011, the Department of Development – Inspections has been reorganized to include Ordinance Enforcement. This new responsibility by the Inspections Division will consolidate the ordinance function of parking, environmental services, weed abatement, and code enforcement. Through this consolidation, it is expected that revenues will increase slightly from previous years. Interest revenues are expected to decrease by \$100,000, or -22.93%. This decrease is due to the downward fluctuation in the market. Rents will increase in FY 2011 by \$29,500, or 98.33%. This increase is due to an increase in the cell phone tower payment. Other Revenues are expected to decrease by \$397,670, or -29.95% from the 2010 budgeted levels. This is attributed to decreases in the Sale of Land/Buildings and the Special Assessments.

SPECIAL REVENUE FUNDS

Major and Local Streets

The Major and Local Streets revenues are expected to increase, in total, by a net of \$462,279. This increase is primarily due to the increase of fund equity due to the cuts to the revenue sharing payments for the Gas and Weight Tax.

Public Safety Fund

The Public Safety Fund is expected to increase by \$85,752, or 2.21% over the 2010 budgeted levels. This increase is due to an increase in the subsidy from the General Fund for the downward assessment of real property within the City of Saginaw.

Rubbish Collection Fund

Rubbish Collection revenue is expected to decrease by \$78,747, or -2.28%. This decrease is due to a downward assessment of real property within the City of Saginaw.

Baker Perkins LDFA

The Baker Perkins LDFA will be inactive in the 2010/2011 Budget.

Community Policing Fund

Community Policing Fund revenue will increase \$649,665, or 59.95%. This increase is attributable to the addition of the COPS Hiring and ShotSpotter Grants.

Justice Assistance Grant

The Department of Justice - Justice Assistance Grant revenues will decrease by \$196,437. In FY 2010 the City received funding from the Department of Justice for programs and equipment to provide better services and fight crime in the community as approved by the United States - Department of Justice. Funding allocations are based on the community's violent crime statistics. In 2010, city administration, compiled a list of items the funds would be spent, by the end of the fiscal year, these funds were not expended in its entirety. FY 2011, the remaining unexpended monies will be utilized.

Youth Initiative Grant Fund

The Youth Initiative Grant Fund revenues will decrease by \$77,130, or -55.31%. This decrease is due to the decrease in grant allocation.

Community Development Block Grant (CDBG)

CDBG revenues will decrease -13.85% from the 2010 budgeted levels. This decrease is due to the decrease in the City's federal entitlement allocation.

Community Development Block Grant – Rental Loans

The CDBG – Rental Loans revenue will decrease -23.02% from the 2010 budget levels. This decrease is due to the decrease in the City's federal entitlement allocation.

Neighborhood Stabilization Program Fund (NSP)

The NSP Fund is new to the City for FY 2011. This fund is a combination of Neighborhood Stabilization Program I and II. In FY 2011 the City expects to receive monies for both programs for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures.

Auto Theft Prevention Fund

The Auto Theft Prevention Fund is expected to decrease by -33.09% from the 2010 budgeted levels. This decrease is due to the reduction in the monies received by the state.

ENTERPRISE FUND

Celebration Park Fund

Celebration Park will increase \$106,000, or 11.96% from the 2010 budgeted levels. This increase is due to additional donations given for the completion of the park.

Parking Operations and Maintenance Fund

The Parking Operations Fund will decrease by \$138,238, or -43.51%. This decrease is attributed to the reduction in monies transferred in from the General Fund for the repayment of the debt service payment.

Sewer Operations and Maintenance Fund

In FY 2011, the Sewer Operations and Maintenance revenues will increase 6.89%. The increase is due to the sewer rate increase that was implemented during 2010 as well as an increase in the Septic Hauling fees rate.

Water Operations and Maintenance Fund

In FY 2011, the Water Operations and Maintenance revenues will decrease by \$13,598,159, or -32.20%. This decrease in revenues is attributed to the reduction in the amount of bond proceeds that will be utilized during the year.

INTERNAL SERVICE FUND

Technical Services – Information Services Fund

The Technical Services – Information Services Fund will decrease by \$169,601, or -12.81% from 2010 budgeted levels. This decrease is due to the reduction in revenues from contributions from other funds. This reduction is a result of two employees retiring during FY 2010.

Motor Pool Operations Fund

The Motor Pool Operations Fund will decrease by \$580,788, or -25.64%. This decrease is due to the reduction of contributions from other funds.

FIDUCIARY SERVICE FUND

Self Insurance Fund

The Self Insurance Fund will decrease by \$280,900, or -19.11% from the 2010 budgeted levels. This decrease is due to the reduction in the amount of retained earnings allocated for FY 2011.

**SUMMARY OF REVENUES
2010/2011 APPROVED BUDGET**

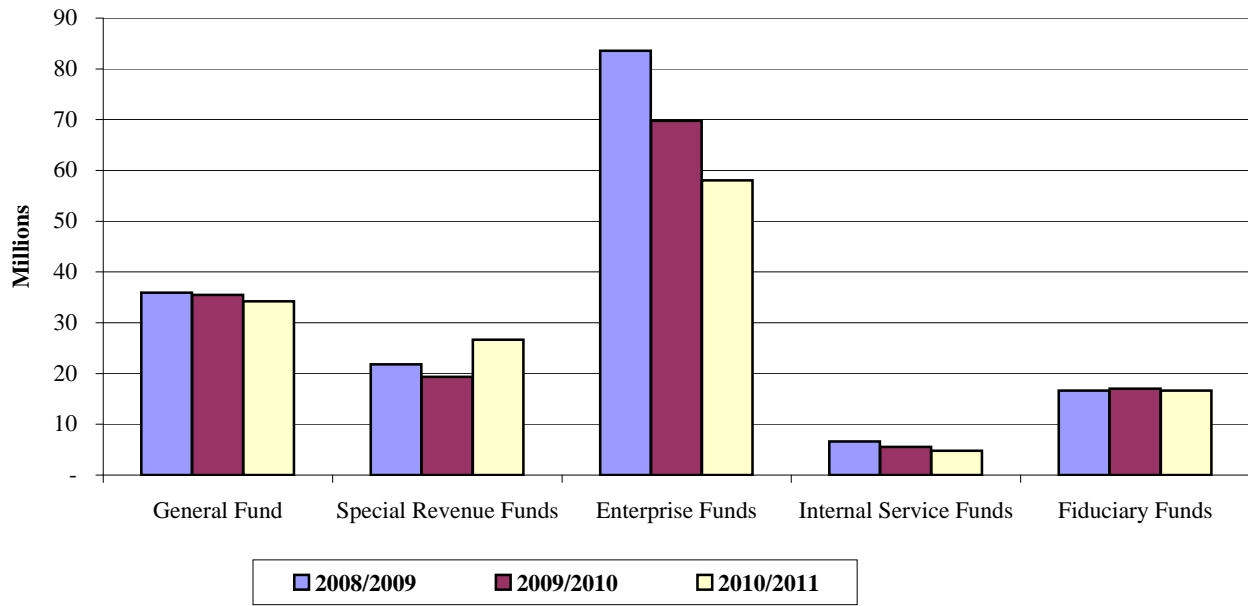
FUND	2008/2009 ADJUSTED BUDGET	2009/2010 APPROVED BUDGET	2010/2011 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
Property Tax	3,536,118	3,992,594	4,026,753	34,159	0.85%
City Income Tax	12,500,000	12,025,000	12,079,000	54,000	0.45%
State Revenue Sharing	9,258,591	10,435,721	8,796,292	(1,639,429)	-18.64%
Grants	1,465,765	1,557,421	1,845,990	288,569	15.63%
Licenses, Permits, and Fees	1,515,356	1,119,150	1,221,850	102,700	8.41%
Charges for Service & Sales	1,348,322	834,939	975,614	140,675	14.42%
Fines and Forfeiture	275,000	200,000	245,000	45,000	18.37%
Interest	500,800	536,100	436,100	(100,000)	-22.93%
Rents	12,500	500	30,000	29,500	98.33%
Reimbursements	3,000,832	3,058,260	3,217,539	159,279	4.95%
Other Revenues	2,500,745	1,725,451	1,327,781	(397,670)	-29.95%
TOTAL GENERAL FUND	35,914,029	35,485,136	34,201,919	(1,283,217)	-3.75%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,197,674	4,238,740	4,740,422	501,682	10.58%
LOCAL STREETS	1,479,244	1,261,340	1,222,297	(39,043)	-3.19%
PUBLIC SAFETY FUND	3,942,152	3,790,449	3,876,201	85,752	2.21%
RUBBISH COLLECTION FUND	3,784,399	3,536,381	3,457,634	(78,747)	-2.28%
ANDERSEN CENTER FUND	218,120	262,914	277,386	14,472	5.22%
GM TOWER PAYMENT	108,500	108,500	108,500	0	0.00%
BOAT LAUNCH FUND	38,350	25,550	25,550	0	0.00%
COMMERCE CENTER DDA	28,636	28,558	27,865	(693)	-2.49%
DOWNTOWN DEVELOPMENT AUTH.	70,218	75,122	70,838	(4,284)	-6.05%
ECONOMIC DEVELOPMENT	345,000	0	0	0	0.00%
BROWNFIELD AUTHORITY SRRF	36,135	37,392	28,579	(8,813)	-30.84%
BAKER PERKINS LDFA	37,152	18,603	0	(18,603)	0.00%
SILS ISLAND DDA	19,100	2,836	2,748	(88)	-3.20%
SAGINAW TOOL & DIE LDFA	28,750	25,699	27,408	1,709	6.24%
SEXTON LDFA	21,952	13,383	12,814	(569)	-4.44%
THOMSON LDFA	142,218	138,398	143,969	5,571	3.87%
TREASURE ISLAND LDFA	6,424	9,207	9,337	130	1.39%
COMMUNITY POLICING FUND	682,836	434,006	1,083,671	649,665	59.95%
POLICING TRAINING FUND	21,000	21,000	21,000	0	0.00%
J.A.G. FUND	0	546,196	349,759	(196,437)	-56.16%
DRUG FORFEITURE FUND	426,432	70,503	70,503	0	0.00%
YOUTH INITIATIVE GRANT FUND	218,216	216,586	139,456	(77,130)	-55.31%
COMM. DEV. BLOCK GRANT FUND	2,494,302	2,366,465	2,078,562	(287,903)	-13.85%
CDBG RESIDENTIAL LOANS	942,289	513,212	513,212	0	0.00%
CDBG RENTAL LOANS	44,800	37,412	30,412	(7,000)	-23.02%
BLOCK GRANT HOME PROGRAM FUND	849,580	980,768	1,400,000	419,232	29.95%
NEIGHBORHOOD STABILIZATION	0	0	6,428,000	6,428,000	100.00%
SECTION 108 LOAN	15,000	10,000	10,000	0	0.00%
SEDC REVOLVING LOAN	1,442,617	400,000	400,000	0	0.00%
AUTO THEFT PREVENTION FUND	164,796	159,954	120,189	(39,765)	-33.09%
TOTAL SPECIAL REVENUE FUNDS	21,805,892	19,329,174	26,676,312	7,347,138	27.54%

**SUMMARY OF REVENUES
2010/2011 APPROVED BUDGET**

FUND	2008/2009 ADJUSTED BUDGET	2009/2010 APPROVED BUDGET	2010/2011 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
CELEBRATION PARK	100,000	780,000	886,000	106,000	11.96%
PARKING SYSTEM	367,303	455,920	317,682	(138,238)	-43.51%
SEWER SURPLUS	2,795,912	0	0	0	0.00%
WATER SURPLUS	3,119,741	0	0	0	0.00%
WAVE POOL	192,500	2,500	2,500	0	0.00%
SEWER OPERATIONS & MAINTENANCE	22,102,134	26,288,844	28,234,982	1,946,138	6.89%
WATER OPERATIONS & MAINTENANCE	15,504,905	42,224,612	28,626,417	(13,598,195)	-32.20%
SEWER BOND CONSTRUCTION	11,219,214	0	0	0	0.00%
WATER BOND CONSTRUCTION	28,199,709	0	0	0	0.00%
TOTAL ENTERPRISE FUNDS	83,601,418	69,751,876	58,067,581	(11,684,295)	-20.12%
<u>INTERNAL SERVICE FUNDS</u>					
CENTRAL STORES	204,025	0	0	0	0.00%
PUBLIC WORKS BUILDING FUND	465,508	465,508	463,278	(2,230)	-0.48%
TECHNICAL SERVICES - GIS	510,478	509,179	517,825	8,646	1.67%
TECHNICAL SERVICES - IS	1,453,607	1,493,678	1,324,077	(169,601)	-12.81%
RADIO OPERATION FUND	1,206,549	226,181	223,310	(2,871)	-1.29%
MOTOR POOLS OPERATIONS	2,759,903	2,845,671	2,264,883	(580,788)	-25.64%
TOTAL INTERNAL SERVICE FUNDS	6,600,070	5,540,217	4,793,373	(746,844)	-15.58%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	500,000	500,000	500,000	0	0.00%
SELF-INSURANCE FUND	1,580,629	1,794,566	1,506,666	(287,900)	-19.11%
WORKERS' COMPENSATION FUND	1,240,000	1,291,955	1,291,955	0	0.00%
FOREST LAWN CEMETERY	19,000	19,000	19,000	0	0.00%
OAKWOOD CEMETERY	6,000	6,000	6,000	0	0.00%
POLICE AND FIRE PENSION FUND	13,297,802	13,391,466	13,336,050	(55,416)	-0.42%
BLISS PARK EXPENDITURE ENDOW.	9,150	8,700	8,700	0	0.00%
TOTAL FIDUCIARY FUNDS	16,652,581	17,011,687	16,668,371	(343,316)	-2.06%
TOTAL REVENUES	164,573,990	147,118,090	140,407,556	(6,710,534)	-4.78%

**CITY OF SAGINAW
SUMMARY OF REVENUES**

**Summary of Revenues
2008/2009 Adjusted,
2009/2010 Approved and 2010/2011 Approved Budgets**



**BUDGET SUMMARY
SUMMARY OF EXPENDITURES**

GENERAL FUND

General Fund expenditures are expected to decrease \$1,283,217, or -3.75%, from the 2010 Budget.

General Government:

General Government expenditures will increase \$15,229, or .72%, in FY 2011. This increase in expenses is a direct result of the addition of the HR Support Staff and Election Assistant positions in the Employee Services and City Clerk Offices, respectively.

Department of Fiscal Services:

The Department of Fiscal Services will increase by \$113,619, or 4.37%. In FY 2011, the City will add an Administrative (Budget) Analyst to the Administration Division. Additionally, the Administration Division of this department includes the cost of a grant administrator for FY 2011. This cost, in previous years, was allocated to the Department of Development.

Department of Public Safety:

The Department of Public Safety expenditures will decrease by a total of \$1,483,510 from the 2010 budgeted levels. This decrease is a direct result of the City "pay as you go" approach to retirement payouts as well as a decrease in the rate that will be utilized for the retiree healthcare costs. This decrease will be offset by the addition of the Assistant City Manager for Public Safety.

Department of Development:

The Department of Development will decrease by \$963,616, or -80.69% from the 2010 budgeted levels. In FY 2010 the Department of Development was a recipient of funding from federal and state grant agency for demolitions and the City deconstruction program. These monies will not be received in FY 2011. In addition, a percentage of the Director, Assistant Director, and the Licensed Inspector will be redistributed to the Neighborhood Stabilization Program Fund. Also, the Code Enforcement Officer will be eliminated from the personnel complement.

Department of Public Services:

The Department of Public Services will increase by \$185,703 or 5.54%. This increase is attributable to the allocation of funds for weed cutting. In FY 2010, the City entered into an agreement with the Saginaw County Land Bank to assist with weed abatement efforts. Approximately, \$40,000 will be designated for this process for FY 2011. Also, note that there is an offset revenue allocation. In addition, in FY 2010, the City received federal stimulus monies for energy efficiency projects. Approximately, \$316,000 of these monies will be spent in FY 2011. In the Recreation Division, \$10,000 is allocated for the utilities cost for the City recreational program. This money has been donated by Cities of Promise and Dow and is reflective in general fund revenues. Further, in the Building and Grounds Maintenance Division, .15 more of the Building Operations Supervisor and the Labor Foreman for Streets/Building Operations will be included.

Other General Fund:

Other General Fund is expected to increase by \$849,358 from the 2010 approved budget. This increase is attributable to the increase in the transfers to other funds.

SPECIAL REVENUE FUNDS

Major and Local Streets

The Major and Local Streets expenditures are expected to increase, in total, by a net of \$462,639. This increase is primarily due to the reallocation of the General Fund's Traffic Engineering Division to both Major and Local Streets. The General Fund typically budgets for these expenditures, however at the end of each year, and in accordance with Public Act 51, these costs are zero. Therefore, beginning in FY 2011 the budget will reflect the total costs of this service in both Major and Local Streets.

Rubbish Collection Fund

The Rubbish Collection Fund will decrease by \$78,747, or -2.28%. This decrease is attributed to the elimination of the Superintendent of Right-of-Way as well as the reallocation of the Building Operations Supervisor and the Labor Foreman for Streets/Building Operations to the General Fund and the Public Works Building Fund.

Baker Perkins LDFA Fund

In FY 2011, the Baker Perkins LDFA Fund will become inactive.

Community Policing Fund

The Community Policing Fund revenue will increase by \$649,665, or 59.95%. This increase is attributable to the addition of the COPS Hiring Grant as well as additional monies allocated for the ShotSpotter Division for the purchase of public safety technology.

Justice Assistance Grant (JAG)

The Department of Justice - Justice Assistance Grant expenditures will decrease by \$196,437. In FY 2010 the City received funding from the Department of Justice for programs and equipment to provide better services and fight crime in the community as approved by the United States' Department of Justice. The remaining portion of these monies will be spent in FY 2011.

Youth Initiative Grant Fund

In FY 2011, the Youth Initiative Grant fund will decrease by \$77,130, or -55.31%. Due to the reduction in the funds that will be received by the State of Michigan, one of the Police Officers that were paid from these monies will be redistributed to the General Fund.

Community Development Block Grant (CDBG)

The Community Development Block Grant revenues will decrease -13.85%, from the 2010 budgeted levels. This decrease is due to the decrease in the City's federal entitlement allocation.

Neighborhood Stabilization Program Fund (NSP)

The NSP Fund is new to the City for FY 2011. This fund is a combination of Neighborhood Stabilization Program I and II. In FY 2011 the City expects to receive monies for both programs for the acquisition and redevelopment of foreclosed properties as well as the demolition of blighted structures.

Auto Theft Prevention Fund

In FY 2011, the Auto Theft Prevention Fund will decrease by -33.09%. Because of the reduction in the amount of funds received from the State of Michigan for auto theft prevention, the City must reduce the amount of monies actually spent. In this fund, the Professional Services

fees were reduced due to the reduction of services provided by Saginaw Township for clerical assistance.

ENTERPRISE FUND

Celebration Park Fund

The Celebration Park Fund will increase by \$106,000, or 11.96%. The City is in the process of completing the park, and funds will be expended for that purpose. In addition, in FY 2011 the City will employ seasonal recreational workers that will be paid by donations.

Parking Operations and Maintenance Fund

The Parking Operations and Maintenance Fund will decrease by \$138,238, or -43.51% from FY 2010. In 2011, a meter attendant will be eliminated from the complement. In addition, the city will no longer pay for the debt service on the parking ramp.

Sewer Operations and Maintenance Fund

The Sewer Operations and Maintenance Fund will increase by 6.89%. This increase is due to the multiple construction projects that will be completed in 2011 as well as a slight increase in the cost allocation plan's share.

Water Operations and Maintenance Fund

The Water Operations and Maintenance Fund will decrease by \$13,598,195, or -47.50% from the 2010 budgeted levels. This decrease is due to a reduction in construction projects that will be completed in FY 2011.

INTERNAL SERVICE FUND

Technical Services – Information Services Fund

The Technical Services – Information Services Fund will decrease by \$169,601, or -12.81% from FY 2010. This is a direct result of the retirement of the Director of Information Services and one Application Analyst in 2010, and the subsequent elimination of those positions. This decrease is offset by the addition of 50% of the Technical Services Director.

Motor Pool Operations Fund

The Motor Pool Operations Fund will decrease by \$580,788, or -25.64%, from FY 2010. This reduction is attributable to the fact that no vehicle purchases or installment payments were budgeted for in FY 2011. This reduction is offset by the addition of a Fleet Administrator to the personnel complement.

FIDUCIARY SERVICE FUND

Self-Insurance Fund

In FY 2011, the Self-Insurance Fund will decrease by \$287,900, or -19.11%. This decrease is a result of a reduction in the amount of money that will be transferred to other funds.

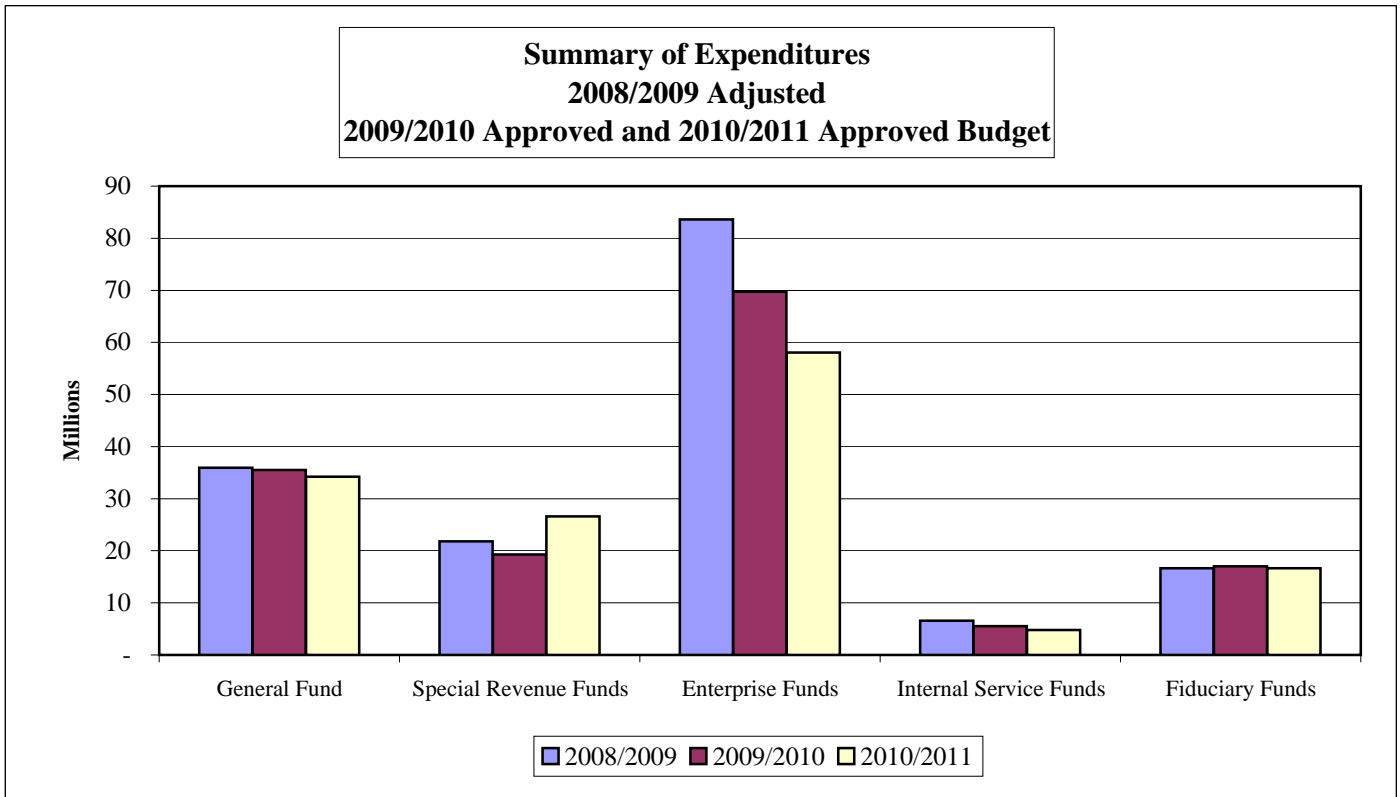
**SUMMARY OF EXPENDITURES
2010/2011 APPROVED BUDGET**

FUND	2008/2009 ADJUSTED BUDGET	2009/2010 APPROVED BUDGET	2010/2011 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
GENERAL FUND					
General Government	2,096,356	2,095,089	2,110,318	15,229	0.72%
Fiscal Services	2,667,062	2,487,010	2,600,629	113,619	4.37%
Police	12,889,706	13,500,573	12,285,671	(1,214,902)	-9.89%
Fire	9,471,768	9,124,798	8,856,190	(268,608)	-3.03%
Development	1,846,872	2,157,888	1,194,272	(963,616)	-80.69%
Public Services	3,727,175	3,166,659	3,352,362	185,703	5.54%
Other Expenditures	3,215,090	2,953,119	3,802,477	849,358	22.34%
TOTAL GENERAL FUND	35,914,029	35,485,136	34,201,919	(1,283,217)	-3.75%
SPECIAL REVENUE FUNDS					
MAJOR STREETS	4,197,674	4,238,740	4,740,422	501,682	10.58%
LOCAL STREETS	1,479,244	1,261,340	1,222,297	(39,043)	-3.19%
PUBLIC SAFETY FUND	3,942,152	3,790,449	3,876,201	85,752	2.21%
RUBBISH COLLECTION FUND	3,784,399	3,536,381	3,457,634	(78,747)	-2.28%
ANDERSEN CENTER FUND	218,120	262,914	277,386	14,472	5.22%
GM TOWER PAYMENT	108,500	108,500	108,500	0.00	0.00%
BOAT LAUNCH FUND	38,350	25,550	25,550	0.00	0.00%
COMMERCE CENTER DDA	28,636	28,558	27,865	(693)	-2.49%
DOWNTOWN DEVELOPMENT AUTH.	70,218	75,122	70,838	(4,284)	-6.05%
ECONOMIC DEVELOPMENT	345,000	0	0	0	0.00%
BROWNFIELD AUTHORITY SRRF	36,135	37,392	28,579	(8,813)	-30.84%
BAKER PERKINS LDFA	37,152	18,603	0	(18,603)	-100.00%
SILS ISLAND DDA	19,100	2,836	2,748	(88)	-3.20%
SAGINAW TOOL & DIE LDFA	28,750	25,699	27,408	1,709	6.24%
SEXTON LDFA	21,952	13,383	12,814	(569)	-4.44%
THOMSON LDFA	142,218	138,398	143,969	5,571	3.87%
TREASURE ISLAND LDFA	6,424	9,207	9,337	130	1.39%
COMMUNITY POLICING FUND	682,836	434,006	1,083,671	649,665	59.95%
POLICING TRAINING FUND	21,000	21,000	21,000	0.00	0.00%
J.A.G. FUND	0	546,196	349,759	(196,437)	-56.16%
DRUG FORFEITURE FUND	421,577	70,503	70,503	0	0.00%
YOUTH INITIATIVE GRANT FUND	218,216	216,586	139,456	(77,130)	-55.31%
COMM. DEV. BLOCK GRANT FUND	2,494,302	2,366,465	2,078,562	(287,903)	-13.85%
CDBG RESIDENTIAL LOANS	942,289	513,212	513,212	0	0.00%
CDBG RENTAL LOANS	44,800	37,412	30,412	(7,000)	-23.02%
BLOCK GRANT HOME PROGRAM FUND	849,580	980,768	1,400,000	419,232	29.95%
NEIGHBORHOOD STABILIZATION	0	0	6,428,000	6,428,000	100.00%
SECTION 108 LOAN	15,000	10,000	10,000	0	0.00%
SEDC REVOLVING LOAN	1,442,617	400,000	400,000	0	0.00%
AUTO THEFT PREVENTION FUND	164,796	159,954	120,189	(39,765)	-33.09%
TOTAL SPECIAL REVENUE FUNDS	21,801,037	19,329,174	26,676,312	7,347,138	27.54%

**SUMMARY OF EXPENDITURES
2010/2011 APPROVED BUDGET**

FUND	2008/2009 ADJUSTED BUDGET	2009/2010 APPROVED BUDGET	2010/2011 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
CELEBRATION PARK	100,000	780,000	886,000	106,000	11.96%
PARKING SYSTEM	367,303	455,920	317,682	(138,238)	-43.51%
SEWER SURPLUS	2,795,912	0	0	0	0.00%
WATER SURPLUS	3,119,741	0	0	0	0.00%
WAVE POOL	192,500	2,500	2,500	0	0.00%
SEWER OPERATIONS & MAINTENANCE	22,102,134	26,288,844	28,234,982	1,946,138	6.89%
WATER OPERATIONS & MAINTENANCE	15,504,905	42,224,612	28,626,417	(13,598,195)	-47.50%
SEWER BOND CONSTRUCTION	11,219,214	0	0	0	0.00%
WATER BOND CONSTRUCTION	28,199,709	0	0	0	0.00%
TOTAL ENTERPRISE FUNDS	83,601,418	69,751,876	58,067,581	(11,684,295)	-20.12%
<u>INTERNAL SERVICE FUNDS</u>					
CENTRAL STORES	204,025	0	0	0	0.00%
PUBLIC WORKS BUILDING FUND	465,869	465,508	463,278	(2,230)	-0.48%
TECHNICAL SERVICES-GIS	510,478	509,179	517,825	8,646	1.67%
TECHNICAL SERVICES-IS	1,453,607	1,493,678	1,324,077	(169,601)	-12.81%
RADIO OPERATION FUND	1,206,549	226,181	223,310	(2,871)	-1.29%
MOTOR POOLS OPERATIONS	2,759,903	2,845,671	2,264,883	(580,788)	-25.64%
TOTAL INTERNAL SERVICE FUNDS	6,600,431	5,540,217	4,793,373	(746,844)	-15.58%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	500,000	500,000	500,000	0	0.00%
SELF-INSURANCE FUND	1,580,629	1,794,566	1,506,666	(287,900)	-19.11%
WORKERS' COMPENSATION FUND	1,240,000	1,291,955	1,291,955	0	0.00%
FOREST LAWN CEMETERY	19,000	19,000	19,000	0	0.00%
OAKWOOD CEMETERY	6,000	6,000	6,000	0	0.00%
POLICE AND FIRE PENSION FUND	13,297,802	13,391,466	13,336,050	(55,416)	-0.42%
BLISS PARK EXPENDITURE ENDOW.	9,150	8,700	8,700	0	0.00%
TOTAL FIDUCIARY FUNDS	16,652,581	17,011,687	16,668,371	(343,316)	-2.06%
TOTAL EXPENDITURES	164,569,496	147,118,090	140,407,556	(6,710,534)	-4.78%

**SUMMARY OF EXPENDITURES
2010/2011 APPROVED BUDGET**



BUDGET SUMMARY EXPENDITURE BY CATEGORY ANALYSIS

The Expenditure by Category Analysis chart on the following page compares the 2009/2010 Approved Budget to the 2010/2011 Approved Budget by category for all fund types.

Personnel Services is the largest expenditure type, representing 46.87% of the total 2010/2011 Approved Budget. In comparison to the FY 2010 Approved Budget, personnel services have decreased by -2.08%, or \$1,399,271, for all fund types. This decrease is primarily a result of the eliminations of positions due to the City reinventing service delivery systems and identifying organizational efficiencies. This reduction will be offset by increases to wages for all unions, active and retiree healthcare benefit costs.

A factor that has substantially increased personnel services is retiree healthcare. During FY 2010, the City projects that retiree healthcare costs will increase between 6% and 11% from FY 2010 (depending upon the contract the employee retired under). The City of Saginaw is actively pursuing alternative ways of handling the escalating retiree healthcare. Another key factor that will affect the City in the future is the City's Other Post Employee Benefits (OPEB). In June 2009, the City completed its actuarial valuation for its retirees. The actuary reported that the City is responsible for \$215 million in unfunded liabilities, which must be stated in its annual financial reports beginning in FY 2009. The City will continue to actively pursue ways to manage retiree healthcare costs as well as its unfunded liabilities.

Operating Expenses, the second largest expenditure category, is 36.97%, of the total 2010/2011 Budget. This category has decreased approximately \$5,971,304, or -10.32% from the previous fiscal year. This decrease in operating expenses is primarily attributed to reductions in information service charges, fleet management charges for all funds, labor professional and legal fees for Employee Services and the Attorney's Office, and demolition costs within the Department of Development's Inspection Division. These reductions will be offset by increases to insurance costs, indirect costs or cost allocation plan, construction project costs for Celebration Park, Water and Sewer Operations and Maintenance Funds, and professional service fees for the Neighborhood Stabilization Program Fund.

Miscellaneous expenditures represent 12.80% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2011, this category will increase by 26.58%, or \$3,773,003, from the 2010 budgeted levels. This increase in these costs are primarily attributed to increases in the principal and interest payments for Water and Sewer Operations and Maintenance Funds as well as increase in the federal entitlement appropriation for Community Development Block Grant Funds.

Capital Outlay, which accounts for 3.36% of the total citywide budget, will decrease \$3,112,962, or -39.73% from FY 2010. The decrease in Capital Outlay is a direct result of the reduction in the number of construction projects for Water and Sewer Operations and Maintenance Funds.

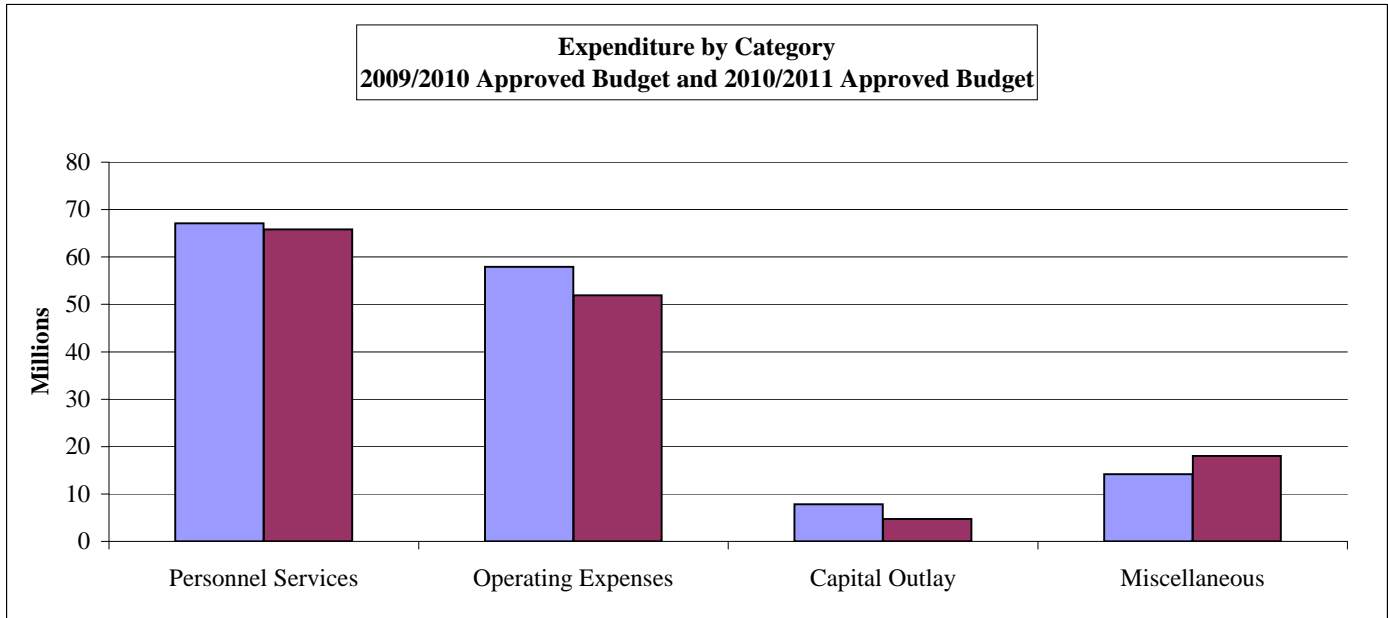
**EXPENDITURES BY CATEGORY ANALYSIS
2010/2011 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	2009/2010 APPROVED BUDGET		2010/2011 APPROVED BUDGET		CHANGE		
	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>%*</u>	<u>%**</u>
Personnel Services	67,213,347	45.69%	65,814,076	46.87%	(1,399,271)	-0.95%	-2.08%
Operating Expenses	57,875,379	39.34%	51,904,075	36.97%	(5,971,304)	-4.06%	-10.32%
Capital Outlay	7,835,900	5.33%	4,722,938	3.36%	(3,112,962)	-2.12%	-39.73%
Miscellaneous***	14,193,464	9.65%	17,966,467	12.80%	3,773,003	2.56%	26.58%
TOTAL FUNDS	<u>147,118,090</u>	<u>100%</u>	<u>140,407,556</u>	<u>100%</u>	<u>(6,710,534)</u>	<u>-4.56%</u>	<u>N/A</u>

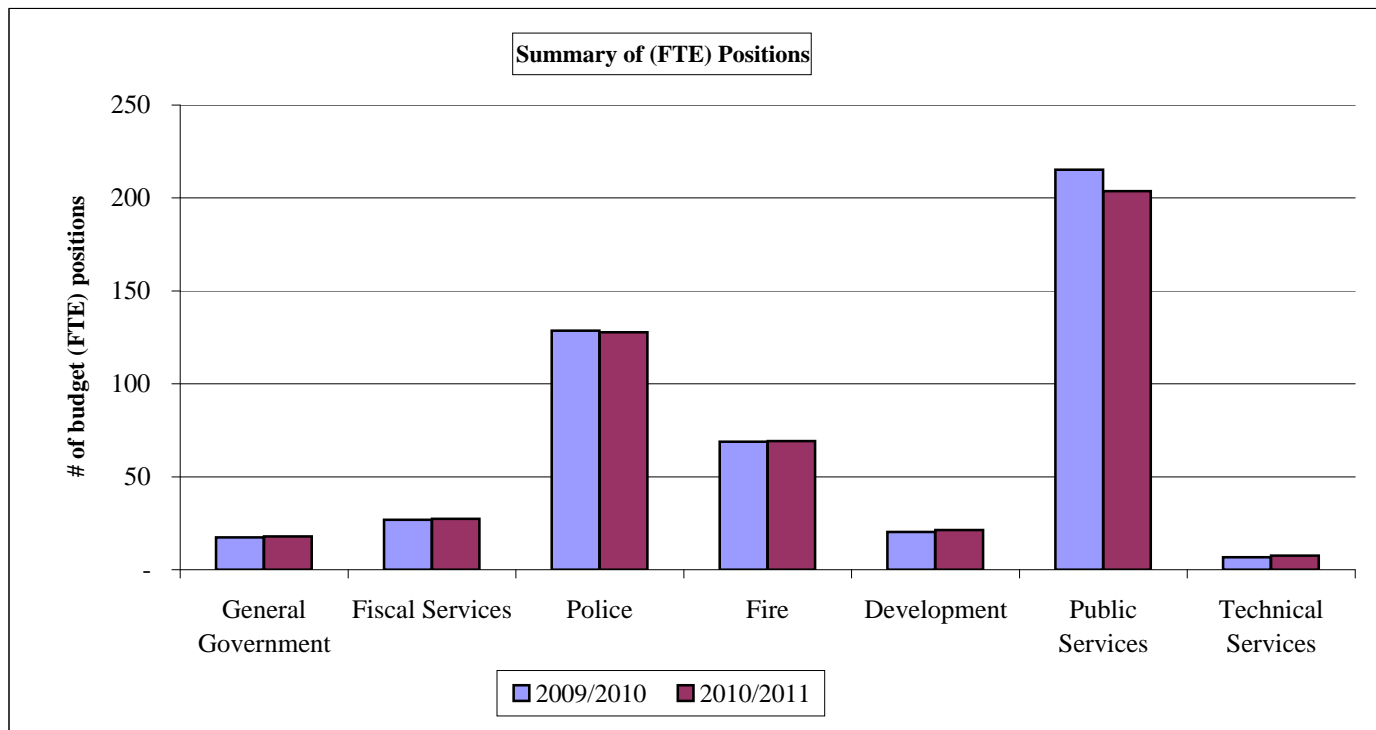
* Change in each expenditure category as a percentage of the total 2009/2010 Approved Budget.

** Change in each expenditure category as a percentage of total 2009/2010 expenditure category.

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



SUMMARY OF (FTE) POSITIONS 2010/2011 APPROVED BUDGET



The above summary compares positions in the 2010 Approved Budget with those in the 2011 Approved Budget by offices, departments, and divisions. The total full-time budgeted positions in 2010 was 483.85 compared to 474.70 in the 2011 Approved Budget, a net decrease of 9.15 positions.

The Department of General Government will increase by a total of .55 FTE. In the Employee Services Office a part-time HR Support Staff positions will be added. In the City Clerk's Office an Election Assistant will be budgeted for FY 2011. This position is only budgeted during the years where there are multiple elections. These increases are offset by the elimination of the Chief Assistant City Attorney.

The Department of Fiscal Services will increase by a total of one FTE. In FY 2011, the City is planning to hire an Administrative (Budget) Analyst in the Administration Division of Fiscal Services. This individual will report directly to the Assistant to the City Manager/Budget Administrator and will assist in the City annual budget process. In the Income Tax Division, the Office Assistant II will be reclassified to the Office Assistant III. In addition, the Assistant City Manager for Fiscal Services and the Income Tax Manager will be retitled to the Assistant City Manager for Administrative Services and Income Tax Administrator.

The Department of Public Safety will decrease by a total of 3.40 FTE. In the Police Department the following positions will be eliminated: Staff Professional in the Police Administration Division, Property and Building Maintenance Supervisor, Service Person Mechanic, two part-time Property & Supply Clerks in the Building and Property Management Division, and a part time Clerical I in the Investigative Services Division. These eliminations will be offset by the addition of the Assistant City Manager for Public Safety in the Office of the Chief and a Technical Services Supervisor in the Technical Services Division. The Assistant City Manager for Public Safety will be shared between the Police and Fire Departments.

The Department of Development will increase, in total, by two positions from the 2010 budgeted levels. During FY 2010, the City hired the Assistant Director of Development. This individual is split between the General Fund, the Community Development Block Grant Fund, and the Neighborhood Stabilization Program Fund (NSP). Also in the NSP Fund the Construction Coordinator will be added. This position will be strictly paid from grant funds for the next three years. To offset these additions, a Code Enforcement Officer and the Office Assistant II will be eliminated. In addition, the Licensed Inspector will be shared between Inspections and the Neighborhood Stabilization Program Fund. The Accountant/ SEDC Coordinator has been retitled to the NSP Accountant/Compliance Officer. This position will now be 100% paid out of the NSP

Fund. As an effort to create efficiency, the City will be combining ordinance and fine services under the oversight of the Licensed Inspector. Therefore, in FY 2011 the Parking Operations Fund and Environmental Improvement Division of the Rubbish Collection Fund will fall under the direction of the Licensed Inspector. With the changing of the reporting structure, one Meter Attendant will be eliminated from the complement, the other Meter Attendant position will be retitled to a Parking Enforcement Officer, and the Environmental Support Specialist will report directly to the Licensed Inspector.

The Department of Public Services will decrease in total by 9 FTE. The Traffic Engineering individuals within the General Fund will be recognized in the Streets Fund in 2011. In the Cemeteries Division, the Cemeteries Supervisor will be retitled to the Cemeteries Foreman. The Superintendent of Right of Way will be eliminated from the personnel complement. This position was shared between the Streets and the Rubbish Collection Funds. The City Engineer will be responsible for the Right of Way (ROW) Division. The Assistant Superintendent of ROW will be retitled to the ROW Administrator. In addition, the Chief Foremans and Utilities Foremans will be retitled to the Chief ROW Street Foreman, the Chief ROW Utilities Foreman, ROW Street Foreman, and ROW Utilities Foreman respectively. Since the City Engineer has been granted additional responsibilities, an Assistant City Engineer will be added to the complement. The Environmental Support Specialist and the Meter Attendants will report directly to the Department of Development.

In the Water and Sewer Operations and Maintenance Fund two Administrative Professional positions will be eliminated. Beginning in 2010, the Geographical Information System will be a new department, known as Technical Services. Finally, in the Motor Pool Operations Fund a Mechanic Equipment Repairperson II will be eliminated but offset by the addition of the Fleet Administrator.

In FY 2011, a new department will be created. It is called Water and Wastewater Treatment Plant. This department will be headed by the Director of Water and Wastewater Treatment, who reports directly to the City Manager. In addition, the following positions will be eliminated from the personnel complement: a Laboratory Technician, two Filtration Maintenance Person I, and an Intern. Therefore, the total positional decrease will be 2.6 FTE.

In 2010, the City created the Technical Services Department. This department consists of the Geographical Information Systems Division of the Department of Public Services and the Information Services Department. Because of the retirement of two employees - Director of Information Services and the Application Analyst, the city was able to combine its technological services. The GIS Administrator was promoted to department head status and has oversight of this department. The GIS Administrator's title was changed to the Technical Services Director. This employee reports directly to the Assistant City Manager for Administrative Services. The Assistant Director of IS, Web Technology Developer, and the SGTV Director will be retitled to Assistant Director of Technical Services, Information Technology Analyst, and SGTV Coordinator. The total positional complement for this department is 7.6.

BUDGET SUMMARY
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 2011, the General Fund has appropriated \$750,000, of its undesignated fund balance. This is the same as what was appropriated in FY 2010.

The Special Revenue Funds is projected to end FY 2010 in a budgetary surplus. The primary reason for this savings is a direct result of FEMA monies received for Major and Local Street. In FY 2008 the Street Funds realize a budgetary deficit due to a windstorm that produced substantial damage to many trees and streets. The cleanup costs were in excess of \$1 million. Subsequent to year-end FY 2008, the City applied to FEMA to get federal reimbursement for the cleanup costs. FEMA approved and issued the City reimbursement for this clean up. A secondary reason for the projected fund balance is due to increase grant allocation for public safety. In FY 2010, the city was awarded the COPS Hiring Grant as well as Shotspotter Grant. These monies was be utilized in FY 2011 for five additionally Community Police Officers as well as the implementation of crime technology.

Enterprise Funds for year-ending FY 2010 is projected to have a surplus of \$11,175,847. This positive ending balance is a direct result of the 2010 Water Revenue Bonds proceeds. In addition, this savings had been offset by continue decline in the Parking Operations and Maintenance Fund, the -\$377,600 deficit in the unrestricted retained earnings balance for the Parking Operations Maintenance Fund as of June 30, 2009 was and continues to be attributed to the following factors: decline in the parking ticket revenues, broken collection system, retirement of employees, and dilapidation of old parking structures. The decline in these revenues continues to be addressed through intergovernmental communication and improved technology that would streamline the ticket writing process. The City will continue to aggressively pursue past due tickets as well as scrutinize all expenditures.

Internal Services Fund's June 30, 2011 undesignated fund balance is projected at \$7.3 million. This due to an increase in Charges for Services for the Motor Pool Operations, Technical Services – Information Services, Technical Services – Geographical Information System costs, Workers Compensation, and Radio Operations.

Fiduciary Fund projects a \$105,586,803 estimated undesignated fund balance for June 30, 2011. Favorable market conditions have produced significant gains in the Police and Fire Pension and the Unfunded Liabilities Funds.

**UNDESIGNATED FUND BALANCE ANALYSIS
2010/2011 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Undesignated Fund Balance (Deficit) - June 30, 2009	748,489	2,079,350	25,831,240	8,187,830	96,073,530
FY 2010 Projected Revenues	32,156,812	20,894,611	34,919,625	3,566,880	25,092,354
FY 2010 Projected Expenditures (w/ Encumb)	32,142,447	22,558,055	49,575,018	4,364,953	15,579,081
Est. Undesignated Fund Balance (Deficit) - June 30, 2010	762,854	415,906	11,175,847	7,389,758	105,586,803
FY 11 Estimated Revenues:					
Property Taxes	4,026,753	4,715,722	0	0	0
City Income Taxes	12,079,000	0	0	0	0
State Revenue Sharing	8,796,292	4,488,038	0	0	0
Grants	1,845,990	11,519,054	1,124,900	0	0
Licenses, Permits, and Fees	1,221,850	21,500	600	0	0
Charge for Services	975,614	1,399,750	35,375,422	4,022,468	7,594,222
Fines and Forfeitures	245,000	49,570	264,000	0	0
Interest	436,100	178,001	621,000	10,000	2,666,466
Rents	30,000	0	0	0	0
Reimbursements	3,217,539	509,000	0	0	0
Other Revenues	1,327,781	3,880,677	20,681,659	760,905	6,407,683
Total FY 10 Estimated Revenues	34,201,919	26,761,312	58,067,581	4,793,373	16,668,371
Total Resources Available for Appropriation	34,964,773	27,177,218	69,243,428	12,183,131	122,255,174
FY 11 Expenditure Appropriations:					
General Government	2,110,318	0	0	0	0
Fiscal Services	2,600,629	0	0	0	0
Police	12,285,671	4,084,267	0	0	13,336,050
Fire	8,856,190	1,576,512	0	0	0
Highways and Streets	0	5,962,719	0	0	0
Garbage and Rubbish	0	3,457,634	0	0	0
Public Works	0	25,550	56,863,899	462,226	33,700
Development	1,194,272	10,860,186	0	0	0
Public Services (GF)	3,352,362	0	0	0	0
Other General Services	3,802,477	709,444	1,203,682	4,331,147	3,298,621
Total FY 10 Expenditure Appropriations	34,201,919	26,676,312	58,067,581	4,793,373	16,668,371
Estimated Undesignated Fund Balance - June 30, 2011	762,854	500,906	11,175,847	7,389,758	105,586,803





GENERAL FUND REVENUES

**RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	4,026,753	GENERAL GOVERNMENT	2,110,318
CITY INCOME TAXES	12,079,000	FISCAL SERVICES	2,600,629
STATE REVENUE SHARING	8,796,292	POLICE	12,285,671
GRANTS	1,845,990	FIRE	8,856,190
LICENSES, PERMITS, & FEES	1,221,850	DEVELOPMENT	1,194,272
CHARGE FOR SERVICES	975,614	PUBLIC SERVICE (GF)	3,352,362
FINES AND FORFEITURES	245,000	OTHER GENERAL FUND	3,802,477
INTEREST	436,100		
RENTS	30,000		
REIMBURSEMENTS	3,217,539		
FUND BALANCE	750,000		
OTHER REVENUES	577,781		
TOTAL RESOURCES	<u><u>34,201,919</u></u>	TOTAL APPROPRIATIONS	<u><u>34,201,919</u></u>

CITY OF SAGINAW
SCHEDULE OF TAXABLE VALUE

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	118,773	118,773	98,362	99,786	102,078
Commercial	80,479,980	85,587,616	90,909,193	93,217,849	95,061,305
Industrial	46,621,391	44,668,255	44,860,660	45,112,282	49,008,656
Residential	<u>388,116,469</u>	<u>403,269,702</u>	<u>413,964,808</u>	<u>428,229,633</u>	<u>442,314,586</u>
Total Real	515,336,613	533,644,346	549,833,023	566,659,550	586,486,625
Personal Property					
Commercial	41,582,426	47,149,374	45,770,900	41,335,600	42,377,998
Industrial	146,661,900	88,485,700	71,968,600	68,297,000	62,754,000
Utility	<u>18,241,000</u>	<u>18,720,800</u>	<u>14,844,100</u>	<u>14,669,100</u>	<u>14,982,400</u>
Total Personal	<u>206,485,326</u>	<u>154,355,874</u>	<u>132,583,600</u>	<u>124,301,700</u>	<u>120,114,398</u>
Total Real & Personal	<u><u>721,821,939</u></u>	<u><u>688,000,220</u></u>	<u><u>682,416,623</u></u>	<u><u>690,961,250</u></u>	<u><u>706,601,023</u></u>
BY TAXPAYER CLASS					
Agricultural	118,773	118,773	98,362	99,786	102,078
Commercial	122,062,406	132,736,990	136,680,093	134,553,449	137,439,303
Industrial	193,283,291	133,153,955	116,829,260	113,409,282	111,762,656
Residential	388,116,469	403,269,702	413,964,808	428,229,633	442,314,586
Utility	<u>18,241,000</u>	<u>18,720,800</u>	<u>14,844,100</u>	<u>14,669,100</u>	<u>14,982,400</u>
Total	<u><u>721,821,939</u></u>	<u><u>688,000,220</u></u>	<u><u>682,416,623</u></u>	<u><u>690,961,250</u></u>	<u><u>706,601,023</u></u>
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	105,157	77,958	95,631	114,440	109,851
Commercial	95,064,902	96,361,425	96,304,235	94,999,826	93,930,967
Industrial	48,980,153	48,939,004	47,738,218	47,161,286	32,053,496
Residential	<u>461,076,412</u>	<u>477,680,156</u>	<u>471,601,430</u>	<u>445,170,091</u>	<u>388,236,562</u>
Total Real	605,226,624	623,058,543	615,739,514	587,445,643	514,330,876
Personal Property					
Commercial	41,796,637	45,810,753	43,787,288	40,897,871	36,550,100
Industrial	65,211,400	55,373,600	45,371,600	39,775,400	39,087,100
Utility	<u>15,691,400</u>	<u>16,306,500</u>	<u>16,742,300</u>	<u>17,433,000</u>	<u>18,003,800</u>
Total Personal	<u>122,699,437</u>	<u>117,490,853</u>	<u>105,901,188</u>	<u>98,106,271</u>	<u>93,641,000</u>
Total Real & Personal	<u><u>727,926,061</u></u>	<u><u>740,549,396</u></u>	<u><u>721,640,702</u></u>	<u><u>685,551,914</u></u>	<u><u>607,971,876</u></u>
BY TAXPAYER CLASS					
Agricultural	105,157	77,958	95,631	114,440	109,851
Commercial	136,861,539	142,172,178	140,091,523	135,897,697	130,481,067
Industrial	114,191,553	104,312,604	93,109,818	86,936,686	71,140,596
Residential	461,076,412	477,680,156	471,601,430	445,170,091	388,236,562
Utility	<u>15,691,400</u>	<u>16,306,500</u>	<u>16,742,300</u>	<u>17,433,000</u>	<u>18,003,800</u>
Total	<u><u>727,926,061</u></u>	<u><u>740,549,396</u></u>	<u><u>721,640,702</u></u>	<u><u>685,551,914</u></u>	<u><u>607,971,876</u></u>

GENERAL FUND REVENUE

Total 2010/2011 Approved General Fund resources are budgeted at \$34,201,919, which represents a decrease of \$1,283,567, or -3.76%, from 2010 approved resources of \$35,485,136.

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, 2010 levy will be assessed at \$514,330,876 and personal property taxable value will be assessed at \$93,641,000.

The City of Saginaw's operating tax rate for FY 2011 is projected to be 6.2976 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 3/4 vote of the full Council.

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

LOCAL INCOME TAXES

The City of Saginaw receives approximately 35.32% of its General Fund revenue from local income tax. Economic conditions continue to have a negative impact on this revenue source. For the 2010/2011 Approved Budget, the revenue from income taxes is expected to decrease \$54,000, or -.45%. The decrease is primarily due to the continued loss of business within the City.

STATE SHARED REVENUES

The City of Saginaw receives approximately 25.72% 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 2010/2011 Approved Budget reflects an overall decrease of 18.64%. The decrease in the State Shared Revenue is further reduction in state shared revenue payments from the 2010 approved budgeted levels.

GRANTS

For FY 2011, the City has budgeted \$1,845,990 for federal grant funding related to police overtime, gas reimbursements for drug enforcement, riverfront, and federal stimulus monies for energy efficiency.

LICENSES, PERMITS, & FEES

The City anticipates \$1,221,850, for licenses, permits, and fees for FY 2011. This represents an increase of \$102,700, over the projected 2010 revenue. This includes business licenses, building permits, and cable television franchise fees.

CHARGE FOR SERVICES

The total projected charges for services for FY 2011 is \$975,614. 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.

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 2010 approved revenue by \$45,000, or 18.37%.

INTEREST REVENUE

Interest revenue is projected to decrease by \$100,000, or 22.93% from 2010 approved. This is primarily due to the expected decrease in the interest rate values on the City's pooled cash.

REIMBURSEMENTS

The General Fund charges cost allocations to other funds as a part of its internal cost allocation plan. In 2001, 2007, 2009, and 2010 the City hired Maximus to prepare a cost allocation plan. For FY 2011, a total of \$2,920,772 will be budgeted for the indirect cost allocation plan.

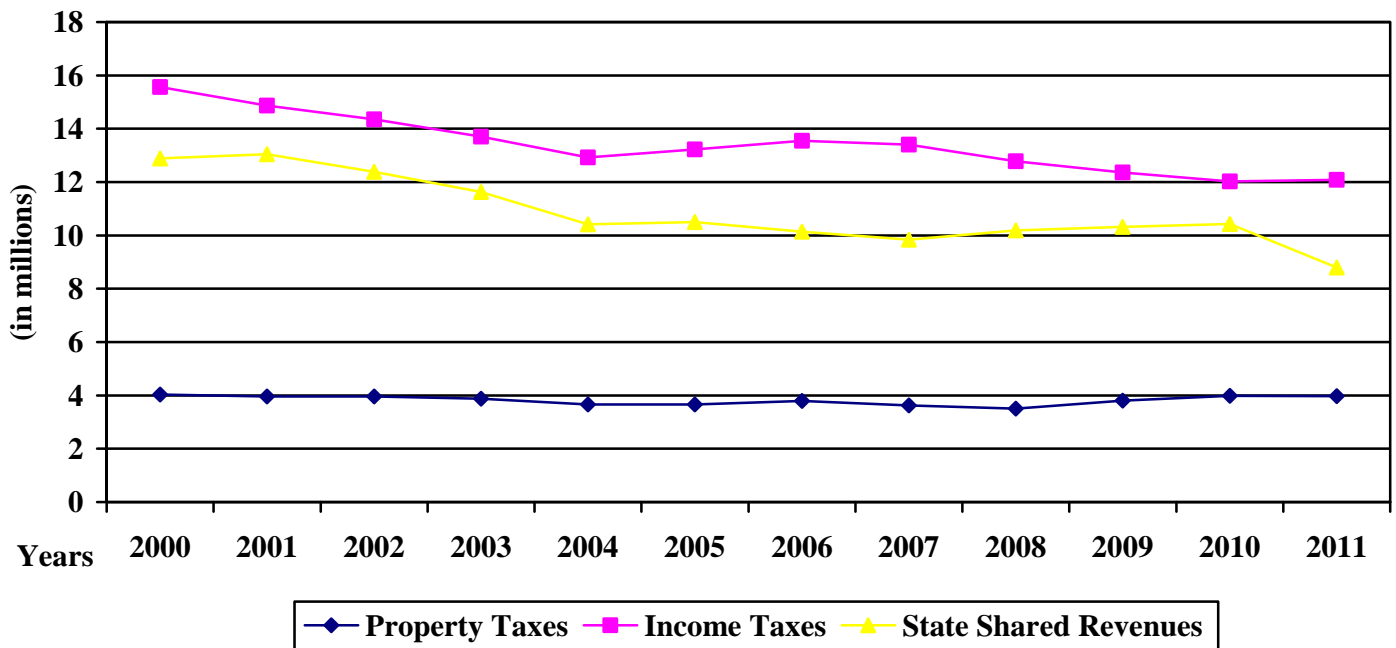
OTHER REVENUES

Other revenues will decrease \$761,091, from 2010 budgeted levels. This includes miscellaneous revenue related to police department services, donations, the sale of assets, and transfers from other funds.

ANALYTICAL REVIEW:

The three major revenue sources for the City of Saginaw have been Property Taxes, Income Taxes, and State Shared revenues. Listed below is a graphical representation of the history of these revenue sources.

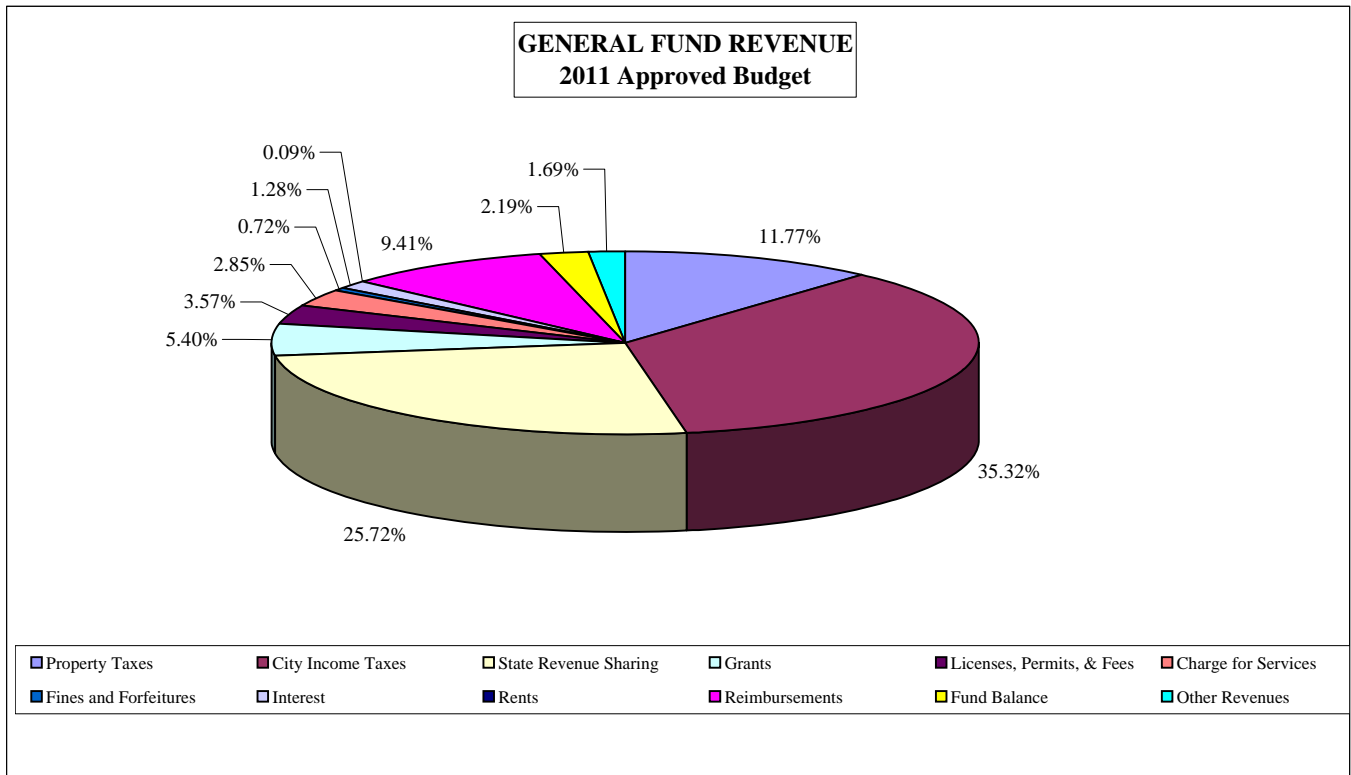
General Fund's Three Major Revenue Sources



What is notable from the graph above is that over the past 10 years, property taxes are level and stagnant. The City of Saginaw has become more reliant on Income Tax and State Shared revenues, and both have been significantly decreased.

**REVENUE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Property Taxes	4,997,694	3,947,494	3,807,995	3,992,594	3,992,594	3,625,986	4,026,753
City Income Taxes	13,406,280	12,776,297	12,359,364	12,025,000	12,025,000	11,618,714	12,079,000
State Revenue Sharing	9,837,511	10,190,127	10,321,778	10,435,721	8,872,059	8,831,350	8,796,292
Grants	92,399	406,812	514,869	1,194,000	1,664,039	1,048,779	1,845,990
Licenses, Permits, & Fees	786,611	924,840	1,104,670	1,119,150	1,119,150	1,182,672	1,221,850
Charge for Services	656,280	763,822	925,659	834,939	925,384	1,039,513	975,614
Fines and Forfeitures	261,630	184,337	243,135	200,000	200,000	252,460	245,000
Interest	570,248	506,623	381,913	536,100	468,300	397,386	436,100
Rents	500	104,073	31,218	500	32,360	32,360	30,000
Reimbursements	2,409,528	2,810,120	2,679,919	3,058,260	3,092,376	3,149,869	3,217,539
Fund Balance	0	0	0	750,000	1,148,565	0	750,000
Other Revenues	788,057	253,699	1,430,574	1,338,872	975,451	555,321	577,781
TOTAL RESOURCES	33,806,737	32,868,243	33,801,094	35,485,136	34,515,278	31,734,411	34,201,919



**REVENUE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
TAXES							
Real Property	2,996,707	3,027,151	3,054,522	2,957,493	2,957,493	3,046,504	2,930,034
Real Property - IFT	5,745	5,341	3,961	3,089	3,089	2,937	3,151
Personal Property	501,122	437,543	406,318	493,916	493,916	370,682	533,453
Personal Property - IFT	111,740	85,614	29,160	36,096	36,096	33,061	28,115
Property Taxes - Chargeback	0	(83,174)	(251,240)	0	0	(228,277)	0
Penalties & Interest	148,916	72,000	178,953	130,000	130,000	73,379	135,000
Tax Administration Fees	373,999	375,005	346,628	345,000	345,000	327,701	345,000
PROPERTY TAX	4,138,229	3,919,480	3,768,302	3,965,594	3,965,594	3,625,986	3,974,753
Housing Commission	14,005	11,283	0	15,000	15,000	0	15,000
Birch Park	0	20,534	39,693	12,000	12,000	0	37,000
Bancroft Eddy	0	12,712	0	0	0	0	0
P. I. L. O. T. TAXES	14,005	44,529	39,693	27,000	27,000	0	52,000
City Income Taxes	13,406,280	12,776,297	11,406,487	11,125,000	11,125,000	10,653,836	11,125,000
Delinq City Income Tax	0	0	954,642	900,000	900,000	969,624	954,000
425 Agreement Refund	0	0	(1,765)	0	0	(4,745)	0
INCOME TAXES	13,406,280	12,776,297	12,359,364	12,025,000	12,025,000	11,618,714	12,079,000
TOTAL TAXES	17,558,514	16,740,306	16,167,359	16,017,594	16,017,594	15,244,701	16,105,753
INTERGOVERNMENTAL							
Statutory	6,102,944	5,945,785	5,955,258	6,244,906	4,948,318	4,948,319	4,970,054
Constitutional	4,157,409	4,260,144	4,034,558	4,110,104	3,770,244	3,802,570	3,748,488
Inventory Tax Reimb.	(467,289)	(467,289)	0	(467,289)	0	0	0
Liquor Licenses	43,157	41,635	38,087	44,000	44,000	36,414	44,000
State Grants	1,290	0	293,875	504,000	109,497	44,047	33,750
STATE SHARED REV.	9,837,511	9,780,275	10,321,778	10,435,721	8,872,059	8,831,350	8,796,292
FEMA	0	0	96,803	0	0	(292)	0
Homeland Security Training	0	0	1,978	0	0	632	1,800
Federal Grants	224,754	43,160	18,349	1,194,000	1,194,000	307,206	1,124,759
EECBG	0	0	0	0	54,000	250,000	316,000
Police Drug Overtime	110,439	111,377	134,968	123,421	123,421	158,103	133,431
Miscellaneous	0	0	22,795	0	0	0	0
Reimbursement/Medicare	273,632	1,800	239,976	240,000	292,618	333,130	270,000
GRANTS	608,825	156,337	514,869	1,557,421	1,664,039	1,048,779	1,845,990
TOTAL INTERGOV'TAL	10,446,336	9,936,612	10,836,647	11,993,142	10,536,098	9,880,130	10,642,282
LICENSES, PERMITS & FEES							
Occupational	24,369	23,364	27,900	25,000	25,000	32,784	30,200
General Business License	75,650	70,000	84,568	75,000	75,000	76,145	79,500
TOTAL LICENSES	100,019	93,364	112,468	100,000	100,000	108,929	109,700

**REVENUE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Housing Registration Fees	176,515	166,998	279,609	250,000	250,000	333,562	303,000
Building Permits	165,333	108,209	97,555	125,000	125,000	114,037	150,000
Electrical Permits	44,954	28,185	23,585	30,000	30,000	24,137	36,000
Mechanical Permits	54,276	25,309	20,555	30,000	30,000	27,869	35,000
Plumbing Permits	34,545	22,335	18,035	30,000	30,000	11,935	35,000
Sign Permits	1,450	1,250	2,800	1,500	1,500	3,030	1,500
Street Cut Permits	3,315	1,680	2,235	1,500	1,500	465	500
Curb Cut Permits	405	255	435	300	300	300	300
Fire Department Permits	0	75	211	700	700	75	700
Barricade Permits	1,890	1,800	1,267	150	150	150	150
TOTAL PERMITS	482,682	356,096	446,287	469,150	469,150	515,560	562,150
Telecommunications Fees	0	500	0	0	0	0	0
Cable TV Franchise Fees	709,549	467,434	494,485	500,000	500,000	516,782	500,000
Cable TV PEG Fees	0	0	51,430	50,000	50,000	41,401	50,000
TOTAL FEES	709,549	467,934	545,915	550,000	550,000	558,183	550,000
TOTAL LIC./PERM/FEES	1,292,250	917,394	1,104,670	1,119,150	1,119,150	1,182,672	1,221,850
CHARGE FOR SERVICES							
Tea House Fees	5,441	6,983	1,109	7,000	7,000	0	7,000
RECREATION	5,441	6,983	1,109	7,000	7,000	0	7,000
PILOT Application Fee	0	0	2,500	2,500	2,500	0	2,500
Witness Fees	7,467	19,473	23,421	15,000	15,000	10,534	20,000
Board of Appeal Case Fees	(735)	0	0	0	0	50	0
Zoning Code Fees	11,515	6,430	5,625	7,000	7,000	5,005	7,000
Fire System Plan Review	50	50	200	200	200	700	200
Franchise Application Fees	0	0	0	0	0	0	0
Attorney Collections	0	2	0	0	0	6	0
Traffic Engineering	0	1,000	0	0	0	0	0
Public Act 425	111,089	118,000	244,089	242,689	283,689	283,689	244,000
Election Services	0	23,780	(1)	0	0	0	0
Special Events Services	35,577	25,000	41,740	30,000	30,000	35,424	30,000
Special Events Ojibway	7,830	5,942	11,850	7,000	7,000	5,940	7,500
Engineering Plans	2,476	1,535	4,256	1,500	1,500	3,893	750
Abandoned Vehicles	13,800	0	0	0	0	0	0
Sale of Junk	784	624	1,632	1,000	1,000	176	250
Traffic Signs	0	50	25	50	50	4	50
Materials and Services	16,267	14,230	14,031	25,000	25,000	15,555	14,000
TOTAL GENERAL GOVT.	206,119	216,116	349,368	331,939	372,939	360,975	326,250

**REVENUE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Gun Registration Fees	1,505	1,815	1,845	1,800	1,800	1,825	1,800
Vehicle Storage Fees	0	30	0	0	0	0	0
Hazmat Clean Up Fees	4,531	2,291	1,092	2,800	2,800	16,447	27,000
False Alarm Fees	1,050	1,680	6,425	5,000	5,000	2,675	8,500
Police Department	43,586	36,163	47,710	24,400	64,400	80,136	88,064
Fire Department	1,885	1,957	1,763	2,000	2,000	3,785	2,000
Materials and Services	35,640	0	0	0	0	0	0
TOTAL POLICE & FIRE	88,196	43,936	58,835	36,000	76,000	104,868	127,364
Internment Services	303,318	247,909	252,221	240,000	249,445	300,011	275,000
Markers and Bases	70,274	34,549	52,315	30,000	30,000	35,115	30,000
Grave Spaces	146,268	127,689	133,827	120,000	120,000	159,574	133,000
Materials and Services	74,558	87,651	77,984	70,000	70,000	78,969	77,000
TOTAL CEMETERIES	594,418	497,798	516,347	460,000	469,445	573,669	515,000
TOTAL CHARGE SVC.	894,174	764,833	925,659	834,939	925,384	1,039,513	975,614
FINES & FORFEITURES							
Ordinance Fines	97,693	123,594	178,994	150,000	150,000	215,293	170,000
Parking Violation Fines	68	893	546	0	0	245	0
Civil Infractions	0	0	100	0	0	3,050	25,000
Transfer Affidavit Fines	67,245	59,850	63,495	50,000	50,000	33,872	50,000
TOTAL FINES & FORFEIT.	165,005	184,337	243,135	200,000	200,000	252,460	245,000
INTEREST							
Andersen Loan	0	0	0	52,800	0	0	52,800
Interest on Investments	219,118	179,374	80,656	160,000	160,000	31,182	110,000
Interest on City Income Taxes	245,566	224,263	262,784	225,000	225,000	284,372	230,000
Interest on Spec Asmts	(6)	3,187	5,796	3,000	3,000	505	3,000
Interest and Penalties	2,846	300	1,994	300	75,300	78,024	300
Cemetery Int on Investments	117,029	98,984	30,683	95,000	5,000	3,303	40,000
TOTAL INTEREST	584,553	506,108	381,913	536,100	468,300	397,386	436,100
RENTS & PRIVILEGES							
Civitan Recreation Center	0	0	0	0	0	0	0
Land and Building Rentals	500	104,073	31,218	500	32,360	32,360	30,000
TOTAL RENTS & PRIV.	500	104,073	31,218	500	32,360	32,360	30,000

**REVENUE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
OTHER REVENUES							
Recreation Programs-Grant	0	0	0	0	20,000	20,000	10,000
City/Cty/School Liaison	10,000	10,000	100,000	10,000	10,000	10,000	10,000
Riverfront Comm Donations	2,150	950	2,000	0	1,445	1,445	0
Contributions	6,000	0	6,000	0	10,000	0	6,000
CONTRIBUTIONS	18,150	10,950	108,000	10,000	41,445	31,445	26,000
Sale of Land/Buildings	51,843	87,729	85,296	260,000	260,000	334	0
Sale of Property Items	0	0	0	0	0	31	0
SALES OF PROPERTY	51,843	87,729	85,296	260,000	260,000	365	0
Special Assessments	45,108	83,207	357,576	350,000	350,000	50,811	100,000
TOTAL SPECIAL ASSESS.	45,108	83,207	357,576	350,000	350,000	50,811	100,000
Surplus Receipts	47,617	17,798	64,033	25,000	25,000	60,539	40,000
Demolition Contracts	14,994	15,362	5,366	5,000	96,323	99,169	50,000
Cash Over and Short	(1,503)	(13,310)	14,827	0	0	1,224	0
Smoke Detectors	125	4,098	0	0	0	0	5,000
Clerk's Dept Fees	0	0	0	0	0	300	900
Police Donations	20,000	0	1,000	0	0	0	250
Fire Donations	0	0	110	100	100	0	100
Pawn Shop	0	4,543	16,024	24,000	24,000	17,262	24,000
TOTAL SURPLUS RECEIPT	81,232	28,491	101,360	54,100	145,423	178,494	120,250
Indirect Costs	2,351,376	2,737,821	2,483,939	2,876,471	2,876,471	2,929,843	2,920,772
Weed and Seed Admin	0	0	0	16,688	16,688	0	16,688
Insurance Proceeds	9,279	63,973	33,444	10,000	24,116	8,385	24,116
Insurance Premiums	6,809	6,900	7,201	7,000	7,000	14,159	7,500
Reimbursements	116,255	1,096	12,948	0	20,000	12,915	50,000
Saginaw Housing Comm	0	0	142,387	148,101	148,101	144,532	158,463
Pagers/Cell Phones	36	0	0	0	0	35	0
Inspections	0	0	0	0	0	40,000	40,000
TOTAL REIMBURSEMENTS	2,483,755	2,809,790	2,679,919	3,058,260	3,092,376	3,149,869	3,217,539
Police Dept Services	10	480	20,172	8,163	8,163	1,018	1,000
TOTAL PUB. SAFETY FEE	10	480	20,172	8,163	8,163	1,018	1,000

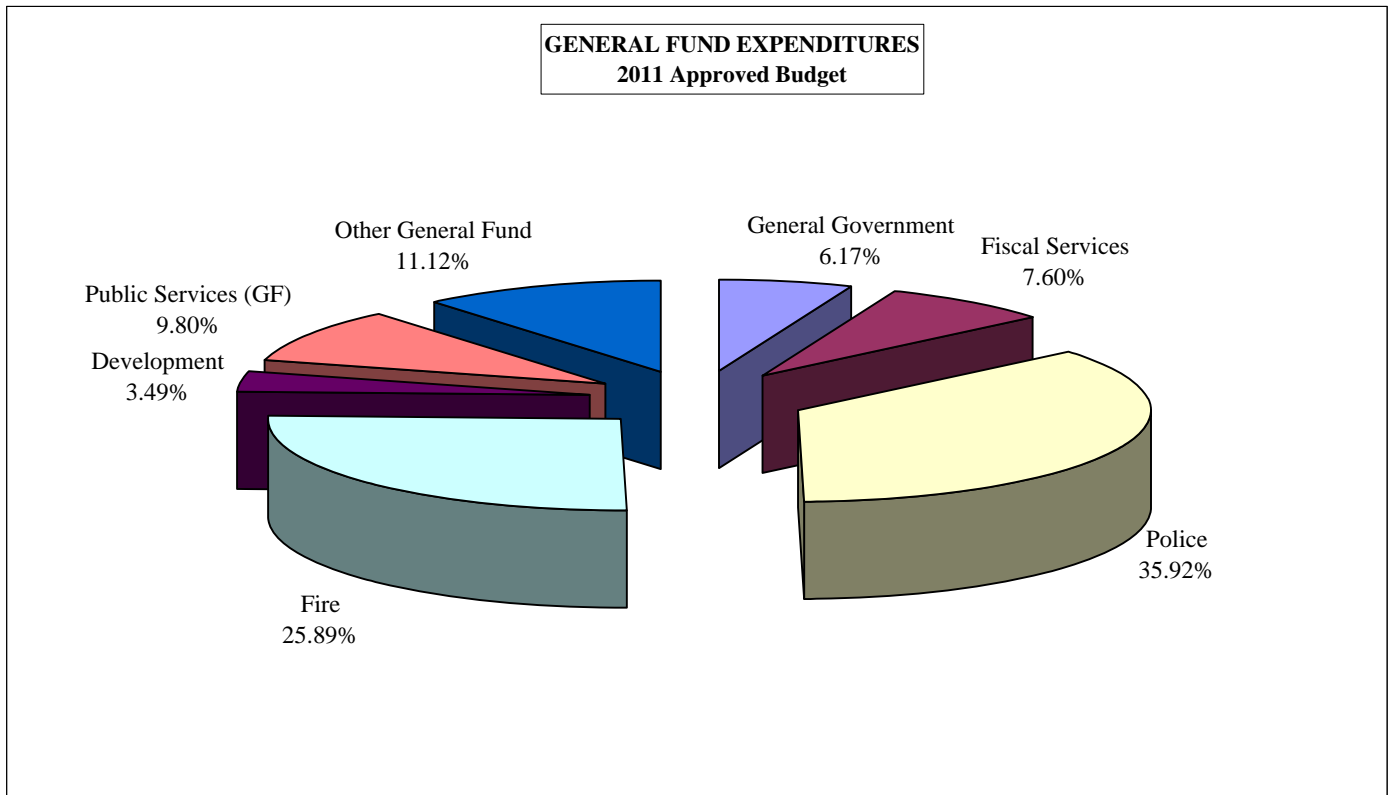
**REVENUE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Gain/Loss on Investment	0	0	0	0	0	0	0
TOTAL G/L ON INVEST.	0	0	0	0	0	0	0
TOTAL OTHER REVENUE	2,680,098	3,020,647	3,352,323	3,740,523	3,897,407	3,412,002	3,464,789
Decrease in Fund Equity	0	500,000	0	750,000	1,148,565	0	750,000
TOTAL FUND EQUITY	0	500,000	0	750,000	1,148,565	0	750,000
Community Dev. Block Grant	0	13,963	0	0	0	0	0
Transfer from Other Funds	0	20,763	0	0	0	0	0
Insurance Fund	0	0	0	293,188	293,188	293,188	330,531
Sick and Vacation Fund	0	0	0	0	0	0	0
Budget Stabilization	0	0	0	0	0	0	0
Radio Operation Fund	0	0	910,000	0	0	0	0
TOTAL TRANSFERS	0	34,726	910,000	293,188	293,188	293,188	330,531
TOTAL GENERAL FUND	33,621,430	32,709,036	33,952,924	35,485,136	34,638,046	31,734,411	34,201,919

**GENERAL FUND EXPENDITURES (101)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2010 Approved Budget
General Government	2,036,347	2,130,204	2,002,562	2,095,089	2,095,454	2,097,183	2,110,318
Fiscal Services	2,153,864	2,604,139	2,443,015	2,487,010	2,460,825	2,371,353	2,600,629
Police	11,332,238	11,566,200	12,437,639	13,500,573	12,941,753	12,105,889	12,285,671
Fire	9,293,121	9,451,388	8,851,925	9,124,798	8,855,464	8,045,612	8,856,190
Development	1,183,470	1,170,616	1,728,448	2,157,888	1,722,281	1,556,468	1,194,272
Public Services (GF)	4,061,505	3,493,632	2,626,791	3,166,659	3,248,782	2,689,573	3,352,362
Other General Fund	3,921,321	2,853,799	3,130,668	2,953,119	3,256,455	3,075,453	3,802,477
TOTAL GENERAL FUND	33,981,866	33,269,978	33,221,048	35,485,136	34,581,014	31,941,531	34,201,919

Personnel Services	22,775,269	24,322,324	25,615,341	28,664,616	27,579,366	25,698,214	26,688,494
Operating Expenses	7,022,323	6,073,755	6,357,520	6,315,478	6,081,155	5,325,062	6,186,298
Capital Outlay	262,950	20,100	76,578	0	44,834	39,572	8,000
Miscellaneous	3,921,321	2,853,799	1,171,609	505,042	878,659	878,683	1,319,127
TOTAL GENERAL FUND	33,981,863	33,269,978	33,221,048	35,485,136	34,584,014	31,941,531	34,201,919



GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF FISCAL SERVICES

DEPARTMENT OF POLICE

DEPARTMENT OF FIRE

DEPARTMENT OF DEVELOPMENT

DEPARTMENT OF PUBLIC SERVICES

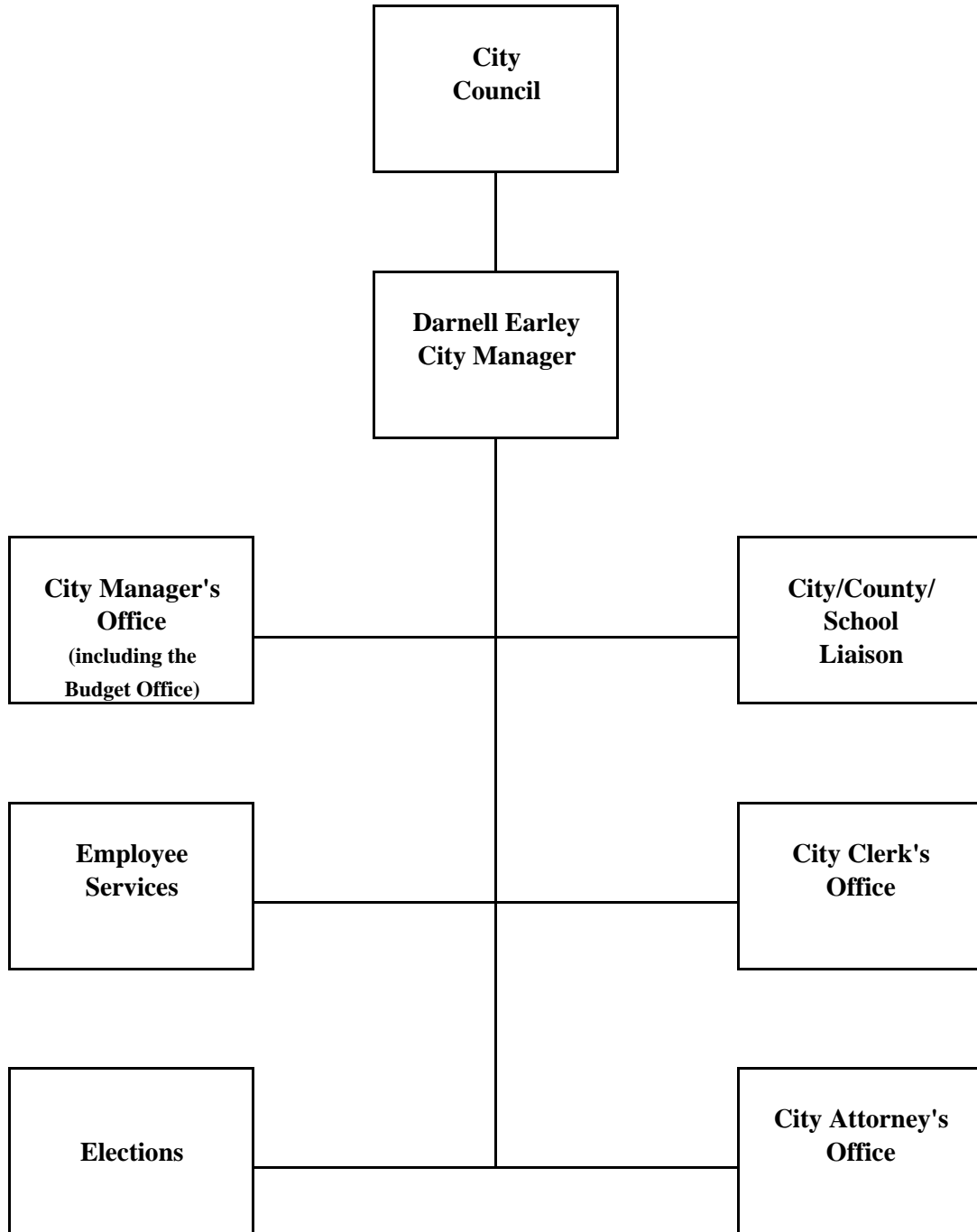
OTHER GENERAL FUND





GENERAL GOVERNMENT

**CITY OF SAGINAW
OFFICE'S OF GENERAL GOVERNMENT**



Notes:

SGTV is a function of the Technical Services Department and is listed on its organizational chart.

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>0101 CITY COUNCIL</u>							
Personnel Services	17,343	17,985	16,434	19,529	19,529	15,381	19,452
Operating Expenses	55,110	65,175	28,397	39,664	39,164	35,077	38,257
Capital Outlay	0	0	0	0	0	0	0
TOTALS	72,453	83,160	44,831	59,193	58,693	50,458	57,709
<u>0105 CITY/COUNTY/SCHOOL LIAISON</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	11,678	9,985	8,517	15,000	5,000	2,356	15,000
Capital Outlay	0	0	1,000	0	0	0	0
TOTALS	11,678	9,985	9,517	15,000	5,000	2,356	15,000
<u>1710 CITY MANAGER</u>							
Personnel Services	227,812	225,949	268,779	322,770	319,354	311,692	342,284
Operating Expenses	69,834	82,469	73,173	44,818	43,859	32,480	58,991
Capital Outlay	150	1,416	0	0	1,585	1,455	0
TOTALS	297,796	309,834	341,952	367,588	364,798	345,627	401,275
<u>1711 SGTV</u>							
Personnel Services	29,022	29,652	34,216	40,427	40,427	36,490	43,160
Operating Expenses	4,781	4,574	4,882	9,573	8,690	5,186	6,840
Capital Outlay	0	0	0	0	750	675	0
TOTALS	33,803	34,226	39,098	50,000	49,867	42,350	50,000
<u>1725 EMPLOYEE SERVICES</u>							
Personnel Services	460,645	432,599	418,336	353,217	348,652	397,697	351,152
Operating Expenses	107,024	74,377	84,185	137,600	179,468	157,145	165,740
Capital Outlay	270	0	0	0	0	0	0
TOTALS	567,939	506,976	502,521	490,817	528,120	554,842	516,892
<u>1730 CITY CLERK</u>							
Personnel Services	290,738	263,181	270,424	295,430	291,658	291,945	262,630
Operating Expenses	79,832	60,595	69,255	72,553	71,748	59,465	64,535
Capital Outlay	632	0	493	0	1,520	1,520	0
TOTALS	371,202	323,776	340,172	367,983	364,926	352,930	327,165

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>1731 ELECTIONS</u>							
Personnel Services	107,333	82,277	89,147	67,022	66,184	68,000	131,013
Operating Expenses	65,176	81,408	79,063	66,720	66,227	62,634	104,561
Capital Outlay	0	1,006	10,331	0	17,151	17,151	0
TOTALS	172,509	164,691	178,541	133,742	149,562	147,785	235,574
<u>1734 CITY ATTORNEY</u>							
Personnel Services	385,030	323,157	391,857	408,631	403,046	451,494	347,818
Operating Expenses	122,566	140,812	153,021	202,135	171,442	149,342	158,885
Capital Outlay	0	0	1,052	0	0	0	0
TOTALS	507,596	463,969	545,930	610,766	574,488	600,836	506,703
TOTAL GENERAL GOVERNMENT							
Personnel Services	1,517,923	1,374,800	1,489,193	1,507,026	1,488,850	1,572,699	1,497,509
Operating Expenses	517,371	519,395	500,493	588,063	585,598	503,684	612,809
Capital Outlay	1,052	2,422	12,876	0	21,006	20,801	0
TOTAL EXPENDITURES	2,036,347	1,896,617	2,002,562	2,095,089	2,095,454	2,097,183	2,110,318

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 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	2.00	2.00	2.90	2.90	2.90	2.90	2.90
Cable TV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Employee Services	4.40	4.40	2.95	2.95	2.95	2.95	3.95
Office of the City Clerk	3.40	3.40	4.40	4.40	4.40	4.40	3.30
Election	1.60	1.60	6.00	0.60	0.60	0.60	2.70
Office of City Attorney	4.00	4.00	4.00	4.00	4.00	4.00	3.00
TOTAL POSITIONS	25.40	25.40	30.25	24.85	24.85	24.85	25.85

The 2010/2011 Approved Budget's complement for General Government reflects a total increase of one position. During the 2010 budget process the Employee Services Office eliminated and council approved the elimination of the Labor Administrator. In place of this position, this office has utilized temporary employment services for additional clerical assistance. The 2011 Approved Budget reflects the addition of the HR Support Staff position in the Employee Services Office. In addition, in the Election Division, an Election Assistant position will be reinstated. This is not a new position but is an authorized position that is utilized in multiple election years. For fiscal year 2011, the City will have at least two elections - August and November, with a possibility of an additional election in May.

To offset the increase in complement structure and in accordance with the staffing and efficiency study, in the Office of the City Attorney, the Chief Assistant City Attorney position will be eliminated from the personnel complement. During fiscal year 2010, the City underwent a citywide staffing and efficiency study of all of its service delivery systems through Plante & Moran Consultants. This study recommended the elimination of the Chief Assistant City Attorney. The additional workload will be absorbed by the remaining staff.

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 city's budget, and special assessment rolls; receives and acts upon petitions; and makes appointments to various boards and commissions. Regular meetings are held twice a month on Monday evenings at 6:30 p.m. On occasion, 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 2010/2011 GOALS AND OBJECTIVES

1. To adopt policies and programs that allows the City of Saginaw to realize the strategic vision that will improve the overall condition of the City.
2. Move forward with the implementation of a five-year fiscal health plan.
3. To aggressively lobby federal and state government legislative officials on issues that would improve the overall urban conditions of the City of Saginaw.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-0101 City Council

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	13,505	Council Members	9.00	13,505
Overtime	0			
Fringe Benefits	5,947	Total Personnel	<u>9.00</u>	<u>13,505</u>
TOTAL	<u>19,452</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	250	FICA		1,033
Internal Services	57	Healthcare Benefits - Active		4,914
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,500	Pension		0
Maintenance Fees	1,950	Total Fringe Benefits		<u>5,947</u>
Other Contracted Fees	34,500			
TOTAL	<u>38,257</u>	TOTAL	<u>9.00</u>	<u>19,452</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>57,709</u></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 2010/2011 GOALS AND OBJECTIVES

1. More fully utilize information systems in the daily operations of communication and management practices of all departments.
2. Create a set of performance measurements through the Citi Stat performance measurement system for all service delivery areas in order to improve the efficiency and effectiveness of city operations.

	2009 Actual	2010 Projected	2011 Target
% Citi Stat Implemented	10% Completed	40% Completed	80% Completed

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1710 City Manager

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	204,720	City Manager	1.00 110,000
Overtime	0	Assistant to City Manager/ Budget Administrator	0.40 28,061
Fringe Benefits	137,564	Executive Assistant	1.00 55,427
		Admin Support Clerk (PT)	0.50 11,232
TOTAL	342,284	Total Personnel	2.90 204,720
OPERATING EXPENSES			
Supplies	6,182	Overtime	0
Internal Services	18,051		
Other Services		FICA	13,053
Professional Fees	11,784	Healthcare Benefits - Active	37,841
Maintenance Fees	6,737	Healthcare Benefits - Retirees	0
Other Contracted Fees	16,237	Pension	86,670
TOTAL	58,991	Total Fringe Benefits	137,564
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	2.90 342,284
TOTAL APPROPRIATION	401,275		

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, Committee—of-the-Whole meetings, twice a month City Council meetings and other programming. SGTV is one of three PEG (Public, Educational and Government access) channels provided under the franchise agreement between the City of Saginaw and Charter Communications, Inc.

A part-time professional TV coordinator staffs the station. The primary communication medium is a PowerPoint based message board. The station also airs live City Council meetings, news conferences, public service announcements and original programming. Staff also assists with audio/visual consulting; maintenance of audio/visual/TV equipment; meeting set-ups of audio/visual equipment as well as PowerPoint presentations; recording of audio for various meetings; and other general duties as needed. SGTV also airs live results of City of Saginaw ballot issues. In addition, staff is also responsible for the editing of the employee newsletter “The Saginaw Mark”.

FY 2010/2011 GOALS AND OBJECTIVES

1. Provide citizens with convenient and up-to-date information regarding City services, programs and events.
 - a. Expand the variety and hours of programming aired on SGTV.

	2009 Actual	2010 Projected	2011 Target
Hours of programming aired – per week average	6 hours/week	7 hours/week	8 hours/week
Number of monthly programs available for airing	9	10	12

2. Provide City Departments with technical support and audio/visual equipment.
 - a. Increase the number of City Departments/Divisions utilizing SGTV services.

	2009 Actual	2010 Projected	2011 Target
Departments/Divisions utilizing SGTV services	12	13	14

- b. Maintain or increase the number of events for which staff provides technical support and/or audiovisual equipment/recording.

	2009 Actual	2010 Projected	2011 Target
Annual number of events supported	83	80	85

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1711 SGTV

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	29,120	SGTV Program Coordinator	1.00	29,120
Overtime	0			
Fringe Benefits	14,040	Total Personnel	<u>1.00</u>	<u>29,120</u>
TOTAL	<u>43,160</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	2,000	FICA		841
Internal Services	3,302	Healthcare Benefits - Active		12,526
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	638	Pension		673
Maintenance Fees	800	Total Fringe Benefits		<u>14,040</u>
Other Contracted Fees	100			
TOTAL	<u>6,840</u>	TOTAL	<u>1.00</u>	<u>43,160</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>50,000</u></u>			

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

STRATEGIC NARRATIVES

The Office of Employee Services reports directly to the City Manager and is responsible for providing centralized Human Resource services to all departments and divisions for the City of Saginaw. Major functions include but are not limited to employee wages and benefits; employee relations and labor relations; recruitment; training and development; employee health and safety. The Office of Employee Services operates within the confines of all City ordinance and administrative policies as well as State and Federal regulatory requirements.

FY 2010/2011 GOALS AND OBJECTIVES

1. Improve Labor Relations

- a. To reduce the number of grievances filed from prior year.

	2009 Actual	2010 Projected	2011 Target
Total number of Grievances filed	68	75	70

2. Maintain Cost Containment with Employee Benefit Plans

- a. To reduce employee benefit cost through contract negotiations or funding mechanisms.

	2009 Actual	2010 Projected	2011 Target
Total benefit costs as a percentage of payroll	66.38%	72.96%	77.81%

	2009 Actual	2010 Projected	2011 Target
Total benefit costs as a percentage of payroll less pension	18.40%	20.10%	22.37%

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1725 Employee Services

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	215,224	Director of Employee Services	1.00 84,181
Overtime	0	Asst. Dir. of Employee Services	0.55 33,850
Fringe Benefits	135,928	Benefits Coordinator	1.00 53,560
		Administrative Assistant I	0.40 18,673
		HR Support Staff (PT)	1.00 24,960
TOTAL	351,152		
		Total Personnel	3.95 215,224
OPERATING EXPENSES			
Supplies	3,500	Overtime	0
Internal Services	22,096		
Other Services			
Professional Fees	125,194	FICA	14,496
Maintenance Fees	5,500	Healthcare Benefits - Active	33,845
Other Contracted Fees	9,450	Healthcare Benefits - Retirees	0
		Pension	87,587
TOTAL	165,740	Total Fringe Benefits	135,928
CAPITAL OUTLAY			
	0		
TOTAL	0	TOTAL	3.95 351,152
TOTAL APPROPRIATION			
	516,892		

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

STRATEGIC NARRATIVE

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; the Clerk 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 2010/2011 GOALS AND OBJECTIVES

1. Improve the process of taking complaints/requests from citizens and distribution to the proper division/individual, resulting in improved relations with citizens as well as faster resolution of complaints/requests.
 - a. Keep staff up-to-date on the capabilities of the existing computer system(s) available for the recording and processing of complaints/requests, and trained in the use thereof.
 - b. Continually strive to make the complaint and request process as easy and user-friendly as possible for the citizens of the City.

	2009 Actual	2010 Projected	2011 Target
Complaints/Requests Received	4,579	4,250	*4,100

**Implementation of the Call Center should reduce the 2011 Target listed above.*

2. Improve the collection of fees owed in relation to all business licenses (both business and housing registration licenses).
 - a. To identify unlicensed and those licensed businesses which had changes in ownership.

	2009 Actual	2010 Projected	2011 Target
Non-Owner Occupied	4,590	5,000	5,400
General Business	904	1,050	1,100
Occupational	477	500	525
Encroachments	77	80	85

- b. To increase collection of unlicensed/past due businesses through ordinance changes and awareness campaigns.

	2009 Actual	2010 Projected	2011 Target
Non-Owner Occupied	1%	<5%	<5%
General Business	12%		
Occupational	7%		
Encroachments	11%		

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	150,919	City Clerk	0.70	58,494
Overtime	0	Deputy City Clerk	0.70	40,696
Fringe Benefits	111,711	Office Assistant III	0.85	30,387
		Office Assistant II	0.30	10,110
		Secretary (PT)	0.75	11,232
TOTAL	262,630	Total Personnel	3.30	150,919
OPERATING EXPENSES				
Supplies	2,500	Overtime		0
Internal Services	23,579			
Other Services				
Professional Fees	25,500	FICA		11,360
Maintenance Fees	10,400	Healthcare Benefits - Active		29,841
Other Contracted Fees	2,556	Healthcare Benefits - Retirees		0
		Pension		70,510
TOTAL	64,535	Total Fringe Benefits		111,711
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	3.30	262,630
TOTAL APPROPRIATION	327,165			

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

STRATEGIC NARRATIVES

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To provide the voters with a smooth and expedient process both through absentee voting and at the polls.
 - a. 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.
 - b. Train poll workers to keep precise and accurate Election Day records.
 - c. Keep voters informed and educated, both on polling location changes and the voting process.
2. To maintain accurate voter files through improvements to the State of Michigan QVF (Qualified Voter File) and the City's Master Card Voter File.
 - a. Perform regular updates to add, change and remove voters from both the State and City files.
 - b. Actively pursue tools to allow identification of voters requiring changes to the voter files due to death, address changes due to moves within and out of the state, and inaccurate data in current files.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1731 Elections

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,959	City Clerk	0.30	25,069
Overtime	7,500	Deputy City Clerk	0.30	17,441
Fringe Benefits	45,554	Office Assistant III	0.15	5,362
		Office Assistant II	0.70	23,591
		Secretary (PT)	0.25	3,744
		Election Asst (Temp)	1.00	2,752
TOTAL	131,013			
OPERATING EXPENSES				
Supplies	10,200	Total Personnel	2.70	77,959
Internal Services	15,795	Overtime		7,500
Other Services				
Professional Fees	66,582	FICA		5,817
Maintenance Fees	10,320	Healthcare Benefits - Active		17,982
Other Contracted Fees	1,664	Healthcare Benefits - Retirees		0
		Pension		21,755
TOTAL	104,561	Total Fringe Benefits		45,554
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	2.70	131,013
TOTAL APPROPRIATION				
	235,574			

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

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 2010/2011 GOALS AND OBJECTIVES

1. To maximize revenue enhancement efforts related to income taxes, business licenses, rental registration, housing inspections, environmental and demolitions.
2. To prepare and issue misdemeanor warrants based upon information provided by the Department of Fiscal Services in order to pursue prosecutions against individuals that have outstanding income taxes.
 - a. Prepare files/warrants for prosecution of income taxes.

	2009 Actual	2010 Projected	2011 Target
Files prepared for prosecution of income taxes	969	760	760
Warrants prepared for prosecution of income taxes	4,054	2,500	2,500

3. To prepare legal documents for municipal civil infractions based upon information provided by Inspections (Repair, Rental Registrations, etc.), Zoning, and Environmental Improvement Divisions.
 - a. Prepared notices, motions and orders for municipal civil infractions, which will assist in alleviating blight in the City. (Based upon a calendar year.)

	2009 Actual	2010 Projected	2011 Target
Housing	24	24	25
Business Licenses	692	500	500
Zoning	0	5	5
Environmental	2	10	10

4. To provide legal services for the prosecution of misdemeanors based upon information provided by the Police Department.
5. To prepare and issue misdemeanor warrants for the prosecution of misdemeanors of local City ordinances. (Based upon a calendar year.)
 - a. Prepared warrants for prosecution to assist Public Safety in alleviating criminal activity in the City. (Based upon a calendar year.)

	2009 Actual	2010 Projected	2011 Target
Warrants prepared to assist Public Safety in alleviating criminal activity in the City	251	260	260

6. To provide legal services for demolition of buildings (DBO) in the City.
7. To review all DBO records to ensure compliance with the law.
 - a. Conducted initial/final reviews of DBO files to assist the Department of Development in alleviating blight in the City.

	2009 Actual	2010 Projected	2011 Target
DBO's conducted to assist the Department of Development in alleviating blight in the City	393	400	400

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1734 City Attorney

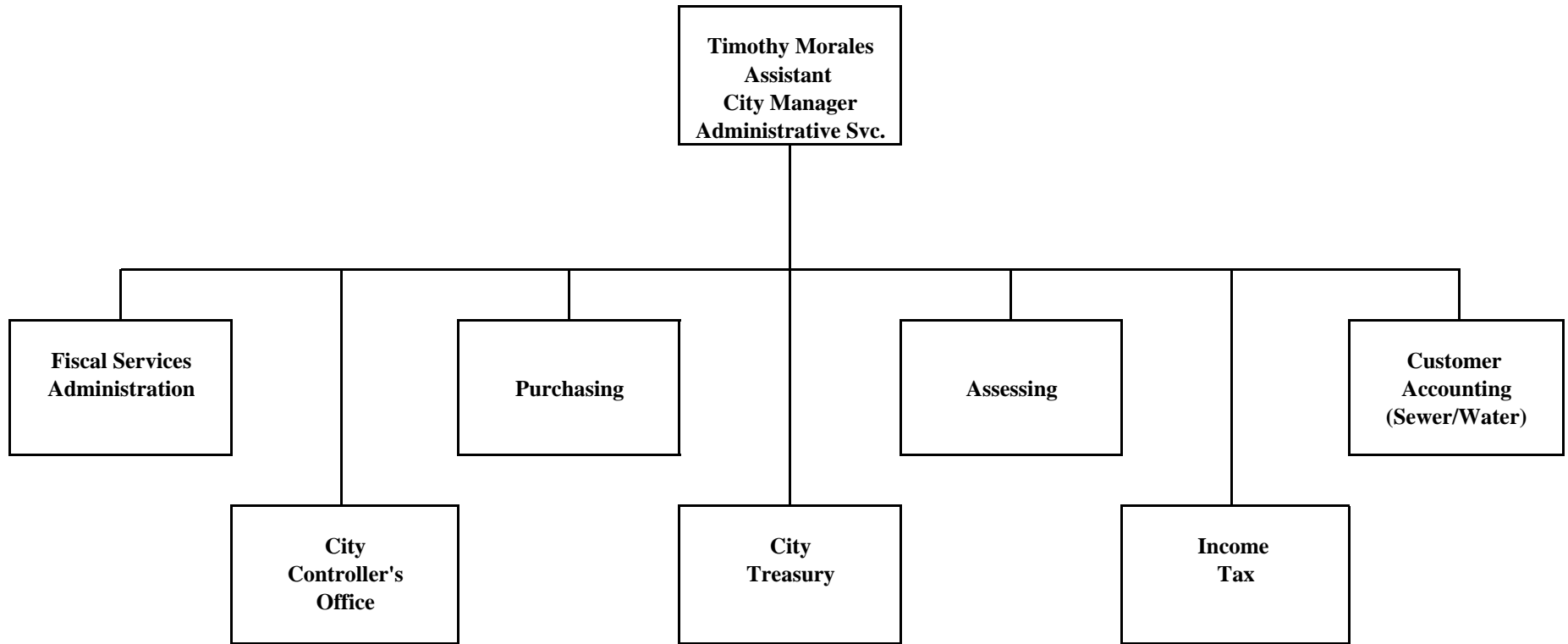
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	183,971	City Attorney	1.00	91,320
Overtime	0	Legal Assistant II	1.00	47,583
Fringe Benefits	163,847	Legal Assistant I	1.00	45,068
TOTAL	347,818	Total Personnel	3.00	183,971
OPERATING EXPENSES				
		Overtime		0
Supplies	4,300			
Internal Services	22,140	FICA		13,136
Other Services		Healthcare Benefits - Active		42,710
Professional Fees	111,645	Healthcare Benefits - Retirees		0
Maintenance Fees	3,100	Pension		108,001
Other Contracted Fees	17,700			
TOTAL	158,885	Total Fringe Benefits		163,847
		TOTAL	3.00	347,818
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION				506,703





DEPARTMENT OF FISCAL SERVICES

**CITY OF SAGINAW
DEPARTMENT OF FISCAL SERVICES**



Note:

The Water Operation and Maintenance fund recognizes their ongoing large capital projects through the Water Surplus and Water Bond Construction Divisions. The Debt Service Division is where all debt service is paid.

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>1740 ADMINISTRATION</u>							
Personnel Services	185,157	170,333	192,143	300,845	297,540	300,952	399,383
Operating Expenses	82,662	130,657	72,123	83,912	72,742	62,659	119,087
Capital Outlay	372	859	6,301	0	2,260	2,260	0
TOTALS	268,191	301,849	270,567	384,757	372,542	365,871	518,470
<u>1741 CITY CONTROLLER</u>							
Personnel Services	362,770	457,956	157,116	0	0	625	0
Operating Expenses	160,200	145,341	362,909	340,928	339,542	337,625	341,339
Capital Outlay	188	0	511	0	0	0	0
TOTALS	523,157	603,297	520,536	340,928	339,542	338,250	341,339
<u>1742 PURCHASING</u>							
Personnel Services	124,179	167,180	157,599	169,834	168,017	156,480	160,457
Operating Expenses	19,090	13,425	17,684	21,534	21,235	17,463	14,150
Capital Outlay	370	585	0	0	0	0	0
TOTALS	143,639	181,190	175,283	191,368	189,252	173,942	174,607
<u>1743 TREASURER</u>							
Personnel Services	298,230	303,513	301,741	286,766	282,436	298,231	303,506
Operating Expenses	124,716	118,200	116,539	131,678	126,249	105,619	118,782
Capital Outlay	188	33	1,490	0	3,669	3,519	0
TOTALS	423,134	421,746	419,770	418,444	412,354	407,370	422,288
<u>1744 ASSESSORS</u>							
Personnel Services	295,684	406,414	462,288	465,786	461,243	459,672	481,514
Operating Expenses	102,325	105,424	104,760	117,666	125,418	96,941	98,270
Capital Outlay	820	0	0	0	705	605	0
TOTALS	398,830	511,838	567,048	583,452	587,366	557,219	579,784
<u>1745 INCOME TAX</u>							
Personnel Services	237,582	358,884	440,741	459,497	448,584	440,433	465,753
Operating Expenses	159,443	91,736	48,655	108,564	111,185	88,268	98,388
Capital Outlay	188	1,460	415	0	0	0	0
TOTALS	397,212	452,080	489,811	568,061	559,769	528,701	564,141
TOTAL FISCAL SERVICES							
Personnel Services	1,503,601	1,864,280	1,711,628	1,682,728	1,657,820	1,656,393	1,810,613
Operating Expenses	648,436	604,783	722,670	804,282	796,371	708,575	790,016
Capital Outlay	2,125	2,937	8,717	0	6,634	6,384	0
TOTAL EXPENDITURES	2,154,162	2,472,000	2,443,015	2,487,010	2,460,825	2,371,353	2,600,629

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
FISCAL SERVICES							
Administration	2.00	2.00	3.60	3.60	3.60	3.60	4.60
Office of the Controller	6.00	6.00	0.00	0.00	0.00	0.00	0.00
Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Treasury Office	5.50	5.50	3.25	3.25	3.25	3.25	3.25
Office of the Assessor	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Income Tax Office	4.00	4.00	6.00	6.00	6.00	6.00	6.00
Customer Accounting	5.00	5.00	5.45	5.45	5.45	5.45	5.45
TOTAL POSITIONS	30.50	30.50	26.30	26.30	26.30	26.30	27.30

In the 2010/2011 Approved Budget, the Department of Fiscal Services will increase by one position. In the Administration Division, an Administrative Analyst will be added to the complement. In addition, the Assistant City Manager for Fiscal Services will be retitled to the Assistant City Manager for Administrative Services. Likewise, in the the Income Tax Division the Office Assistant II position will be reclassified to Office Assistant III. Also, the Income Tax Manager will be retitled to Income Tax Administrator.

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 provides solutions for unfunded liabilities.

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

Another component of Fiscal Services Administration is the Budget Office, which is responsible for the development, preparation, and distribution of the annual City Manager’s Approved Budget document in accordance with the City’s Charter and the State of Michigan’s Uniformed Budgeting and Accounting Act. This office also monitors all budgeted appropriations and resources throughout the year to assure compliance with the annual budget. In addition, this office is also responsible for performance measurement citywide through the use of Citi Stat.

FY 2010/2011 OBJECTIVES

1. Provide timely, accurate and complete financial data to the City Manager, City Council, and the Citizens of Saginaw.
 - a. File Annual Audit Report and Single Audit Report for each Fiscal Year prior to Calendar Year End.

	2009 Actual	2010 Projected	2011 Target
Audit filed by CY end	Completed prior to 12/31	Complete prior to 12/31	Complete prior to 12/31

- b. Earn the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award

	2009 Actual	2010 Projected	2011 Target
Earn GFOA Award	Earned award for 2009-10 Budget Document	Earn Award for 2010-11 Budget Document	Earn Award for 2011-12 Budget Document

- c. Work to create opportunities to present the City’s financial position to residents of the City of Saginaw, agencies, and other stakeholders. The intent is to assist in building a more informed support of city initiatives.

- d. Address key issues related to the processing of data through the use of Citi Stat.

	2009 Actual	2010 Projected	2011 Target
% Citi Stat Implemented	10% Completed	40% Completed	80% Completed

2. Continue ongoing analysis of the City's fiscal health and develop a plan to meet costs, given revenue constraints.

- a. Further restructure the City's grant management process to ensure that the potential to receive grant funds is maximized.
- b. Analyze City tax and fee structure. .

	2009 Actual	2010 Projected	2011 Target
Review City Department fees	Reviewed 10% of City Departments	Review 15% of City Departments	Review 50% of City Departments

- c. Provide for proactive generation of revenue and expenditure adjustments.

	2009 Actual	2010 Projected	2011 Target
Accuracy Rate of City Revenue Estimates (<i>Budget to Actual%</i>)	60%	75%	80%

	2009 Actual	2010 Projected	2011 Target
Accuracy Rate of City Expenditure Estimates (<i>Budget to Actual%</i>)	67%	75%	80%

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1740 Fiscal Services Administration

Allocation Plan		Postion Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	232,312	Assistant City Manager for Admin. Services	0.50 49,339
Overtime	1,500	Assistant to City Manager/ Budget Administrator	0.60 42,092
Fringe Benefits	165,571	Administrative Analyst	1.00 45,138
		Payroll Specialist	1.00 45,068
TOTAL	399,383	Acct Payable Coordinator	1.00 39,443
		Admin. Sup. Clerk (PT)	0.50 11,232
OPERATING EXPENSES			
Supplies	3,650	Total Personnel	4.60 232,312
Internal Services	22,130		
Other Services		Overtime	1,500
Professional Fees	81,758	FICA	16,371
Maintenance Fees	7,558	Healthcare Benefits - Active	65,900
Other Contracted Fees	3,991	Healthcare Benefits - Retirees	0
TOTAL	119,087	Pension	83,300
		Total Fringe Benefits	165,571
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	4.60 399,383
TOTAL APPROPRIATION	518,470		

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, reconciling cash receipts, and approving all claims for payment. The Controller assists in the preparation of the Comprehensive Annual Financial Report (CAFR) and provides financial history to assist outside divisions. The Controller also assists in the physical inventory of fixed assets and updates the records in the financial operating system.

FY 2010/2011 GOALS AND OBJECTIVES

1. Provide complete and timely financial information to the City.
 - a. Continue to become more efficient in completing the Comprehensive Annual Financial Report. The report is expected to be of a standard worthy of receiving the certificate of excellence from the Government Finance Officers Association (GFOA). FY 2009 was the first time in several years that the City completed a (CAFR), and the City last received the GFOA award in 2003.
 - b. Perform monthly period closings by the 20th of the following month and complete annual audit preparation within three months of fiscal year end. This will provide for the timely accumulation of data to support planning and decision-making.
 - c. Reconcile all bank accounts to the general ledger no later than the end 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.
2. Provide accounting, review, and management of all City receivables.
 - a. Continue, and modify as necessary, the plan to review and clean up all account receivable balances in all funds of the City.
 - b. Develop a plan to ensure all customers are systematically sent statements on a monthly basis. Additionally, the division will work with the City Attorney and other departments to develop procedures for ensuring timely collection of all balances.
 - c. Continue staff training on accounts receivable and general ledger modules.
 - d. Continue to work with the City's Technical Services Department in developing a plan to perform accounts receivable data cleanup, collections, and write offs within the financial system. Continued attention to address the accounts receivable system will result in additional cash flow and revenue recognition.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1741 Controller

Allocation Plan	Postion Control	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES	JOB CLASSIFICATION		
Salaries			0
Overtime			0
Fringe Benefits			0
TOTAL		<u>0.00</u>	<u>0</u>
	Overtime		<u>0</u>
OPERATING EXPENSES			
	FICA		0
	Healthcare Benefits - Active		0
Supplies			0
Internal Services			0
Other Services			
Professional Fees			0
Maintenance Fees			0
Other Contracted Fees			0
TOTAL	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>341,339</u></u>

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

STRATEGIC NARRATIVE

The Purchasing Division provides centralized purchasing of equipment, supplies, materials and services for all City operations and the Community Development Block Grant programs. Purchasing solicits all sealed bids, quotes and proposals for City Departments and Divisions. The division also monitors and maintains all vendors, contract compliance information, as well as contractor licenses and insurance records.

FY 2010/2011 GOALS AND OBJECTIVES

1. To modify and update the purchasing procedures to incorporate the changes incurred by the HTE software, technology, and ordinance changes.

- a. Due to frequent upgrades to H.T.E. this is an on-going process.

2. To update contract compliance records and vendor files.

- a. Starting in 2010, notify all vendors requesting they update their information for the City’s vendor database.

	2009 Actual	2010 Projected	2011 Target
Number of Vendor Files Updated	3%	15%	30%

3. 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 and reducing the number of purchase order (P.O.) numbers issued.

- a. Use Blanket and Annual P.O.’s more extensively.

	2009 Actual	2010 Projected	2011 Target
Number of P.O.’s Issued	2,085*	1,900	1,800

** Decrease of 12% from 2008*

4. To develop policies and procedures that will maximize the efficiency of the purchasing process.

- a. Make better use of “Just in Time” delivery systems, utilization of the State of Michigan procurement program, and on-line systems such as the Michigan Intergovernmental Trade Network (MITN) for issuing sealed bids.

	2009 Actual	2010 Projected	2011 Target
Number of State of Michigan Contracts Used	13	20	30

	2009 Actual	2010 Projected	2011 Target
Number of bids listed on MITN (or similar sites)	0*	30	40

* NOTE: Council has now approved The MITN Agreement and the Purchasing Office will begin to use that system before the end of this fiscal year June 2010. Currently, this office is waiting for BidNet to review the City’s vendor database before a mass mailing is sent to advise companies of this change.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1742 Purchasing

Allocation Plan		Postion Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	92,829	Purchasing Officer	1.00	54,304
Overtime	0	Purchasing Assistant	1.00	38,525
Fringe Benefits	67,628			
		Total Personnel	<u>2.00</u>	<u>92,829</u>
TOTAL	<u>160,457</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	800	FICA		7,293
Internal Services	9,446	Healthcare Benefits - Active		20,650
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,604	Pension		39,685
Maintenance Fees	1,500			
Other Contracted Fees	800	Total Fringe Benefits		<u>67,628</u>
TOTAL	<u>14,150</u>			
		TOTAL	<u>2.00</u>	<u>160,457</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>174,607</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, including the following: property tax (real and personal) billing and collection for 26,000 customers semi-annually; water invoice collection for 20,090 customers monthly; collection of fees for 4,500 business licenses, rental registrations, occupational licenses, and boiler operator licenses annually; and collection of fees for electrical, plumbing, and building permits. Additionally, Treasury is responsible for the processing of income tax payments and the collection of non-sufficient fund checks.

FY 2010/2011 GOALS AND OBJECTIVES

1. Improve the efficiency of Treasury staff.

- a. Increase the accuracy of data entered

	2009 Actual	2010 Projected	2011 Target
Decrease the number of required corrections	80%	85%	90%

2. Improve set up time required for July and December tax bills and automate data transfer.

- a. Fully implement BS&A tax software in the Treasurer’s Division

	2009 Actual	2010 Projected	2011 Target
Implementation and use of BS&A Software	1 month	3 weeks	2 weeks

- b. Improve the accuracy of information transferred from the Assessor to Treasury; the implementation of BS&A will allow for 100% of the data to be electronically transferred and will eliminate manual data entry of this information.

- c. Decrease the time for processing and setting up of the tax billing.

	2009 Actual	2010 Projected	2011 Target
Tax billing set up period	3 weeks	2weeks	2weeks

- d. Decrease the time for settlement of taxes with local taxing entities.

	2009 Actual	2010 Projected	2011 Target
Weeks to Settle	N/A	3 weeks	2 weeks

3. Improve processing and tracking of delinquent personal and real property taxes.

- a. Fully train all employees in the use of software to promote ease of payment entry and searches for delinquent taxes.

	2009 Actual	2010 Projected	2011 Target
Number of Employees Trained on New Software	5	5	5

- b. Provide accurate statements to citizens with delinquent property taxes; the new software will allow for statements to be sent to property tax payers so that they will know all taxes outstanding without having to check with the office.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1743 Treasury

Allocation Plan		Postion Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	170,047	Assistant City Manager	
Overtime	0	for Admin. Services	0.50 49,339
Fringe Benefits	133,459	Deputy Treasurer	1.00 60,509
		Office Assistant III	1.00 37,012
TOTAL	303,506	Customer Serv. Coord.	0.25 7,680
		Customer Serv. Rep. IV	0.50 15,507
		Total Personnel	3.25 170,047
OPERATING EXPENSES			
Supplies	10,694	Overtime	0
Internal Services	54,058	FICA	12,312
Other Services		Healthcare Benefits - Active	46,122
Professional Fees	1,274	Healthcare Benefits - Retirees	0
Maintenance Fees	34,806	Pension	75,025
Other Contracted Fees	17,950	Total Fringe Benefits	133,459
TOTAL	118,782		
CAPITAL OUTLAY			
	0	TOTAL	3.25 303,506
TOTAL	0		
TOTAL APPROPRIATION	422,288		

STRATEGIC NARRATIVE

The Assessing Division is responsible for identifying and valuing all taxable real and personal property within the City of Saginaw. This Division annually produces the ad valorem real and personal property assessment rolls, the specific assessment roll (IFT, NEZ, OPRA, Land Bank, and Act 328), and the property tax rolls in accordance with Michigan's General Property Tax Laws and the City of Saginaw Charter.

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain uniform and equitable real and personal property assessments on all tangible property in compliance with statute.
 - a. Appraise property at 50% of market value.

	2009 Actual	2010 Projected	2011 Target
Number of real properties physically inspected	5,000	5,000	5,000

	2009 Actual	2010 Projected	2011 Target
Process personal property statements by March 1	100%	100%	100%

- b. To maintain accurate property records.

	2009 Actual	2010 Projected	2011 Target
Process owner and address changes	100%	100%	100%

	2009 Actual	2010 Projected	2011 Target
Review building permits	100%	100%	100%

c. Complete residential reappraisal.

	2009 Actual	2010 Projected	2011 Target
Develop an up-to-date land maps	100%	100%	100%

	2009 Actual	2010 Projected	2011 Target
Percent of residential data that is verified	50%	50%	100%

	2009 Actual	2010 Projected	2011 Target
Mail notice of assessments to residential property owners by March 1	0%	50%	50%

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	276,253	City Assessor	1.00	74,044
Overtime	500	Property Appraiser III	2.00	100,113
Fringe Benefits	204,761	Property Appraiser II	1.00	46,682
		Office Assistant III	1.00	36,278
		Clerical II (PT)	1.00	19,136
TOTAL	481,514	Total Personnel	6.00	276,253
OPERATING EXPENSES				
Supplies	3,550	Overtime		500
Internal Services	50,499			
Other Services				
Professional Fees	5,154	FICA		19,985
Maintenance Fees	24,617	Healthcare Benefits - Active		72,467
Other Contracted Fees	14,450	Healthcare Benefits - Retirees		0
		Pension		112,309
TOTAL	98,270	Total Fringe Benefits		204,761
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	6.00	481,514
TOTAL APPROPRIATION	579,784			

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

STRATEGIC NARRATIVE

The Income Tax Division 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 Division processes approximately 43,000 payments, 38,000 individual tax returns, 2,000 employer withholding reconciliation accounts with approximately 48,000 w-2's, and 4,000 corporate and partnership tax returns annually.

FY 2010/2011 GOALS AND OBJECTIVES

1. To increase revenue by expanding collection avenues, follow-up measures and legal proceedings.

- a. To implement new employer compliance procedures using business license and the State of Michigan tape for information.

	2009 Actual	2010 Projected	2011 Target
Number of Warrant Files	873	945	970

- b. To monitor all payment plans more closely for timely payments to increase collection revenue.

	2009 Actual	2010 Projected	2011 Target
Number of Payment Plans reviewed	75	150	200

- c. To write-off all uncollectable debt prior to 1999, to better reflect an accurate picture of accounts receivable.

	2009 Actual	2010 Projected	2011 Target
Number of years Written off	6 "1980 – 1986"	6 "1987-1992"	7 "1993-1999"

2. To expand and enhance on-line services offered to employers, payroll companies, and individuals to reduce time spent entering daily data.

- a. To implement/require payroll companies to submit payments electronically.

	2009 Actual	2010 Projected	2011 Target
Number of electronic payments	1,540	1,800	2,100

- b. To increase the number of tax returns submitted electronically via E-File.

	2009 Actual	2010 Projected	2011 Target
Number of Tax Returns E-Filed	800	1,200*	2,000*

- c. To increase the number of employers' submitting Sw-3 and w-2's filed electronically.

	2009 Actual	2010 Projected	2011 Target
Number of Employer Reconciliation's Filed Electronically	144	200	250

**Provided software issues with Drake, CCH and Insource can be settled with the City of Saginaw.*

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1745 Income Tax

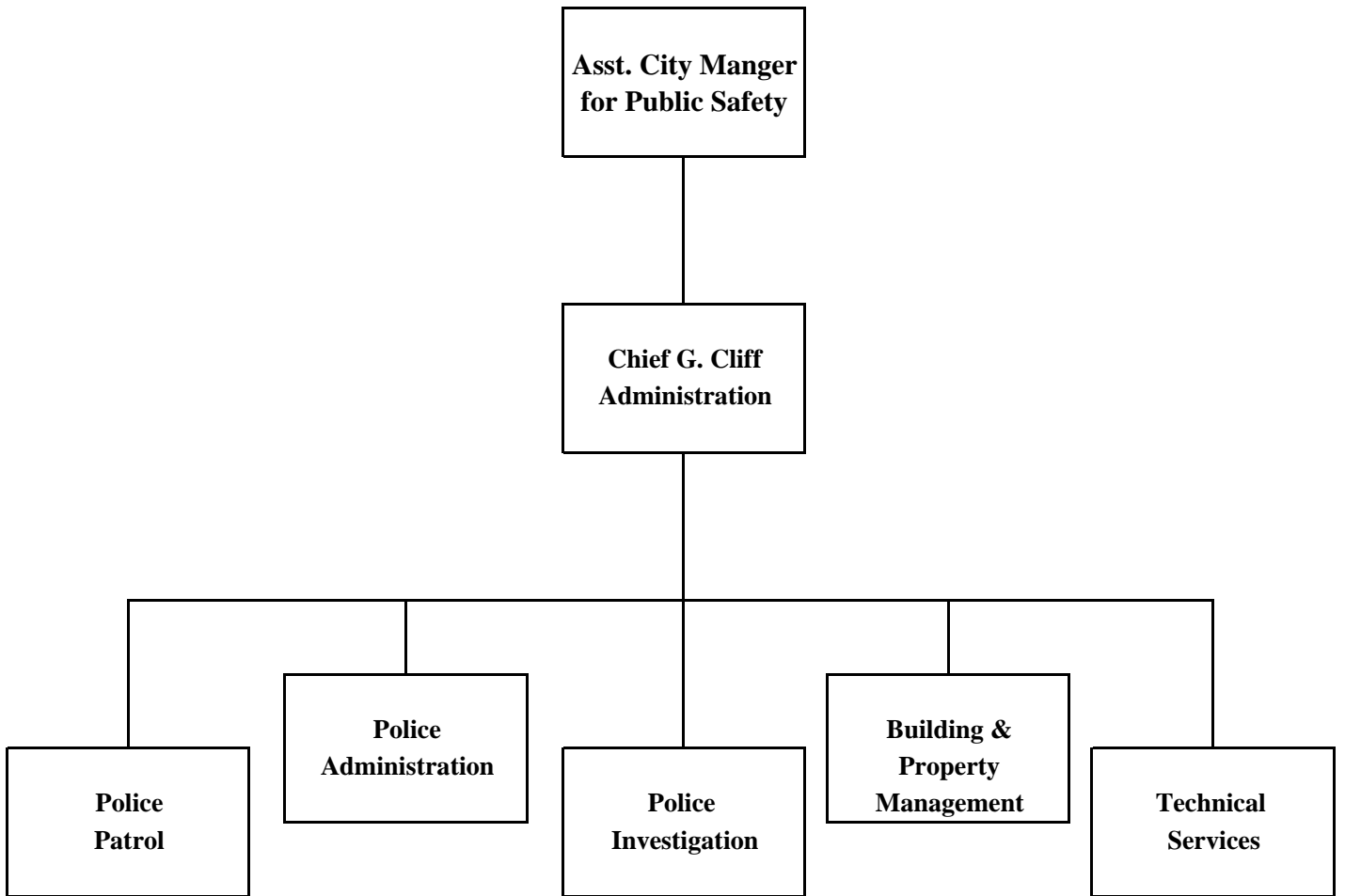
Allocation Plan		Postion Control		
		JOB CLASISIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	251,886	Income Tax Administrator	1.00	56,199
Overtime	0	Income Tax Specialist	1.00	48,442
Fringe Benefits	213,867	Income Tax Auditor	3.00	112,672
		Office Assistant III	1.00	34,574
TOTAL	465,753	Total Personnel	6.00	251,886
OPERATING EXPENSES				
		Overtime		0
Supplies	5,800			
Internal Services	44,608			
Other Services		FICA		18,778
Professional Fees	7,900	Healthcare Benefits - Active		84,602
Maintenance Fees	37,180	Healthcare Benefits - Retirees		0
Other Contracted Fees	2,900	Pension		110,487
TOTAL	98,388	Total Fringe Benefits		213,867
CAPITAL OUTLAY	0	TOTAL	6.00	465,753
TOTAL	0			
TOTAL APPROPRIATION	564,141			



DEPARTMENT OF PUBLIC SAFETY

POLICE DEPARTMENT
AND
FIRE DEPARTMENT

**CITY OF SAGINAW
DEPARTMENT OF PUBLIC SAFETY
POLICE DEPARTMENT**



**POLICE DEPARTMENT
EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>3010 POLICE CHIEF - ADMINISTRATION</u>							
Personnel Services	412,560	407,772	417,267	358,108	348,775	333,868	453,569
Operating Expenses	22,434	23,287	29,625	29,940	37,496	33,525	24,108
Capital Outlay	0	0	0	0	0	0	0
TOTALS	434,994	431,059	446,892	388,048	386,271	367,393	477,677
<u>3011 POLICE PATROL</u>							
Personnel Services	6,883,343	7,248,925	7,988,836	9,217,051	8,760,979	8,219,374	8,144,443
Operating Expenses	297,710	241,520	115,070	120,955	117,496	119,755	110,706
Capital Outlay	0	0	0	0	0	0	0
TOTALS	7,181,053	7,490,445	8,103,906	9,338,006	8,878,475	8,339,128	8,255,149
<u>3012 POLICE ADMINISTRATION</u>							
Personnel Services	178,009	181,730	195,525	307,382	296,882	196,879	195,300
Operating Expenses	235,219	155,136	329,290	73,225	97,484	88,533	179,216
Capital Outlay	0	0	0	0	1,500	1,298	0
TOTALS	413,228	336,866	524,815	380,607	395,866	286,709	374,516
<u>3013 POLICE INVESTIGATION</u>							
Personnel Services	1,537,813	1,520,459	1,491,776	1,657,678	1,534,743	1,518,102	1,564,925
Operating Expenses	152,915	148,258	146,506	146,310	152,432	117,800	130,450
Capital Outlay	0	0	0	0	0	0	0
TOTALS	1,690,728	1,668,717	1,638,282	1,803,988	1,687,175	1,635,902	1,695,375
<u>3014 POLICE BUILDING MAINTENANCE</u>							
Personnel Services	298,676	346,184	421,475	458,126	444,802	382,784	245,340
Operating Expenses	848,018	1,024,251	757,384	604,452	668,357	611,793	635,237
Capital Outlay	2,308	2,840	4,174	0	0	0	0
TOTALS	1,149,001	1,373,275	1,183,033	1,062,578	1,113,159	994,577	880,577
<u>3015 POLICE TECHNICAL SERVICES</u>							
Personnel Services	345,507	369,839	418,028	376,148	358,376	389,141	511,648
Operating Expenses	117,726	93,090	122,683	151,198	122,431	93,039	90,729
Capital Outlay	0	0	0	0	0	0	0
TOTALS	463,234	462,929	540,711	527,346	480,807	482,180	602,377

**POLICE DEPARTMENT
EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
TOTAL POLICE							
Personnel Services	9,655,908	10,074,909	10,932,907	12,374,493	11,744,557	11,040,147	11,115,225
Operating Expenses	1,674,022	1,685,542	1,500,558	1,126,080	1,195,696	1,064,444	1,170,446
Capital Outlay	2,308	2,840	4,174	0	1,500	1,298	0
TOTAL EXPENDITURES	11,332,238	11,763,291	12,437,639	13,500,573	12,941,753	12,105,889	12,285,671

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
DEPARTMENT OF POLICE							
Police Chief's Office	5.00	5.00	4.00	4.00	4.00	4.00	4.50
Police Patrol	81.00	81.00	70.00	70.00	70.00	70.00	69.00
Police Administration	2.00	2.00	3.00	3.00	3.00	3.00	1.00
Police Investigation	15.00	15.00	13.00	13.00	13.00	13.00	12.00
Building Maintenance	7.00	7.00	7.00	7.00	7.00	7.00	3.00
Technical Services	7.00	7.00	7.00	7.00	7.00	7.00	8.00
TOTAL GF POSITIONS	117.00	117.00	104.00	104.00	104.00	104.00	97.50
Police Patrol	26.00	26.00	23.00	23.00	23.00	23.00	22.00
Police Investigation	5.00	5.00	8.00	8.00	8.00	8.00	9.00
TOTAL PS FUND POSITION	31.00	31.00	31.00	31.00	31.00	31.00	31.00
Community Policing	3.00	3.00	4.00	4.00	4.00	4.00	9.00
Drug Forfeiture	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Youth Initiative	2.00	2.00	2.00	2.00	2.00	2.00	1.00
Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL GRANT POSITIONS	7.00	7.00	7.00	7.00	7.00	7.00	11.00
TOTAL POSITIONS	155.00	155.00	142.00	142.00	142.00	142.00	139.50

The 2010/2011 General Fund's Police Department will decrease in total by 6.5 positions from the 2010 approved budgeted levels. In the Police Chief's Office .50 of the Assistant City Manager for Public Safety, a newly created position, will be added to the personnel complement. This position will report directly to the City Manager on all matters pertaining to public safety. Both the Police Chief and the Fire Chief will report directly to this individual. The cost of this position will be shared with the Fire Department. In Patrol Division, the complement will decrease by one Police Officer position. This individual has been on long-term disability. The Police Administration Division will be decrease by one position - the Staff Professional. In accordance with the staffing and efficiency study that was completed in FY 2010, efficiency can be realized through the elimination of this position. Likewise, the Police Lieutenant will be redistributed to the Police Patrol Division. The Police Investigation Division will decrease by one part time Clerical I position. This position became vacant due to a retirement. City administration does not plan on filling this position. The duties of this position will be absorbed by other in similar positions. In 2011, the Building Maintenance Division Property/Building will decrease by four positions - Maintenance Supervisor, Service Person, and two part-time Property & Supply Clerks. These eliminations have been prompted by long-term disability, resignation, and the consolidation of duties among the work staff. The Technical Services Supervisor, budgeted in the Technical Services Division will oversee this division. In 2011 the Technical Services division will increase by one position, the Technical Services Supervisor. This employee will be responsible for the Technical Services Division as well as Building Maintenance.

Note: The position pages for the Public Safety Fund and the Grant Funds, within the respective sections, details positional

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 2010/2011 GOALS AND OBJECTIVES

1. To continue to meet monthly with neighborhood groups and organizations in order to facilitate problem solving and enhance community relations.
 - a. Increase number of neighborhood groups by 5% to train and certify.
 - b. Increase participation of citizenry in neighborhood association meetings and volunteer activities by 5%.

	2009 Actual	2010 Projected	2011 Target
% of Neighborhood Association Participating			

**City has a total of 18 official neighborhood groups.*

- c. Increase number of mobile volunteer patrols during Arson Watch by 10%.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3010 Police Chief - Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	249,201	Assistant City Manager		
Overtime	275	for Public Safety	0.50	46,734
Fringe Benefits	204,093	Chief of Police	1.00	91,320
		Admin. Professional	1.00	42,170
		Staff Professional	1.00	47,345
		Clerical II (PT)	1.00	21,632
TOTAL	453,569			
OPERATING EXPENSES		Total Personnel	4.50	249,201
Supplies	0			
Internal Services	23,408	Overtime		275
Other Services				
Professional Fees	0			
Maintenance Fees	700	FICA		18,126
Other Contracted Fees	0	Healthcare Benefits - Active		44,384
		Healthcare Benefits - Retirees		0
TOTAL	24,108	Pension - Civilian		86,635
		Pension - Sworn		54,948
CAPITAL OUTLAY	0	Total Fringe Benefits		204,093
TOTAL	0			
		TOTAL	4.50	453,569
TOTAL APPROPRIATION	477,677			

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 works 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 provides police officers and citizens with crime analysis information vital to the City’s crime fighting effort.

FY 2010/2011 GOALS AND OBJECTIVES

1. To facilitate a safe environment in which to live and work.
 - a. Reduce number of traffic accidents by 5% of previous year.
 - b. Reduce number of gun arrests by 10% of previous year.
 - c. Reduce number of street level drug arrests by 10% of previous year.
 - d. Reduce shooting incidents by 5% from previous year.
2. 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.
 - a. Maintain current levels of 302-funded in-service training (dependent upon increase or decrease of State’s 302 funding.)

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3011 Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,620,289	Police Lieutenant	4.00	278,893
Overtime	94,500	Police Sergeant	6.00	253,451
Fringe Benefits	5,429,654	Police Officer	40.00	2,001,577
		Clerical I (PT)	1.00	18,330
		School Crossing Guard	18.00	68,038
TOTAL	8,144,443	Total Personnel	69.00	2,620,289
OPERATING EXPENSES				
Supplies	0	Overtime		94,500
Internal Services	110,706			
Other Services				
Professional Fees	0	FICA		78,175
Maintenance Fees	0	Healthcare Benefits - Active		771,988
Other Contracted Fees	0	Healthcare Benefits - Retirees		2,112,356
		Pension - Civilian		688
		Pension - Sworn		2,466,447
TOTAL	110,706	Total Fringe Benefits		5,429,654
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	69.00	8,144,443
TOTAL APPROPRIATION	8,255,149			

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. Administrative Services focuses 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.

FY 2010/2011 GOALS AND OBJECTIVES

1. To take maximum advantage of available grant opportunities.
 - a. Increase in grant monies for department operations
 - b. Maintain accurate and efficient grant reporting of administration.
2. Maintain current levels of required specialized training and certification of all officers and detectives.
 - a. Depending on staffing in each specialty, take maximum advantage of available training opportunities

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3012 Police Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET
PERSONNEL SERVICES			ALLOCATION
Salaries	62,633	Police Sergeant	1.00
Overtime	1,000		
Fringe Benefits	131,667	Total Personnel	1.00
TOTAL	195,300		
		Overtime	1,000
OPERATING EXPENSES			
Supplies	5,500	FICA	631
Internal Services	12,577	Healthcare Benefits - Active	16,763
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	135,889	Pension - Civilian	65,923
Maintenance Fees	0	Pension - Sworn	48,350
Other Contracted Fees	25,250	Total Fringe Benefits	131,667
TOTAL	179,216		
		TOTAL	1.00
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	374,516		

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. The Police Department will continue to coordinate with the United for Kids Center for the investigation of sexual assaults against children and continue partnering with the Underground Rail Road, the Infant Mortality Coalition and the Family Independence Agency.

FY 2010/2011 GOALS AND OBJECTIVES

1. Maintain current levels of collaborative efforts with other law enforcement agencies.
2. Direct the unit resources necessary to obtain a 70% or better closure rate on part one criminal complaints.

	2009 Actual	2010 Projected	2011 Target
% Closure rate on Part I Crimes	81%	61% year to date	81%

3. Match or improve on the National Violent Crime Index trend based on FBI yearly reports.

	2009 Actual	2010 Projected	2011 Target
Saginaw's National Violent Crime Rate compared to FBI	1,146	N/A	N/A

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3013 Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	564,161	Police Sergeant	1.00	62,633
Overtime	68,250	Police Officer	9.00	450,771
Fringe Benefits	932,514	Office Assistant II	1.00	33,701
		Clerical I	1.00	17,056
TOTAL	<u>1,564,925</u>	Total Personnel	<u>12.00</u>	<u>564,161</u>
OPERATING EXPENSES				
		Overtime		<u>68,250</u>
Supplies	0			
Internal Services	45,085			
Other Services		FICA		10,801
Professional Fees	84,965	Healthcare Benefits - Active		167,721
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	400	Pension - Civilian		93,160
		Pension - Sworn		660,832
TOTAL	<u>130,450</u>	Total Fringe Benefits		<u>932,514</u>
CAPITAL OUTLAY	0	TOTAL	<u>12.00</u>	<u>1,564,925</u>
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,695,375</u></u>			

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 2010/2011 GOALS AND OBJECTIVES

1. Continue efforts to maintain the work environment according to MIOSHA Standards.
 - a. Zero MIOSHA complaints.
 - b. Obtain ANSI traffic safety vests for all patrol personnel
 - i. Develop policy for use of vests.
2. Implement a standardized program of preventative maintenance so as to minimize vehicle maintenance costs and increase maximized safety for all police vehicles.
 - a. Maintain current maintenance schedules for all vehicles.
 - b. Maintain current lack of major repairs due to poor on-going preventive care.
3. Maintain or improve current evidence property procedures so as to assure compliance with legal requirements.
 - a. Maintain certification of Property Room personnel through International Association for Property and Evidence, Inc (I.A.P.E.).
 - b. Maintain evidence-handling procedures according to standards established by the I.A.P.E.
4. Implement evidence/property barcoding procedure to improve the efficiency of evidence handling.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3014 Building Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	103,965	Firearms & Prop.		
Overtime	1,500	Mgmt Specialist	1.00	45,435
Fringe Benefits	139,875	Prop/Evidence Specialist	1.00	39,810
		Custodial Worker (PT)	1.00	18,720
TOTAL	245,340	Total Personnel	3.00	103,965
OPERATING EXPENSES				
		Overtime		1,500
Supplies	241,502	FICA		7,495
Internal Services	109,285	Healthcare Benefits - Active		40,907
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	24,900	Pension - Civilian		91,473
Maintenance Fees	259,550	Total Fringe Benefits		139,875
Other Contracted Fees	0	TOTAL	3.00	245,340
TOTAL	635,237			
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	880,577			

FUND: 101 – General Fund
DEPARTMENT: Police
ACTIVITY: 3015 – Technical Services

STRATEGIC NARRATIVE

The Police Technical Services Division includes the Records, Crime Analysis, Gun Registration and Technical Support Sections of 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 2010/2011 GOALS AND OBJECTIVES

1. Increase utility of mobile data terminals within patrol vehicles for records management and crime analysis processing.
 - a. Complete transition from use of hotspot downloading to use of air card.

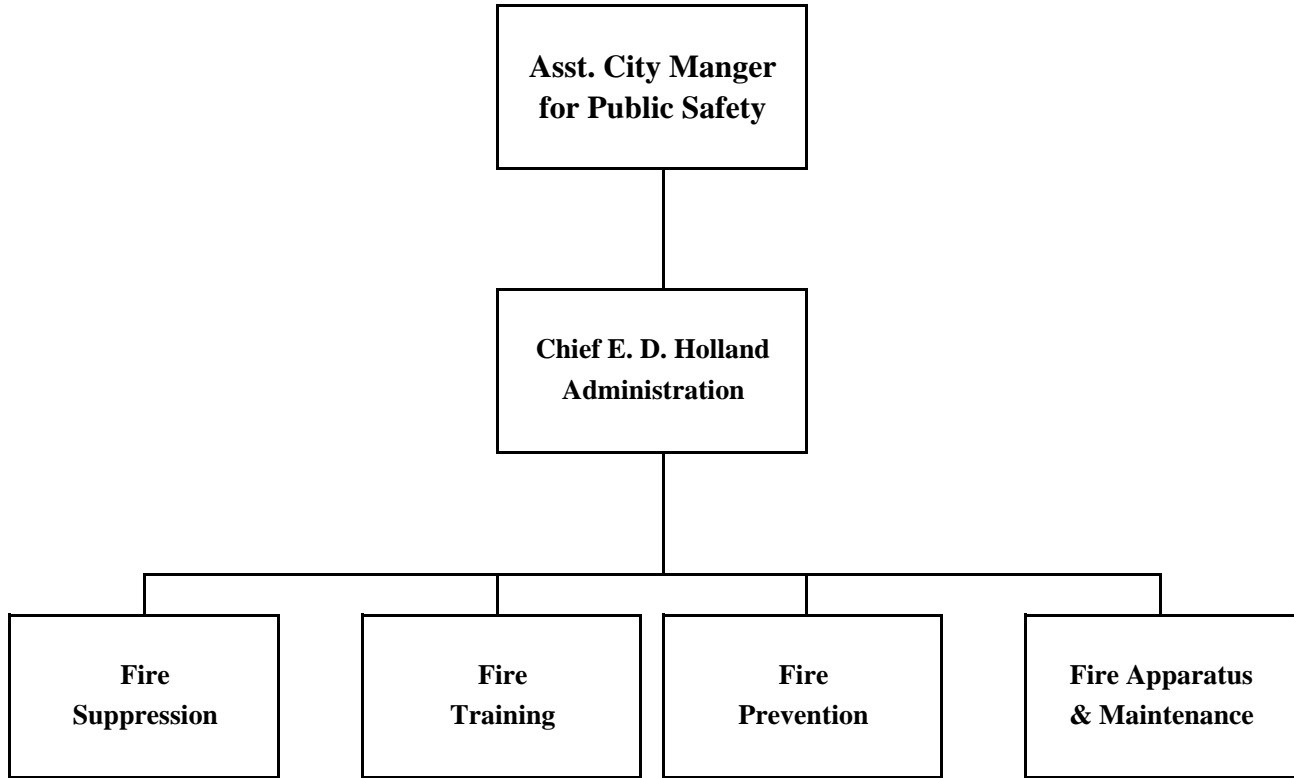
**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3015 Technical Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	258,834	Police Sergeant	1.00	61,544
Overtime	1,000	Techn. Service Supervisor	1.00	44,151
Fringe Benefits	251,814	Tac/Lein Operator	1.00	33,971
		Office Assistant II	2.00	66,752
TOTAL	511,648	Clerical II (PT)	1.00	21,632
		Clerical I (PT)	2.00	30,784
OPERATING EXPENSES		Total Personnel	8.00	258,834
Supplies	0			
Internal Services	36,729	Overtime		1,000
Other Services				
Professional Fees	2,500	FICA		14,034
Maintenance Fees	51,500	Healthcare Benefits - Active		115,003
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
TOTAL	90,729	Pension - Civilian		97,829
		Pension - Sworn		24,948
CAPITAL OUTLAY	0	Total Fringe Benefits		251,814
TOTAL	0	TOTAL	8.00	511,648
TOTAL APPROPRIATION	602,377			

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**CITY OF SAGINAW
DEPARTMENT OF PUBLIC SAFETY
FIRE DEPARTMENT**



**FIRE DEPARTMENT
EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>3750 FIRE ADMINISTRATION</u>							
Personnel Services	292,904	201,046	217,535	220,015	215,349	213,955	307,783
Operating Expenses	194,811	90,869	183,435	32,677	30,303	27,382	96,838
Capital Outlay	1,070	0	1,630	0	757	546	0
TOTALS	488,785	291,915	402,600	252,692	246,409	241,882	404,621
<u>3751 FIRE SUPPRESSION</u>							
Personnel Services	7,199,899	7,142,799	7,282,990	7,932,764	7,670,243	7,007,775	7,372,847
Operating Expenses	732,640	331,603	336,455	424,732	424,919	350,755	372,638
Capital Outlay	219,919	22,311	38,758	0	4,682	2,546	8,000
TOTALS	8,152,458	7,496,713	7,658,203	8,357,496	8,099,844	7,361,076	7,753,485
<u>3752 FIRE TRAINING</u>							
Personnel Services	127,208	141,154	144,989	132,996	128,322	127,899	130,489
Operating Expenses	12,922	36,983	36,503	56,163	56,034	41,649	48,982
Capital Outlay	0	0	0	0	0	0	0
TOTALS	140,130	178,137	181,492	189,159	184,356	169,548	179,471
<u>3753 FIRE PREVENTION</u>							
Personnel Services	163,729	111,567	161,237	160,478	151,128	162,128	163,294
Operating Expenses	7,972	14,240	10,651	40,260	39,748	24,481	31,272
Capital Outlay	0	0	0	0	985	984	0
TOTALS	171,701	125,807	171,888	200,738	191,861	187,594	194,566
<u>3754 FIRE APPARATUS OPERATIONS AND MAINTENANCE</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	340,047	280,298	437,742	124,713	132,994	85,512	324,047
Capital Outlay	0	0	0	0	0	0	0
TOTALS	340,047	280,298	437,742	124,713	132,994	85,512	324,047
TOTAL FIRE							
Personnel Services	7,783,740	7,596,566	7,806,751	8,446,253	8,165,042	7,511,756	7,974,413
Operating Expenses	1,288,392	753,993	1,004,786	678,545	683,998	529,779	873,777
Capital Outlay	220,989	22,311	40,388	0	6,424	4,076	8,000
TOTAL EXPENDITURES	9,293,121	8,372,870	8,851,925	9,124,798	8,855,464	8,045,612	8,856,190

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
DEPARTMENT OF FIRE							
Fire Administration	3.80	2.80	2.80	2.00	2.00	2.00	2.50
Fire Suppression	41.00	41.00	44.00	44.00	44.00	44.00	44.00
Fire Training	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Prevention	1.00	1.00	1.00	1.80	1.80	1.80	2.00
Fire Apparatus	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL GF POSITIONS	46.80	45.80	48.80	48.80	48.80	48.80	49.50
Fire Suppression	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Fire Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL PS Fund POSITIONS	20.00	20.00	20.00	20.00	20.00	20.00	20.00
TOTAL GF POSITIONS	66.80	65.80	68.80	68.80	68.80	68.80	69.50

The Approved 2011 Budget's personnel complement will increase, in total, by .50 of a position. In the Fire Administration Division, the .50 of the Assistant City Manager for Public Safety, which is a newly created position, will be added to both police and fire administration divisions. 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 2011 Budget in that fund has remained the same as in 2007.

Note: The position pages for the Public Safety Fund details positional changes.

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 and 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 community need.

In FY 2010/2011, the Administrative Division will continue cost recovery efforts and improvement of competency levels in addition to broadening code enforcement and public information programs. The division will research and expand programs relating to cost recovery and department efficiency while continuing to work closely with community neighborhood groups.

FY 2010/2011 GOALS AND OBJECTIVES

1. To enhance public safety by transforming the delivery of services.
 - a. To continue expanding technology use to enhance information management systems and expansion of mobile technologies. Continue combining program access for field operations and data retrieval.

	2009 Actual	2010 Projected	2011 Target
Increase technology use by unit(s) available	2	13	17

2. To develop trust in government and create fiscal health.
 - a. To improve department safety and efficiency by implementing newly updated policies and procedures. Implement newly established controls on purchase of goods and services.

	2009 Actual	2010 Projected	2011 Target
Rules/Policy/Procedures alter/changed/improved combined with in-house training classes for implementation	18	34	54

- b. To expand cost recovery efforts through ordinance and code development and service level analysis. Implement enhanced cost recovery methods for HazMat, fire code enforcement, and inspection programs.

	2009 Actual	2010 Projected	2011 Target
Revenue/Recurring	\$3,390/17	\$7,400/38	\$11,000/70

3. To develop and revitalize neighborhoods.

- a. To increase public awareness of fire and life safety issues through increased community involvement and emergency planning. Through cooperative effort with other agencies and departments improve community safety and offer educational programs demonstrating fire service involvement throughout the community.

	2009 Actual	2010 Projected	2011 Target
Emergency Planning Updates	144	207	300

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3750 Fire Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	185,398	Asst. City Manger for		
Overtime	0	Public Safety	0.50	46,734
Fringe Benefits	122,385	Chief of Fire	1.00	91,320
		Staff Professional	1.00	47,345
TOTAL	307,783	Total Personnel	2.50	185,398
OPERATING EXPENSES				
		Overtime		0
Supplies	6,998			
Internal Services	14,137			
Other Services		FICA		11,994
Professional Fees	69,349	Healthcare Benefits - Active		24,573
Maintenance Fees	500	Healthcare Benefits - Retirees		0
Other Contracted Fees	5,854	Pension - Civilian		51,442
		Pension - Sworn		34,376
TOTAL	96,838	Total Fringe Benefits		122,385
CAPITAL OUTLAY	0	TOTAL	2.50	307,783
TOTAL	0			
TOTAL APPROPRIATION	404,621			

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

STRATEGIC NARRATIVE

The Fire Suppression Division’s primary responsibility is to create and maintain a safe living environment in which citizens and employees can safely work and live. This division will continue to provide immediate response, on-scene management, and mitigation during emergency situations that pose a direct threat to life and property. The division will provide fire suppression and mitigates rescue, extrication, confined space, high angle and water rescue incidents. This 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 programs through participation in community education, pre-incident surveys, educational presentations, and expanded involvement as an active partner in neighborhood organizations.

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain an emergency response time below the national average with a continued effort toward improvement.
 - a. To continue maintaining an average response time below the national average and demonstrate response effectiveness through monthly reporting.

	2009 Actual	2010 Projected	2011 Target
Response Time (Minutes)	4:03	4:00	4:00

2. To enhance public relations and community awareness through pre-incident surveys and involvement with neighborhood organizations.
 - a. To conduct pre-incident surveys to plan tactics and strategies for effective incident mitigation.

	2009 Actual	2010 Projected	2011 Target
Pre-incident surveys	79	90	108

	2009 Actual	2010 Projected	2011 Target
Teaching/Community Involvement (Hours)	203	200	200

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3751 Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,597,365	Fire Battalion Chief	1.00	77,196
Overtime	200,000	Fire Captain	6.00	420,923
Fringe Benefits	4,575,482	Fire Lieutenant	12.00	770,765
		Fire Engineer	11.00	627,192
		Firefighter	14.00	701,289
TOTAL	7,372,847			
		Total Personnel	44.00	2,597,365
OPERATING EXPENSES				
Supplies	89,050	Overtime		200,000
Internal Services	132,076			
Other Services				
Professional Fees	24,460	FICA		39,695
Maintenance Fees	123,902	Healthcare Benefits - Active		899,385
Other Contracted Fees	3,150	Healthcare Benefits - Retirees		1,966,896
		Pension - Sworn		1,669,506
TOTAL	372,638			
		Total Fringe Benefits		4,575,482
CAPITAL OUTLAY	8,000	TOTAL	44.00	7,372,847
TOTAL	8,000			
TOTAL APPROPRIATION	7,753,485			

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

STRATEGIC NARRATIVE

The Fire Training Division conducts, coordinates, and manages training, safety, department wide planning, health and emergency management homeland security programs. Department training programs are designed to enhance professional development through multi-faceted courses, exercises which meet statutory and community requirements, and involvement in development of programs that recognize threats to community safety and established way of life. 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 health hazards identification. Emergency Management coordinates disaster response, mitigation, and recovery efforts and this division is the focal point for departmental homeland security efforts and programs.

FY 2010/2011 GOALS AND OBJECTIVES

1. To enhance public safety through service delivery transformation.
 - a. Provide training in blood borne pathogens, fire suppression methods and techniques, confined space, water/ice and high angle rescue, handling hazardous materials, incident mitigation, and rapid intervention.

	2009 Actual	2010 Projected	2011 Target
Classroom Training	14,519	15,000	15,000

	2009 Actual	2010 Projected	2011 Target
Field Training	1,400	2,400	2,400

	2009 Actual	2010 Projected	2011 Target
Fire Officer Development	80%	50%	100%

	2009 Actual	2010 Projected	2011 Target
National Incident Management System (300 and 400 level coursework)	95%	100%	100%

	2009 Actual	2010 Projected	2011 Target
Regional Combined Training	1,810	1,900	2,000

- b. Provide a safe work environment through promotion of physical conditioning, and quality personal protective equipment.

	2009 Actual	2010 Projected	2011 Target
Physical Fitness	8,944	9,000	9,000

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3752 Fire Training

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	77,134	Training Officer	77,134
Overtime	10,000		
Fringe Benefits	43,355	Total Personnel	77,134
			<u>1.00</u>
TOTAL	<u>130,489</u>		
		Overtime	<u>10,000</u>
OPERATING EXPENSES			
Supplies	32,122	FICA	1,275
Internal Services	4,131	Healthcare Benefits - Active	17,132
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	200	Pension - Sworn	24,948
Maintenance Fees	0	Total Fringe Benefits	<u>43,355</u>
Other Contracted Fees	12,529		
TOTAL	<u>48,982</u>	TOTAL	<u><u>1.00</u></u>
			<u><u>130,489</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>179,471</u></u>		

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. Programs include providing fire and life safety education workshops, elimination of fire hazards and fire code enforcement programs.

Construction plan review is provided and ensures proper fire and life safety code protection for new construction and existing building renovations. Fire prevention and safety personnel conduct inspections to ensure compliance with applicable fire and life safety codes and is an active partner in neighborhood and civic organizations.

FY 2010/2011 GOALS AND OBJECTIVES

1. To educate the community on fire and life safety.
 - a. To continue an aggressive fire and life safety educational program throughout the community with emphasis on public schools, institutions, and high occupancy facilities.

	2009 Actual	2010 Projected	2011 Target
Fire Safety Programs	84	90	100

- b. To maintain fire and life safety code compliance through inspections of business and institutional facilities.

	2009 Actual	2010 Projected	2011 Target
Inspections	510	720	780

	2009 Actual	2010 Projected	2011 Target
Fire Code Violations	814	750	700

	2009 Actual	2010 Projected	2011 Target
Corrected Fire Code Violations	770	705	658

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3753 Fire Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,075	Deputy Fire Marshall	1.00	57,939
Overtime	13,000	Clerical II (PT)	1.00	19,136
Fringe Benefits	73,219			
		Total Personnel	<u>2.00</u>	<u>77,075</u>
TOTAL	<u>163,294</u>			
		Overtime		<u>13,000</u>
OPERATING EXPENSES				
Supplies	7,300	FICA		1,769
Internal Services	16,886	Healthcare Benefits - Active		20,834
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	550	Pension - Civilian		718
Maintenance Fees	0	Pension - Sworn		49,898
Other Contracted Fees	6,536			
		Total Fringe Benefits		<u>73,219</u>
TOTAL	<u>31,272</u>			
		TOTAL	<u>2.00</u>	<u>163,294</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>194,566</u></u>			

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

STRATEGIC NARRATIVE

The Fire Maintenance function of the Fire Department provides for the maintenance and repair of 19 pieces of motorized and 3 non-motorized apparatus. Working in concert with private sector business partners, this division provides funding for operations, preventative maintenance, and repairs to all vehicles in the Fire Department fleet.

Breakdown of Fire Department fleet - six staff vehicles, three fire aerial apparatus, and six fire pumping apparatus. The department operates some highly specialized equipment, including a hazardous materials unit, a Zodiac water and ice rescue boat, and a fire investigation unit designed to carry equipment and serve as a mobile office and interview room.

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain all apparatus for operational safety and efficiency and incompliance with recommended industry standards.
 - a. Operational safety and efficiency maintenance.

	2009 Actual	2010 Projected	2011 Target
Preventative Maintenance	\$170,000	\$168,330	\$204,104

	2009 Actual	2010 Projected	2011 Target
Annual Pump Testing	\$2,720	\$2,720	\$3,000

	2009 Actual	2010 Projected	2011 Target
Annual Aerial Testing	\$2,065	\$2,272	\$2,499

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

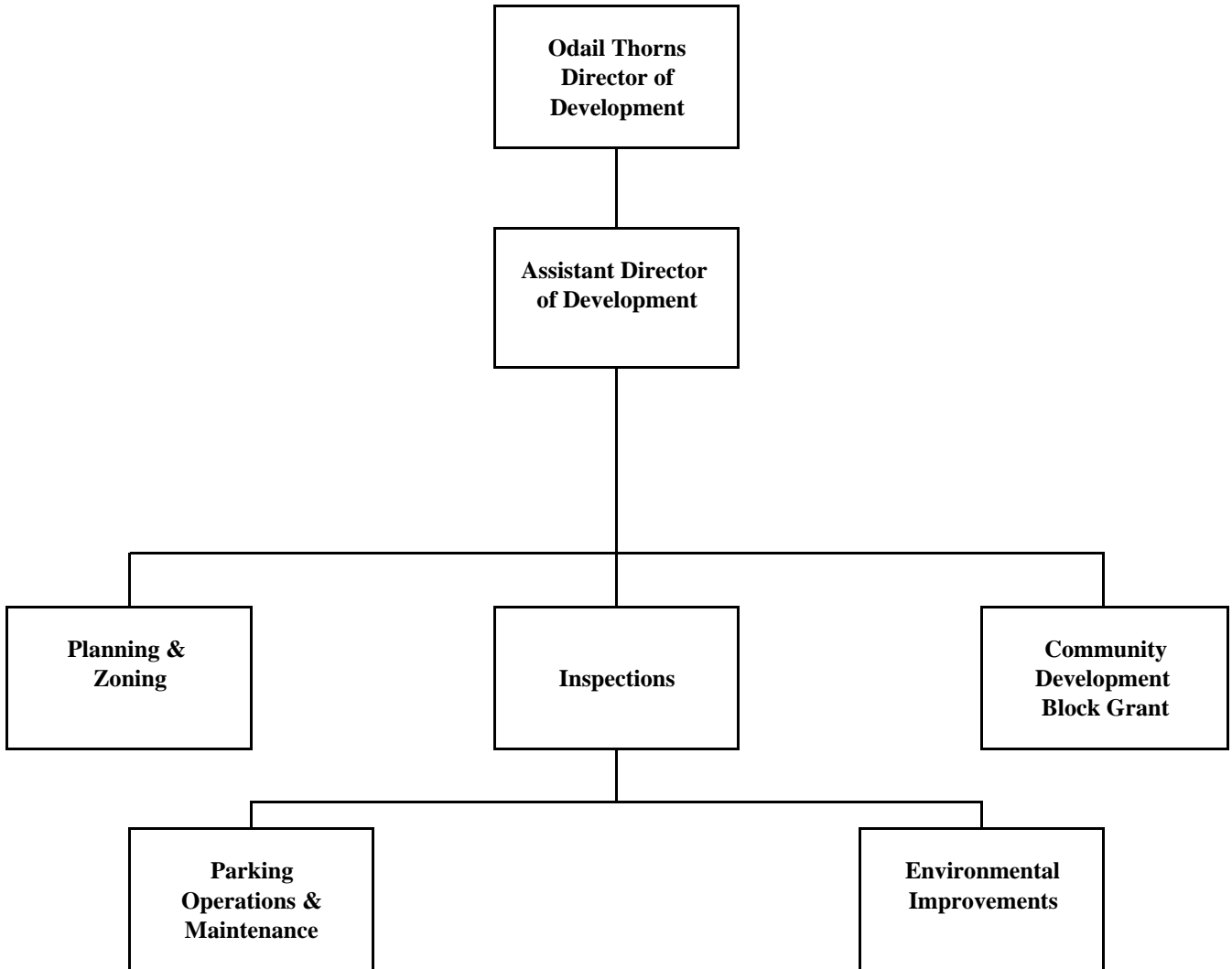
101-3754 Fire Apparatus Operations and Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	0.00	0
Fringe Benefits	0			
TOTAL	<u>0</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	53,560	Healthcare Benefits - Retirees		0
Internal Services	0	Pension - Sworn		0
Other Services				
Professional Fees	70,847	Total Fringe Benefits		<u>0</u>
Maintenance Fees	199,640			
Other Contracted Fees	0	TOTAL	<u><u>0.00</u></u>	<u><u>0</u></u>
TOTAL	<u>324,047</u>			
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>324,047</u></u>			



DEPARTMENT OF DEVELOPMENT

**CITY OF SAGINAW
DEPARTMENT OF DEVELOPMENT**



**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>3863 PLANNING & ZONING</u>							
Personnel Services	253,125	239,121	227,985	228,221	207,859	202,553	193,678
Operating Expenses	195,753	148,652	137,696	99,528	203,055	169,203	96,977
Capital Outlay	1,476	250	0	0	2,150	0	0
TOTALS	450,354	388,023	365,681	327,749	413,064	371,756	290,655
<u>3865 INSPECTIONS</u>							
Personnel Services	596,199	602,520	643,849	607,474	567,642	535,816	496,524
Operating Expenses	281,797	769,411	718,918	1,222,665	741,575	648,896	407,093
Capital Outlay	0	0	0	0	0	0	0
TOTALS	877,996	1,371,931	1,362,767	1,830,139	1,309,217	1,184,712	903,617
TOTAL DEVELOPMENT							
Personnel Services	849,324	841,641	871,834	835,695	775,501	738,369	690,202
Operating Expenses	477,550	918,063	856,614	1,322,193	944,630	818,099	504,070
Capital Outlay	1,476	250	0	0	2,150	0	0
TOTAL EXPENDITURES	1,328,350	1,759,954	1,728,448	2,157,888	1,722,281	1,556,468	1,194,272

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Development							
Zoning and Planning	2.25	2.25	2.25	2.35	2.35	2.35	1.75
Inspections	7.75	7.75	7.75	7.00	7.00	6.00	5.50
TOTAL POSITIONS	10.00	10.00	10.00	9.35	9.35	8.35	7.25

The General Fund's Department of Development will decrease by 1.10 positions from the 2010 adjusted budget levels. The Zoning and Planning Division will decrease by .60 from the 2010 budgeted levels. This decrease is attributable to the .10 redistribution of the Director of Development and .50 of the Deputy Director of Development positions to the Neighborhood Stabilization Fund (279). In addition, in February of 2010 the City hired the Deputy Director of Development. Through this addition, the Zoning and Planning Coordinator's position was eliminated and the duties of this position are shared between the Deputy Director and the Associate Planner. Within the Inspections Division, .50 of the Licensed Inspector will be redistributed to the Neighborhood Stabilization Fund. Likewise, the Assistant Building Inspector and the Code Enforcement Officer will be eliminated from the complement. To offset the decrease in positions is the addition of one Code Enforcement Officer from the Water Operations and Maintenance Fund to the General Fund.

FUND: 101 – General Fund
DEPARTMENT: Department of Development
ACTIVITY: 3863 – Planning and Zoning

STRATEGIC NARRATIVE

The Planning and Zoning 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. The development component of this division is responsible for the oversight of the Brownfield Redevelopment Authority, Downtown Development Authority (DDA), Local Development Finance Authority (LDFA), Riverfront Development Commission, and Tax Increment Finance Authority (TIFA). 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 2010/2011 GOALS AND OBJECTIVES

1. City Revenue Structure

a. Disposal of non-strategic City owned properties

	2009 Actual	2010 Projected	2011 Target
New non-strategic properties sold in 2009-2010 Target: 100	3	100% of Land Bank	100% of Land Bank

2. Neighborhood Revitalization

a. Implement Deconstruction Program

	2009 Actual	2010 Projected	2011 Target
Number of homes deconstructed in fiscal year 2010	N/A	12	20

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3863 Zoning and Planning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	108,169	Director of Development	0.15	13,698
Overtime	0	Asst. Dir. of Development	0.50	39,589
Fringe Benefits	85,509	Associate Planner	1.00	50,729
		SEDC Loan Support	0.10	4,153
TOTAL	193,678	Total Personnel	<u>1.75</u>	<u>108,169</u>
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	2,800			
Internal Services	6,677			
Other Services		FICA		8,400
Professional Fees	72,234	Healthcare Benefits - Active		19,633
Maintenance Fees	3,766	Healthcare Benefits - Retirees		0
Other Contracted Fees	11,500	Pension		57,476
TOTAL	<u>96,977</u>	Total Fringe Benefits		<u>85,509</u>
CAPITAL OUTLAY	0	TOTAL	<u>1.75</u>	<u>193,678</u>
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>290,655</u></u>			

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

STRATEGIC NARRATIVE

The function of the Inspections Division is to protect the general health, safety and welfare of the public by administering and enforcing the City’s building, electrical, plumbing, mechanical, and other property codes. The division also manages the housing rehabilitation program and citywide demolitions.

FY 2010/2011 GOALS AND OBJECTIVES

1. Neighborhood Revitalization & City Beautification

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

	2009 Actual	2010 Projected	2011 Target
Percent of total valid complaints responded to	57%	80%	100%
Increase of Civil Infraction tickets issued	603	650	700

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

	2009 Actual	2010 Projected	2011 Target
Number of properties demolished	175	600	275

2. City Revenue Structure

a. To increase revenue through code enforcement

	2009 Actual	2010 Projected	2011 Target
Revenue Target	N/A	0	\$25,000

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-3865 Inspections

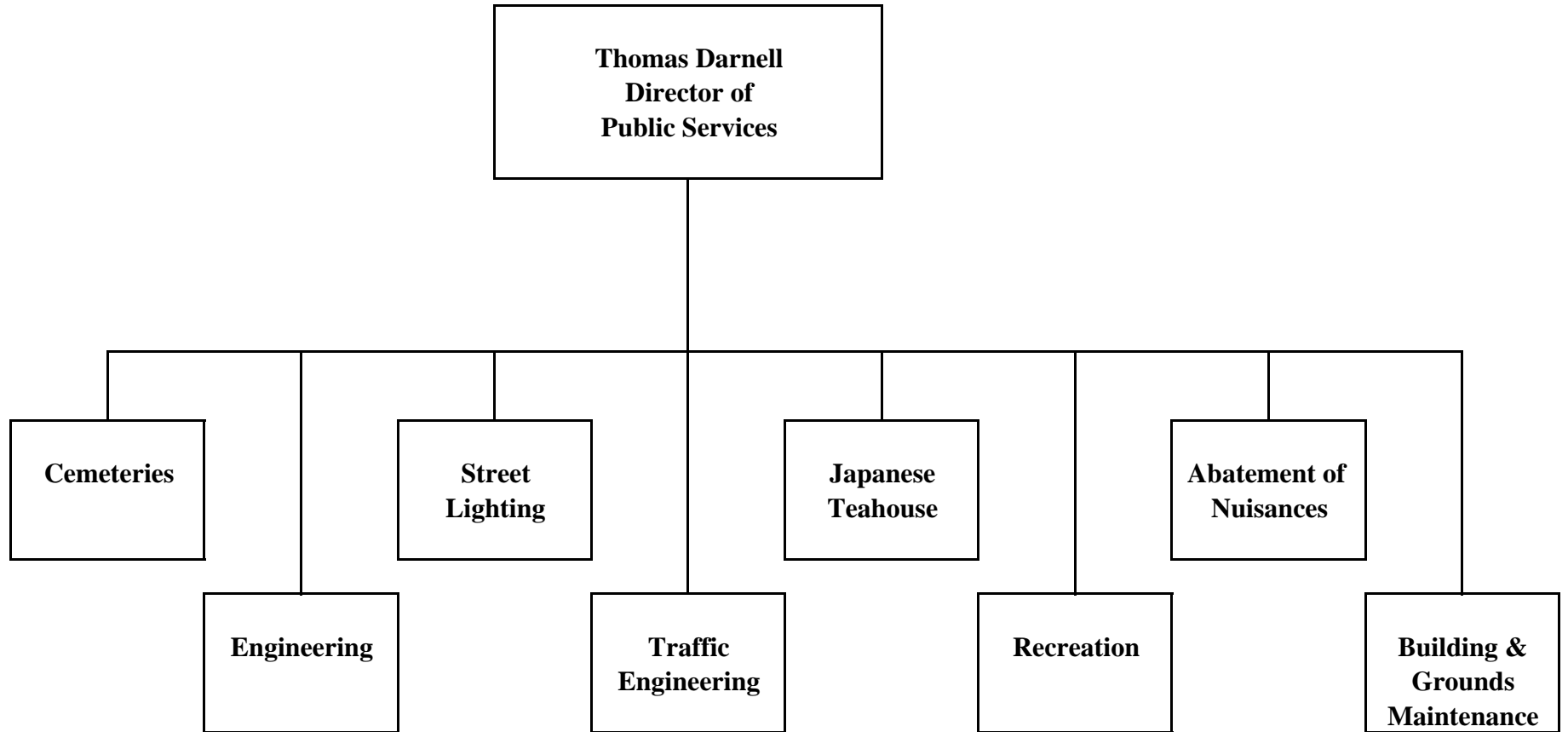
Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	253,890	Licensed Inspector	0.50 34,669
Overtime	0	Code Enforcement Specialist	1.00 46,170
Fringe Benefits	242,634	Plumbing/Mechanical Inspector	1.00 47,402
TOTAL	496,524	Electrical Inspector	1.00 47,047
		Code Enforce. Inspectors	1.00 41,700
OPERATING EXPENSES		Office Assistant III	1.00 36,902
Supplies	12,000	Total Personnel	5.50 253,890
Internal Services	34,644		
Other Services		Overtime	0
Professional Fees	36,978		
Maintenance Fees	320,271	FICA	19,206
Other Contracted Fees	3,200	Healthcare Benefits - Active	74,331
TOTAL	407,093	Healthcare Benefits - Retirees	0
		Pension	149,097
CAPITAL OUTLAY	0	Total Fringe Benefits	242,634
TOTAL	0	TOTAL	5.50 496,524
TOTAL APPROPRIATION	903,617		





DEPARTMENT OF PUBLIC SERVICES
(GENERAL FUND)

**CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES (GENERAL FUND)**



**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>1747 CEMETERIES OPERATIONS</u>							
Personnel Services	405,324	393,884	431,184	446,844	402,419	363,065	425,671
Operating Expenses	201,128	268,753	245,913	197,471	193,880	184,833	183,752
Capital Outlay	2,058	24,520	450	0	3,870	3,772	0
TOTALS	608,510	687,157	677,547	644,315	600,169	551,669	609,423
<u>1790 EECBG</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	31,396	54,035	316,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	31,396	54,035	316,000
<u>4610 ADMINISTRATION</u>							
Personnel Services	88,132	78,627	41,569	4,156	4,086	4,105	4,356
Operating Expenses	31,905	23,530	45,956	9,952	23,068	12,928	16,477
Capital Outlay	0	0	0	0	0	0	0
TOTALS	120,037	102,157	87,525	14,108	27,154	17,033	20,833
<u>4611 ENGINEERING</u>							
Personnel Services	270,859	298,174	293,932	242,030	238,432	86,595	248,834
Operating Expenses	141,506	155,970	157,939	129,464	142,566	262,826	134,196
Capital Outlay	11,626	1,116	1,473	0	0	0	0
TOTALS	423,991	455,260	453,344	371,494	380,998	349,421	383,030
<u>4620 STREET LIGHTING</u>							
Personnel Services	57,419	74,240	71,006	43,694	42,996	86,595	41,678
Operating Expenses	609,766	612,989	482,318	639,994	641,742	575,605	611,359
Capital Outlay	0	0	8,340	0	0	0	0
TOTALS	667,185	687,229	561,664	683,688	684,738	662,200	653,037
<u>4621 TRAFFIC ENGINEERING</u>							
Personnel Services	26	0	0	242,740	238,604	923	0
Operating Expenses	(142)	(2,310)	0	178,712	176,451	(989)	138,372
Capital Outlay	0	0	0	0	0	0	0
TOTALS	(116)	(2,310)	0	421,452	415,055	(66)	138,372

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>6010 SUMMER FOOD</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	497	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	497	0	0	0	0	0	0
<u>7534 JAPANESE CULTURAL CENTER</u>							
Personnel Services	9,501	8,363	61	0	0	0	0
Operating Expenses	14,951	36,717	50,430	45,118	45,118	46,503	46,223
Capital Outlay	0	0	0	0	0	0	0
TOTALS	24,452	45,080	50,491	45,118	45,118	46,503	46,223
<u>7550 RECREATION ADMINISTRATION</u>							
Personnel Services	19,878	14,709	0	0	0	0	0
Operating Expenses	11,164	19,278	32,121	25,000	50,000	50,000	35,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	31,042	33,987	32,121	25,000	50,000	50,000	35,000
<u>7571 ABATEMENT NUISANCES</u>							
Personnel Services	36,109	25,465	6,883	54,487	54,487	9,507	49,301
Operating Expenses	73,092	74,418	30,081	69,909	130,307	128,041	118,134
Capital Outlay	1,828	297	0	0	0	0	0
TOTALS	111,029	100,180	36,964	124,396	184,794	137,548	167,435
<u>7575 BUILDING AND GROUND MAINTENANCE</u>							
Personnel Services	468,238	472,572	494,838	403,674	385,776	431,290	485,285
Operating Expenses	512,253	697,712	663,321	433,414	471,730	440,734	497,724
Capital Outlay	14,070	4,463	160	0	3,250	3,241	0
TOTALS	994,561	1,174,747	1,158,319	837,088	860,756	875,265	983,009
TOTAL PUBLIC SERVICES							
Personnel Services	1,355,486	972,150	908,289	1,437,625	1,366,800	982,080	1,255,125
Operating Expenses	1,596,120	1,887,057	1,708,079	1,729,034	1,874,862	1,700,481	2,097,237
Capital Outlay	29,582	30,396	10,423	0	7,120	7,013	0
TOTAL EXPENDITURES	2,981,188	2,889,603	2,626,791	3,166,659	3,248,782	2,689,573	3,352,362

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
PUBLIC SERVICE (GENERAL FUND)							
Cemeteries	4.50	5.00	5.00	5.00	5.00	5.00	5.00
Public Service - Administration	0.80	0.80	0.05	0.05	0.05	0.05	0.05
Engineering	3.95	3.40	2.75	2.75	2.75	2.75	2.75
Street Lighting	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Traffic Engineering	3.45	3.45	2.90	2.90	2.90	2.90	0.00
Japanese Cultural Center	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Recreation	19.00	13.00	0.00	0.00	0.00	0.00	0.00
Abatement of Nuisances	0.00	0.20	2.00	2.00	2.00	2.00	2.00
Building and Grounds Maint.	13.00	10.60	9.40	9.40	9.40	9.40	9.70
TOTAL POSITIONS	46.20	37.95	22.60	22.60	22.60	22.60	20.00

The 2010/2011 Approved Budget will decrease by a total of 2.60 positions. This decrease is due to the redistribution of the Traffic Engineering division's employees from the General Fund to Major and Local Street Funds. In addition, in the Cemeteries Division, the Cemeteries Supervisor will be reclassified to the Cemeteries Foreman. This position will report directly to the Building Operations Supervisor. In the Building and Grounds Maintenance the allocation for both the Building Operations Supervisor and the Labor Foreman for Streets/Building Operations will increase by .15 each.

FUND: 101 – General Fund
DEPARTMENT: Public Services
ACTIVITY: 1747 – Cemeteries

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. In addition, accurate and complete records of those burials are kept. The City has approximately 260 acres of grounds to maintain and 450 to 500 graves to be filled, graded, and seeded annually.

FY 2010/2011 GOALS AND OBJECTIVES

1. To improve the communications and accessibility of information/records for all city cemeteries through the Internet.
 - a. Make all records available on the Internet through the City’s relationship with the Saginaw Public Library who is currently entering old records. New burial records will be input as they happen.

	2009 Actual	2010 Projected	2011 Target
Percent of Records Online	100%	100%	100%

2. To maintain grounds and lawn care services at all three cemeteries.
 - a. Increase the grass cutting cycle.

	2009 Actual	2010 Projected	2011 Target
Days needed to cut all grass	10 days	12 days	12 days

Note: The grass cutting cycle has been increased to 12 days to decrease temporary agency fees.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-1747 Cemeteries Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	215,268	Cemeteries Foreman	1.00	45,738
Overtime	13,000	Admin. Professional	1.00	42,170
Fringe Benefits	197,403	Maintenance Person III	1.00	43,103
		Maintenance Person II	2.00	84,257
TOTAL	425,671	Total Personnel	5.00	215,268
OPERATING EXPENSES				
		Overtime		13,000
Supplies	42,950			
Internal Services	11,182			
Other Services		FICA		17,654
Professional Fees	82,652	Healthcare Benefits - Active		71,578
Maintenance Fees	46,968	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		108,171
TOTAL	183,752	Total Fringe Benefits		197,403
CAPITAL OUTLAY	0	TOTAL	5.00	425,671
TOTAL	0			
TOTAL APPROPRIATION	609,423			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-4610 Public Services Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,399	Staff Professional	0.05	2,399
Overtime	0			
Fringe Benefits	1,957	Total Personnel	<u>0.05</u>	<u>2,399</u>
TOTAL	<u>4,356</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	600	FICA		184
Internal Services	5,349	Healthcare Benefits - Active		706
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	9,467	Pension		1,067
Maintenance Fees	1,061	Total Fringe Benefits		<u>1,957</u>
Other Contracted Fees	0			
TOTAL	<u>16,477</u>	TOTAL	<u>0.05</u>	<u>4,356</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>20,833</u></u>			

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 the community in order to protect the environment and provide citizens with safe and efficient transportation. This 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 provides 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, Michigan Department of Transportation (MDOT) and American Association of State Highway and Transportation Officials (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 in obtaining. 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 2010/2011 GOALS AND OBJECTIVES

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. These costs include any and all funding associated with the project, including Federal Surface Transportation Program (STP), Federal Earmarks, Federal Safety Hazard Elimination (STH), Federal Enhancement (TE), American Recovery and Reinvestment Act (ARUL), State Jobs today, City Water and Sewer, Act 51, Community Development Block Grant (CDBG and CDBG-R) funds, etc.
 - a. Number of dollars allocated towards projects for roads requiring reconstruction or resurfacing.

	2009 Actual	2010 Projected	2011 Target
Dollars spent requiring reconstruction or resurfacing (millions)	\$3 million	\$8 million	\$8 million

- b. Percent of major streets with a Pavement Surface Evaluation and Rating (PASER) of 4 or less.

98.5 Major Street miles total	2009 Actual	2010 Projected	2011 Target
Percent of major streets with a PASER of 4 or less	52%	50%	45%

- c. Less than 1% or 1 mile of major streets with a PASER of 4 or less that have been reconstructed or resurfaced within a timely manner.

	2009 Actual	2010 Projected	2011 Target
Number of major streets with a PASER of 4 or less that have been reconstructed or resurfaced	1 mile (two lane miles)	1 mile (five lane miles)	3.8 miles (sixteen lane miles)

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.

- a. Bridges (including vehicular and pedestrian bridges) are to be inspected on a bi-annual basis. There are seven vehicular and five pedestrian bridges that require bi-annual bridge inspections.

	2009 Actual	2010 Projected	2011 Target
Percent of bridges inspected (pedestrian and vehicular)	100%	100%	100%

- b. Bridges with a rating below 70.

	2009 Actual	2010 Projected	2011 Target
Percent of bridges with a rating <70 (vehicular)	15%	15%	0%

- c. Bridges exceeding a rating of 70.

	2009 Actual	2010 Projected	2011 Target
Number of bridges with a rating >70 (vehicular)	85%	85%	100%

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

a. Permits issued in a timely manner.

	2009 Actual	2010 Projected	2011 Target
Length of time for issuance of permits	< 1 week	2 weeks	2 weeks

b. Average time for processing citizens' requests.

	2009 Actual	2010 Projected	2011 Target
Processing time for requests	< 2 days	3 days	3 days

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-4611 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	129,596	Engin.Office Supervisor	0.25	15,166
Overtime	7,000	Engineering Tech. I	1.00	47,002
Fringe Benefits	112,238	Engineering Assistant	0.50	23,042
		Survey Technician I	0.50	23,708
		Survey Assistant III	0.50	20,677
TOTAL	248,834			
		Total Personnel	2.75	129,596
OPERATING EXPENSES				
Supplies	13,200	Overtime		7,000
Internal Services	96,017			
Other Services				
Professional Fees	9,300	FICA		10,355
Maintenance Fees	12,829	Healthcare Benefits - Active		40,679
Other Contracted Fees	2,850	Healthcare Benefits - Retirees		0
		Pension		61,204
TOTAL	134,196			
		Total Fringe Benefits		112,238
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.75	248,834
TOTAL APPROPRIATION	383,030			

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 and Traffic Maintenance 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. This 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. Continued installation and replacement of over 7,000 Streetlights, upgrading and continuing to meet Federal requirements for sign retro reflectivity for over 30,000 signs, and annual maintenance of over 105 traffic signals. Traffic Maintenance also oversees the City of Saginaw’s Emergency Siren system and the Public Service and Public Safety radio system, with over 400 mobile and handheld radios. Staff works in conjunction with regional agencies and assists with grant application efforts, capital improvement projects, and in preparation of various ordinances and resolutions. Traffic Maintenance provides all barricading for all City divisions required to work within the right-of-way or streets for the Michigan Department of Transportation (MDOT) and City Major Streets; Traffic Engineering also provides all barricading for special events and parades. Traffic maintenance maintains all pavement markings at the 105 signalized intersections and other major street intersections as needed. This division continues to provide barricading to outside contractors and utility companies as requested, and as timing may allow. Traffic Maintenance has invoiced for over \$60,000 worth of barricading services to outside vendors in fiscal year 2009.

FY 2010/2011 GOALS AND OBJECTIVES

- 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. Continue to provide daily and annual maintenance and replacement of City of Saginaw’s streetlight, emergency siren, public service and public safety radio, street signs and traffic signal systems.
 - a. Average time from initial request to the start of a traffic and safety study. (Seasonal Limitations exist)

	2009 Actual	2010 Projected	2011 Target
Time from initial to start of traffic study	3 weeks	3 – 4 weeks	3 – 4 weeks

- b. 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.

	2009 Actual	2010 Projected	2011 Target
Number of signals added to the City’s MARC master system	5	6	3

- c. Percent of studies for traffic regulation changes completed within eight weeks of initial request. On average the City receives over fifty traffic study requests annually. Requests requiring traffic counts or speed studies are affected at which time of year the request comes in. Traffic road counts and speed studies required cannot be obtained in the winter and need to be completed in the spring thru fall. Regulation changes also need to go to the Transportation Committee and ultimately City council for approval. This process happens every 6 to 9 months.

	2009 Actual	2010 Projected	2011 Target
Traffic regulation changes completed within eight weeks of request	80%	90%	90%

- d. Apply for Federal and State Grants to be used towards signal improvement/upgrade projects. City recently received approval for over \$876,000 of Federal Surface Transportation Program (STP) – Safety Hazard Elimination (STH) funds for traffic signal and road upgrades at three locations within the City.

- e. Light bulbs to be replaced at every signal per year

	2009 Actual	2010 Projected	2011 Target
Light bulbs replaced	100%	100%	100%

- f. Sight obstruction complaints responded to within one week of request.

	2009 Actual	2010 Projected	2011 Target
Response to sight obstruction complaints within one week of request	100%	100%	100%

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

- a. Requests for sign repairs for intersection controls, and regulatory signs that could have hazardous consequences responded to on same day of notification.

	2009 Actual	2010 Projected	2011 Target
Same day notification for sign repairs	100%	100%	100%

- b. Requests for sign repairs for non-intersection controls or guide signs that should not have hazardous consequences responded to within one day of notification.

	2009 Actual	2010 Projected	2011 Target
Response for sign repairs within 3 days of notification	100%	100%	100%

3. Replace over 2,000 street light bulbs annually. One thousand are planned maintenance, the remaining are due to complaints or bulbs not planned to be replaced.

- a. Request for street light repairs responded to within three days of notification.

	2009 Actual	2010 Projected	2011 Target
Response for street light repairs within 3 days of notification	100%	100%	100%

- b. Annual replacement installed per maintenance schedule.

	2009 Actual	2010 Projected	2011 Target
Installations annually replaced	100%	100%	100%

4. Radio operations section is responsible for administering the city's public service and public safety two-way radio communications system. Proper installation and maintenance of approximately 400 fixed and mobile radio devices ensures a reliable communication system.

- a. Requests for repairs or replacements of radios responded to within two days of notification.

	2009 Actual	2010 Projected	2011 Target
Repairs or replacements of radios	100%	100%	100%

5. 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.

- a. Average time for addressing citizens' requests.

	2009 Actual	2010 Projected	2011 Target
Time for processing requests	less than 3 days	1 week	1 week

6. Upgrade remaining City of Saginaw's 43 signalized intersections to Light Emitting Diode (LED) signals. Sixty-two of the existing 105 signals have been upgraded to date. This is an attempt to reduce maintenance costs and electrical usage costs. LED's are estimated to last up to 7 years, as the current incandescent bulbs have to be replaced every year. LED's studies have shown that this technology should use around 1/3 to 1/2 the energy of existing incandescent systems.

- a. Continue to apply for grant funding or energy funds to pay for updated signals to LED efficient.
- b. Have all traffic and pedestrian signals and illuminated case signs upgraded to LED by 2015

	2009 Actual	2010 Projected	2011 Target
a. Number of signals upgraded (total)	62	70	77

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-4620 Street Lighting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	24,790	Traffic Electrician I	0.50	24,790
Overtime	1,500			
Fringe Benefits	15,388	Total Personnel	<u>0.50</u>	<u>24,790</u>
TOTAL	<u>41,678</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	31,750	FICA		2,107
Internal Services	2,809	Healthcare Benefits - Active		2,783
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	6,500	Pension		10,498
Maintenance Fees	570,000	Total Fringe Benefits		<u>15,388</u>
Other Contracted Fees	300			
TOTAL	<u>611,359</u>	TOTAL	<u><u>0.50</u></u>	<u><u>41,678</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>653,037</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	<u>0.00</u>	<u>0</u>
Fringe Benefits	0			
TOTAL	<u>0</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	0	Healthcare Benefits - Retirees		0
Internal Services	3,828	Pension		0
Other Services		Total Fringe Benefits		<u>0</u>
Professional Fees	4,544			
Maintenance Fees	130,000			
Other Contracted Fees	0			
TOTAL	<u>138,372</u>	TOTAL	<u><u>0.00</u></u>	<u><u>0.00</u></u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>138,372</u></u>			

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.”

The Tea House Board has achieved status as a nonprofit organization, allowing it to conduct fundraising operations in addition to their normal work of overseeing the Tea House operations. In the future, an ordinance change that would combine the Tea House Board with the board of the nonprofit agency is anticipated. Operational efficiency and cost containment will also be a priority; along with an effort to reduce staff costs by enlisting additional qualified volunteers.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-7534 Japanese Tea House

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	0	Total Personnel	0
Fringe Benefits	0		
TOTAL	0	Overtime	0
OPERATING EXPENSES			
		FICA	
Supplies	0	Healthcare Benefits - Active	0
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services		Pension	0
Professional Fees	46,223	Total Fringe Benefits	0
Maintenance Fees	0		
Other Contracted Fees	0		
TOTAL	46,223	TOTAL	0
CAPITAL OUTLAY			
	0		
TOTAL	0		
TOTAL APPROPRIATION	46,223		

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-7550 Recreation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	<u>0.00</u>	<u>0</u>
Fringe Benefits	0			
TOTAL	<u>0</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	0	Healthcare Benefits - Retirees		0
Internal Services	0	Pension		
Other Services		Total Fringe Benefits		<u>0</u>
Professional Fees	35,000			
Maintenance Fees	0			
Other Contracted Fees	0	TOTAL	<u>0.00</u>	<u>0</u>
TOTAL	<u>35,000</u>			
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>35,000</u></u>			

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

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

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-7571 Abatement and Nuisance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	22,032	Groundskeepers	2.00	22,032
Overtime	500			
Fringe Benefits	26,769	Total Personnel	2.00	22,032
TOTAL	49,301	Overtime		500
OPERATING EXPENSES		FICA		1,647
		Healthcare Benefits - Active		24,021
Supplies	2,450	Healthcare Benefits - Retirees		0
Internal Services	3,740	Pension		1,101
Other Services		Total Fringe Benefits		26,769
Professional Fees	91,020			
Maintenance Fees	20,924	TOTAL	2.00	49,301
Other Contracted Fees	0			
TOTAL	118,134			
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	167,435			

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

STRATEGIC NARRATIVE

The Building and Ground Maintenance division provides for the operation, maintenance and improvements of structures, parking areas, roads and public buildings found in the parks system including City Hall, the Japanese Tea House, Andersen Enrichment Center, Green Point Nature Center, Ojibway Island, Ojibway Island floating dock facility and Westside Riverfront Park Broadside floating dock facility. Additionally, this division supports the activities of Special Events, Parks, and Land Management.

FY 2010/2011 GOALS AND OBJECTIVES

1. Continue to maintain City properties (including 300 plus acres of park land).
2. Continue to maintain buildings, playground equipment and facilities along the Riverfront, including floating docks and park pavilions.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

101-7575 Building and Ground Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	234,211	Building Operations Supervisor	0.50	34,866
Overtime	9,000	Labor Foreman Streets/ Building Operations	0.50	23,891
Fringe Benefits	242,074	Maintenance Person II	2.00	84,991
TOTAL	485,285	Mtce Groundskeeper	1.00	19,968
		Custodial Worker	1.00	18,720
		Groundskeeper/Mechanic (S)	1.00	11,016
OPERATING EXPENSES		Groundskeeper (S)	3.70	40,759
Supplies	67,750	Total Personnel	9.70	234,211
Internal Services	112,789			
Other Services		Overtime		9,000
Professional Fees	111,847	FICA		18,797
Maintenance Fees	205,238	Healthcare Benefits - Active		124,132
Other Contracted Fees	100	Healthcare Benefits - Retirees		0
TOTAL	497,724	Pension		99,145
CAPITAL OUTLAY	0	Total Fringe Benefits		242,074
TOTAL	0	TOTAL	9.70	485,285
TOTAL APPROPRIATION	983,009			



OTHER GENERAL FUND

**OTHER GENERAL FUND EXPENSES
EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
OTHER GENERAL EXPENSES							
<u>8510 HEALTH INSURANCE</u>							
Retirement Healthcare	1,532,756	1,660,057	1,683,782	2,107,695	2,052,669	1,954,791	2,199,105
TOTALS	1,532,756	1,660,057	1,683,782	2,107,695	2,052,669	1,954,791	2,199,105
<u>8520 UNEMPLOYMENT COMPENSATION</u>							
Unemployment Compensation	0	28,417	68,570	125,000	125,000	40,775	73,000
TOTALS	0	28,417	68,570	125,000	125,000	40,775	73,000
<u>8525 SAGINAW HOUSING COMMISSION</u>							
Housing Commission	0	0	142,387	148,101	203,127	201,204	158,463
TOTALS	0	0	142,387	148,101	203,127	201,204	158,463
<u>8540 CONTRIBUTION TO OTHER ORGANIZATIONS</u>							
Contributions	1,000	1,000	1,000	1,000	1,000	1,000	1,000
TOTALS	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<u>8547 GIS CHARGES</u>							
GIS Charges	34,236	36,256	63,320	66,281	66,281	66,276	51,782
TOTALS	34,236	36,256	63,320	66,281	66,281	66,276	51,782
<u>8555 DEBT SERVICES</u>							
Debt Service (Principal)	153,709	153,710	0	0	0	0	0
Debt Service (Interest)	4,708	4,708	0	0	0	0	0
TOTALS	158,418	158,418	0	0	0	0	0
<u>9960 TRANSFERS OUT</u>							
Transfers Out	2,723,953	4,608,069	1,171,609	505,042	811,378	811,408	1,319,127
TOTALS	2,723,953	4,608,069	1,171,609	505,042	811,378	811,408	1,319,127
TOTAL OTHER GENERAL EXPENSES							
Other General Expenses	4,450,363	6,492,217	3,130,668	2,953,119	3,259,455	3,075,453	3,802,477
TOTAL EXPENDITURES	4,450,363	6,492,217	3,130,668	2,953,119	3,259,455	3,075,453	3,802,477





STREETS (SRF)

MAJOR STREETS
AND
LOCAL STREETS

**MAJOR STREETS FUND (202)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE REVENUE	3,541,941	ENGINEERING ADMIN.	306,321
STATE REIMBURSEMENTS	509,000	STREET PROJECTS	591,147
FEDERAL GRANT	0	BRIDGE PROJECTS	195,000
SERVICES - SALES	21,000	TRAFFIC ENGINEERING	863,795
INTEREST AND RENTS	0	STREET ADMINISTRATION	825,424
OTHER REVENUES	668,481	ROUTINE MAINTENANCE	1,244,462
TRANSFERS IN	0	BRIDGE MAINTENANCE	140,435
		WINTER MAINTENANCE	244,369
		STATE TRUNKLINE	88,339
		STATE ROUTINE MAINT.	106,231
		STATE WINTER MAINT.	109,449
		TRANSFERS OUT	25,450
TOTAL RESOURCES	<u>4,740,422</u>	TOTAL APPROPRIATIONS	<u>4,740,422</u>

**REVENUE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
State Revenue	3,700,642	3,641,977	3,512,455	3,650,000	3,650,000	2,884,490	3,541,941
State Reimbursements	443,761	588,471	563,587	495,000	495,000	528,640	509,000
Federal Grants	64,815	0	724,138	0	0	0	0
Services - Sales	15,256	30,054	42,750	20,000	20,000	32,435	21,000
Interest and Rents	4,128	22,132	1,226	0	0	104	0
Other Revenues	22,939	16,653	80,199	73,740	122,593	632,997	668,481
Transfers from Other Funds	0	100,384	2,808	0	0	0	0
TOTAL RESOURCES	4,251,541	4,399,671	4,927,163	4,238,740	4,287,593	4,078,666	4,740,422

REVENUE ANALYSIS DETAIL

Gas & Weight Tax	3,699,099	3,641,906	3,512,455	3,650,000	3,650,000	2,884,490	3,541,941
State Grants	1,543	71	0	0	0	0	0
Total State Revenue Sharing	3,700,642	3,641,977	3,512,455	3,650,000	3,650,000	2,884,490	3,541,941
Trunkline Maintenance	226,388	367,773	341,600	280,000	280,000	0	294,000
MDOT Projects	0	0	0	0	0	0	0
Right of Way Revenue	217,373	220,698	221,987	215,000	215,000	528,640	215,000
Total State Reimbursements	443,761	588,471	563,587	495,000	495,000	528,640	509,000
Construction Projects	64,815	0	724,138	0	0	0	0
Total Federal Grants	64,815	0	724,138	0	0	0	0
Telecommunications Fee	0	0	0	0	0	0	0
Sale of Junk	1,876	10,190	2,115	0	0	8,643	1,000
Materials and Services	13,380	19,864	40,635	20,000	20,000	23,792	20,000
Total Services - Sales	15,256	30,054	42,750	20,000	20,000	32,435	21,000
Interest on Investments	4,128	22,132	1,226	0	0	104	0
Total Interest and Rents	4,128	22,132	1,226	0	0	104	0
Saginaw County	6,718	0	0	0	0	0	0
Surplus Receipts	4,571	8	0	0	0	0	0
Reimbursements	11,650	16,645	80,199	0	0	48,020	86,000
Use of Fund Equity	0	0	0	73,740	122,593	584,977	582,481
Total Other Revenues	22,939	16,653	80,199	73,740	122,593	632,997	668,481
Transfer In	0	100,384	2,808	0	0	0	0
Transfers from Other Funds	0	100,384	2,808	0	0	0	0
TOTAL RESOURCES	4,251,541	4,399,671	4,927,163	4,238,740	4,287,593	4,078,666	4,740,422

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4612 ENGINEERING ADMINISTRATION</u>							
Personnel Services	160,037	159,211	135,389	218,238	218,238	199,759	283,643
Operating Expenses	13,119	43,801	43,445	43,966	43,966	46,362	22,678
Capital Outlay	5,939	1,443	0	0	0	0	0
TOTALS	179,095	204,455	178,834	262,204	262,204	246,120	306,321
<u>4614 STREETS PROJECT</u>							
Personnel Services	0	334	8,573	21,530	21,530	17,473	16,147
Operating Expenses	111,660	101,548	269,142	470,000	470,727	396,364	575,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	111,660	101,882	277,715	491,530	492,257	413,837	591,147
<u>4616 BRIDGE PROJECTS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	6,762	50,715	54,469	120,000	152,216	83,627	195,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	6,762	50,715	54,469	120,000	152,216	83,627	195,000
<u>4621 TRAFFIC ENGINEERING</u>							
Personnel Services	475,294	509,370	495,044	363,770	363,770	500,123	584,368
Operating Expenses	468,623	350,283	527,489	268,116	268,116	355,267	279,427
Capital Outlay	36,174	0	27,977	0	0	0	0
TOTALS	980,091	859,653	1,050,510	631,886	631,886	855,390	863,795
<u>4650 STREET ADMINISTRATION</u>							
Personnel Services	50,292	484,584	380,736	436,158	436,158	483,297	552,835
Operating Expenses	117,957	196,677	223,745	259,195	273,045	257,860	272,589
Capital Outlay	0	0	0	0	0	0	0
TOTALS	168,249	681,261	604,481	695,353	709,203	741,158	825,424
<u>4651 ROUTINE MAINTENANCE</u>							
Personnel Services	767,789	530,035	358,747	371,245	371,245	252,481	597,557
Operating Expenses	784,859	1,124,827	646,942	647,148	647,638	522,389	641,757
Debt Service	0	12,355	0	12,336	6,219	0	5,086
Capital Outlay	100,877	0	0	0	0	0	0
Miscellaneous	0	0	0	0	1,117	0	62
TOTALS	1,653,525	1,667,217	1,005,689	1,030,729	1,026,219	774,869	1,244,462

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4654 BRIDGE MAINTENANCE</u>							
Personnel Services	14,651	16,384	5,793	40,640	40,640	21,842	40,457
Operating Expenses	138,386	82,012	153,964	107,948	110,458	106,639	99,978
Capital Outlay	0	0	0	0	0	0	0
TOTALS	153,037	98,396	159,757	148,588	151,098	128,481	140,435
<u>4655 WINTER MAINTENANCE</u>							
Personnel Services	332,396	164,809	109,067	88,935	88,935	104,209	92,935
Operating Expenses	149,960	138,893	124,646	200,616	200,616	191,922	151,434
Capital Outlay	0	0	0	0	0	0	0
TOTALS	482,356	303,702	233,713	289,551	289,551	296,130	244,369
<u>4690 STATE TRUNKLINE</u>							
Personnel Services	61,189	62,460	53,235	76,366	76,366	46,400	38,842
Operating Expenses	33,477	28,521	21,774	53,082	53,082	23,777	49,497
Capital Outlay	0	0	0	0	0	0	0
TOTALS	94,666	90,981	75,009	129,448	129,448	70,177	88,339
<u>4691 STATE ROUTINE MAINTENANCE</u>							
Personnel Services	16,316	11,929	75,232	51,204	51,204	116,926	96,231
Operating Expenses	19,492	116,863	37,282	10,000	10,000	146	10,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	35,808	128,792	112,514	61,204	61,204	117,072	106,231
<u>4692 STATE WINTER MAINTENANCE</u>							
Personnel Services	51,514	80,970	74,567	85,414	85,414	65,087	98,079
Operating Expenses	1,331	0	0	11,370	11,370	5,253	11,370
Capital Outlay	0	0	0	0	0	0	0
TOTALS	52,845	80,970	74,567	96,784	96,784	70,340	109,449

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>9660 TRANSFERS OUT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	946,156	664,700	513,914	281,463	281,463	281,463	25,450
TOTALS	946,156	664,700	513,914	281,463	281,463	281,463	25,450
TOTAL MAJOR STREETS							
Personnel Services	1,929,478	2,020,086	1,696,383	1,753,500	1,753,500	1,807,597	2,401,094
Operating Expenses	1,845,626	2,234,140	2,102,898	2,191,441	2,241,234	1,989,605	2,308,730
Debt Service	0	12,355	0	12,336	6,219	0	5,086
Capital Outlay	142,990	1,443	27,977	0	0	0	0
Miscellaneous	946,156	664,700	513,914	281,463	281,463	281,463	25,512
TOTAL EXPENDITURES	4,864,251	4,932,725	4,341,173	4,238,741	4,282,417	4,078,666	4,740,422

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
SPECIAL REVENUE FUND - MAJOR STREETS							
Engineering Administration	2.70	2.40	2.25	2.25	2.25	2.25	2.75
Traffic Engineering	3.30	3.30	3.85	3.85	3.85	3.85	6.75
Street Administration	2.20	1.53	0.58	0.58	0.58	0.58	0.25
Routine Maintenance	13.50	11.50	5.50	5.50	5.50	5.50	7.50
Bridge Maintenance	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Winter Maintenance	2.00	1.75	0.75	0.75	0.75	0.75	0.75
State Trunkline	0.35	0.35	0.85	0.85	0.85	0.85	0.35
State Routine Maintenance	0.00	0.00	0.50	0.50	0.50	0.50	1.00
State Winter Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	25.55	22.33	15.78	15.78	15.78	15.78	20.85

Overall the Major Streets Fund will increase by approximately 5.07 positions from the 2010 approved budget levels. This increase is due to the following: in the Engineering Administration .50 of the Assistant City Engineer position will be added, in the Traffic Engineering Division .50 of a Traffic Electrician I, 1.65 of an Traffic Maintenance Technican I, and .60 of a Traffic Maintenance Technician II positions will be added from the General Fund, in the Routine Maintenance Division 3 Crossover Operator positions will be allocated, and in the State Routine Maintenance Division .50 of an Crossover Operator will be added. These additions will be offset by the elimination of the following: in the Street Administration .33 of the Superintendent of Right of Way will be eliminated, as well as .50 of an Administrative Professional in the State Trunkline Division. Also, please note that the Chief Foreman and the Labor Foreman II Streets positions in the Routine Maintenance Division will be retitled to the Chief ROW Streets Foreman and ROW Streets Foreman, respectively.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4612 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	161,654	City Engineer	0.50	45,336
Overtime	6,000	Asst. City Engineer	0.50	32,689
Fringe Benefits	115,989	Engin. Ofc Supervisor	0.25	15,166
		Engineering Tech. I	0.75	35,343
TOTAL	283,643	Surveying Technician	0.25	11,854
		Admin. Professional	0.50	21,265
OPERATING EXPENSES		Total Personnel	<u>2.75</u>	<u>161,654</u>
Supplies	0			
Internal Services	18,728	Overtime		<u>6,000</u>
Other Services				
Professional Fees	0			
Maintenance Fees	0	FICA		11,546
Other Contracted Fees	3,950	Healthcare Benefits - Active		41,765
		Healthcare Benefits - Retirees		0
TOTAL	<u>22,678</u>	Pension		62,678
		Total Fringe Benefits		<u>115,989</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>	TOTAL	<u>2.75</u>	<u>283,643</u>
TOTAL APPROPRIATION	<u><u>306,321</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4614 Street Project

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	15,000	Total Personnel	<u>0</u>
Fringe Benefits	1,147		
TOTAL	<u>16,147</u>	Overtime	<u>15,000</u>
OPERATING EXPENSES			
		FICA	1,147
		Healthcare Benefits - Active	0
Supplies	0	Healthcare Benefits - Retirees	0
Internal Services	0	Pension	0
Other Services			
Professional Fees	100,000	Total Fringe Benefits	<u>1,147</u>
Maintenance Fees	460,000		
Other Contracted Fees	15,000		
TOTAL	<u>575,000</u>	TOTAL	<u><u>0.00</u></u>
			<u><u>16,147</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>591,147</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4616 Bridge Project

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	<u>0.00</u>	<u>0</u>
Fringe Benefits	0			
TOTAL	<u>0</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	0	Healthcare Benefits - Retirees		0
Internal Services	0	Pension		0
Other Services				
Professional Fees	80,000	Total Fringe Benefits		<u>0</u>
Maintenance Fees	115,000			
Other Contracted Fees	0			
TOTAL	<u>195,000</u>	TOTAL	<u>0.00</u>	<u>0</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>195,000</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4621 Traffic Engineering

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	310,080	Traffic Foreman	56,199
Overtime	12,000	Traffic Electrician II	47,333
Fringe Benefits	262,288	Traffic Electrician I	74,598
		Transport. Eng. Assistant	47,049
TOTAL	584,368	Traffic Mtce. Technician II	25,083
		Traffic Mtce. Technician I	59,818
OPERATING EXPENSES		Total Personnel	310,080
Supplies	144,195		
Internal Services	75,918	Overtime	12,000
Other Services			
Professional Fees	37,035	FICA	24,927
Maintenance Fees	19,779	Healthcare Benefits - Active	97,578
Other Contracted Fees	2,500	Healthcare Benefits - Retirees	2,500
		Pension	137,283
TOTAL	279,427	Total Fringe Benefits	262,288
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	584,368
TOTAL APPROPRIATION	863,795		

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

STRATEGIC NARRATIVE

Administration division 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 division is responsible for maintaining the accounting, billing and other records necessary for compliance with the law.

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain safe and clean City streets by administering the filling of potholes, sweeping, crack sealing, minor patching, winter maintenance, and forestry operations.
 - a. To maintain and improve major streets and bridges

	2009 Actual	2010 Projected	2011 Target
Complete State Highway Report In-House	Report is done by Engineering	Bring report back into the Right-of- Way Streets Division	Report done in Right-of-Way

2. To increase the durability of street surfaces and retard the deterioration of pavement on city streets.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4650 Street Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	13,430	Director of Public Services	0.05 5,070
Overtime	500	Admin. Professional	0.20 8,361
Fringe Benefits	538,905		
		Total Personnel	<u>0.25 13,430</u>
TOTAL	<u>552,835</u>		
		Overtime	<u>500</u>
OPERATING EXPENSES			
		FICA	2,440
Supplies	1,200	Healthcare Benefits - Active	3,686
Internal Services	236,128	Healthcare Benefits - Retirees	516,731
Other Services		Pension	16,048
Professional Fees	30,807		
Maintenance Fees	3,904	Total Fringe Benefits	<u>538,905</u>
Other Contracted Fees	550		
TOTAL	<u>272,589</u>	TOTAL	<u><u>0.25 552,835</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>825,424</u></u>		

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain basic street repair and maintenance for the City’s major streets with limited resources.

- a. Reduce pothole complaints

	2009 Actual	2010 Projected	2011 Target
Lane Miles patched	N/A	.5 mile	1 mile

2. To improve the urban forest and certify tree trimmers as line clearance arborists so as to be able to work within 2.5 feet of electrical conductors

- a. Send tree trimmers to training

	2009 Actual	2010 Projected	2011 Target
Certified line clearing Arborist	4	3	4

3. To explore methods of improving the urban forest, where funding allows, to include trimming and replacement of trees.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4651 Routine Maintenance

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	304,906	Chief ROW Street Foreman	0.50 32,276
Overtime	20,000	ROW Street Foreman	0.50 25,841
Fringe Benefits	272,651	Heavy Equipment Operator	1.00 42,447
		Tree Trimmer	1.50 63,651
TOTAL	597,557	Crossover Operator	3.00 127,487
		Groundskeeper (SI)	0.50 5,508
		Laborer (T)	0.50 7,696
OPERATING EXPENSES		Total Personnel	7.50 304,906
Supplies	234,000	Overtime	20,000
Internal Services	67,855		
Other Services		FICA	25,772
Professional Fees	13,950	Healthcare Benefits - Active	157,388
Maintenance Fees	325,402	Healthcare Benefits - Retirees	0
Other Contracted Fees	550	Pension	89,491
TOTAL	641,757	Total Fringe Benefits	272,651
CAPITAL OUTLAY	0	TOTAL	7.50 597,557
TOTAL	0		
DEBT SERVICE	5,148		
TOTAL	5,148		
TOTAL APPROPRIATION	1,244,462		

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To perform maintenance that will prolong the life of the five bridges throughout the community.
 - a. To complete the under bridge washing of all five spans and to clean all expansion joints

	2009 Actual	2010 Projected	2011 Target
Man Hours Worked	N/A	200	200

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4654 Bridge Maintenance

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	20,875	Tree Trimmer	0.50 20,875
Overtime	475		
Fringe Benefits	19,107	Total Personnel	<u>0.50 20,875</u>
TOTAL	<u>40,457</u>	Overtime	<u>475</u>
OPERATING EXPENSES			
Supplies	2,500	FICA	1,566
Internal Services	25,431	Healthcare Benefits - Active	8,701
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	72,047	Pension	8,840
Maintenance Fees	0	Total Fringe Benefits	<u>19,107</u>
Other Contracted Fees	0		
TOTAL	<u>99,978</u>	TOTAL	<u><u>0.50 40,457</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>140,435</u></u>		

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain prompt snow removal and ice control on the City’s major streets.
 - a. Keep major streets plowed

	2009 Actual	2010 Projected	2011 Target
Cost per capita to keep major streets plowed (estimated 55,000 population)	\$4.24/Mile	\$5.21/Mile	\$5.00/Mile

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4655 Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	31,857	Heavy Equipment Operator	0.75	31,857
Overtime	20,000			
Fringe Benefits	41,078	Total Personnel	<u>0.75</u>	<u>31,857</u>
TOTAL	<u>92,935</u>	Overtime		<u>20,000</u>
OPERATING EXPENSES				
Supplies	126,000	FICA		3,965
Internal Services	25,434	Healthcare Benefits - Active		16,772
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		20,341
Maintenance Fees	0	Total Fringe Benefits		<u>41,078</u>
Other Contracted Fees	0			
TOTAL	<u>151,434</u>	TOTAL	<u>0.75</u>	<u>92,935</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>244,369</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	13,124	Traffic Mtce. Technician I	0.35 13,124
Overtime	3,000		
Fringe Benefits	22,718	Total Personnel	<u>0.35</u> <u>13,124</u>
TOTAL	<u>38,842</u>	Overtime	<u>3,000</u>
OPERATING EXPENSES			
Supplies	32,000	FICA	1,234
Internal Services	17,497	Healthcare Benefits - Active	5,087
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	0	Pension	16,397
Maintenance Fees	0	Total Fringe Benefits	<u>22,718</u>
Other Contracted Fees	0		
TOTAL	<u>49,497</u>	TOTAL	<u><u>0.35</u></u> <u><u>38,842</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>88,339</u></u>		

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain basic street repair and maintenance for the State trunk lines.
 - a. To sweep all trunk lines three times a year

	2009 Actual	2010 Projected	2011 Target
Tons of Debris Removed	1053	2000	2000

2. To replace trees along the State trunk lines throughout the City
 - a. To plant 24 new trees on State trunk lines

	2009 Actual	2010 Projected	2011 Target
Number of Trees Planted	N/A	24	24

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4691 State Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	42,312	Crossover Operator	1.00	42,312
Overtime	1,500			
Fringe Benefits	52,419	Total Personnel	<u>1.00</u>	<u>42,312</u>
TOTAL	<u>96,231</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	0	FICA		3,352
Internal Services	10,000	Healthcare Benefits - Active		19,262
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		29,805
Maintenance Fees	0	Total Fringe Benefits		<u>52,419</u>
Other Contracted Fees	0			
TOTAL	<u>10,000</u>	TOTAL	<u><u>1.00</u></u>	<u><u>96,231</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>106,231</u></u>			

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain prompt snow removal and ice control on the City’s trunk lines.
 - a. To keep all state trunk lines open in accordance with the Emergency County Snowplow routes

	2009 Actual	2010 Projected	2011 Target
Dollars Spent for Snow Removal on State Highway	\$74,567.00	\$96,784.00	\$104,362.00

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

202-4692 State Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	42,495	Tree Trimmer	1.00	42,495
Overtime	13,000			
Fringe Benefits	42,584	Total Personnel	<u>1.00</u>	<u>42,495</u>
TOTAL	<u>98,079</u>	Overtime		<u>13,000</u>
OPERATING EXPENSES				
Supplies	6,250	FICA		4,245
Internal Services	0	Healthcare Benefits - Active		17,466
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	5,120	Pension		20,873
Maintenance Fees	0	Total Fringe Benefits		<u>42,584</u>
Other Contracted Fees	0			
TOTAL	<u>11,370</u>	TOTAL	<u>1.00</u>	<u>98,079</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>109,449</u></u>			

**LOCAL STREETS FUND (203)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
STATE REVENUE	946,097	TRAFFIC ENGINEERING	139,036
SERVICES - SALES	0	STREET ADMINISTRATION	509,876
INTEREST AND RENTS	2,000	ROUTINE MAINTENANCE	365,897
OTHER REVENUES	274,200	WINTER MAINTENANCE	190,686
TRANSFERS IN	0	TRANSFERS OUT	16,802
TOTAL RESOURCES	<u>1,222,297</u>	TOTAL APPROPRIATIONS	<u>1,222,297</u>

**REVENUE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
State Revenue Sharing	1,035,654	1,018,786	981,408	1,000,000	1,000,000	806,275	946,097
Service - Sales	0	0	0	0	0	0	0
Interest and Rents	73	822	(304)	2,000	2,000	327	2,000
Other Revenues	7,102	3,019	3,502	3,000	3,000	0	274,200
Transfers from Other Funds	924,775	643,319	490,244	256,340	268,190	256,340	0
TOTAL RESOURCES	1,967,604	1,665,946	1,474,850	1,261,340	1,273,190	1,062,942	1,222,297

REVENUE ANALYSIS DETAIL

Gas and Weight Tax	1,035,654	1,018,786	981,408	1,000,000	1,000,000	806,275	946,097
Total State Rev. Sharing	1,035,654	1,018,786	981,408	1,000,000	1,000,000	806,275	946,097
Materials and Services	0	0	0	0	0	0	0
Total Service - Sales	0	0	0	0	0	0	0
Interest on Investments	0	(363)	(1,198)	1,000	1,000	327	1,000
Interest on Spec. Asmts	73	1,185	894	1,000	1,000	0	1,000
Interest and Rents	73	822	(304)	2,000	2,000	327	2,000
Special Assessments	2,854	3,019	3,502	3,000	3,000	0	3,000
Surplus Receipts	2	0	0	0	0	0	0
Reimbursement	4,246	0	0	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	271,200
Total Other Revenues	7,102	3,019	3,502	3,000	3,000	0	274,200
Transfer from Other Funds	0	0	1,453	0	11,850	0	0
Major Street Fund	924,775	643,319	488,791	256,340	256,340	256,340	0
Total Transfers	924,775	643,319	490,244	256,340	268,190	256,340	0
TOTAL RESOURCES	1,967,604	1,665,946	1,474,850	1,261,340	1,273,190	1,062,942	1,222,297

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4621 TRAFFIC ENGINEERING</u>							
Personnel Services	32,830	35,649	24,372	34,701	34,701	58,039	35,918
Operating Expenses	202,888	198,995	84,828	68,399	68,399	73,678	103,118
Capital Outlay	2,788	0	0	0	0	0	0
TOTALS	238,506	234,644	109,200	103,100	103,100	131,717	139,036
<u>4650 STREET ADMINISTRATION</u>							
Personnel Services	59,683	368,663	284,034	462,740	462,740	323,543	348,844
Operating Expenses	9,961	160,736	140,584	145,513	157,363	143,735	161,032
Capital Outlay	0	0	0	0	0	0	0
TOTALS	69,644	529,399	424,618	608,253	620,103	467,278	509,876
<u>4651 ROUTINE MAINTENANCE</u>							
Personnel Services	560,382	407,158	303,360	254,121	254,121	195,646	253,278
Operating Expenses	671,600	311,223	236,614	115,917	115,917	86,343	112,619
Capital Outlay	0	0	0	0	0	0	0
TOTALS	1,231,982	718,381	539,974	370,038	370,038	281,989	365,897
<u>4655 WINTER MAINTENANCE</u>							
Personnel Services	267,747	104,534	68,831	70,144	70,144	51,610	79,406
Operating Expenses	109,272	87,896	46,657	93,219	93,219	62,870	111,280
Capital Outlay	0	0	0	0	0	0	0
TOTALS	377,019	192,430	115,488	163,363	163,363	114,480	190,686
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	14,116	14,116	16,586	16,586	16,586	16,586	16,802
TOTALS	14,116	14,116	16,586	16,586	16,586	16,586	16,802
TOTAL LOCAL STREETS							
Personnel Services	920,642	916,004	680,597	821,706	821,706	628,837	717,446
Operating Expenses	993,721	758,850	508,683	423,048	434,898	366,627	488,049
Capital Outlay	2,788	0	0	0	0	0	0
Miscellaneous	14,116	14,116	16,586	16,586	16,586	16,586	16,802
TOTAL EXPENDITURES	1,931,267	1,688,970	1,205,866	1,261,340	1,273,190	1,012,051	1,222,297

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
SPECIAL REVENUE FUND - LOCAL STREETS							
Traffic Engineering	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Streets Administration	0.60	0.93	1.03	1.03	1.03	1.03	0.20
Routine Maintenance	6.00	4.75	2.75	2.75	2.75	2.75	4.30
Winter Maintenance	1.00	0.75	0.75	0.75	0.75	0.75	0.75
TOTAL POSITIONS	8.00	6.83	4.93	4.93	4.93	4.93	5.65

Overall, Local Streets personnel complement is projected to increase by .72 in FY 2011. In the Administration Division, .33 of the Superintendent of Right-of-Way (ROW) will be eliminated from the complement. In addition, the Administrative Professional position's allocation will decrease by .30. To offset this decrease, in the Routine Maintenance Division, 1.80 Groundskeepers have been added to the complement as well as .50 of a temporary Laborer position. Likewise, the Labor Foreman for Streets will be retitled to ROW Streets Foreman.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

203-4621 Traffic Engineering

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	16,722	Traffic Maintenance Tech.	0.40 16,722
Overtime	3,000		
Fringe Benefits	16,196	Total Personnel	<u>0.40 16,722</u>
TOTAL	<u>35,918</u>	Overtime	<u>3,000</u>
OPERATING EXPENSES			
Supplies	47,330	FICA	1,509
Internal Services	18,241	Healthcare Benefits - Active	5,843
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	16,868	Pension	8,844
Maintenance Fees	18,929.00	Total Fringe Benefits	<u>16,196</u>
Other Contracted Fees	1,750		
TOTAL	<u>103,118</u>	TOTAL	<u><u>0.40 35,918</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>139,036</u></u>		

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

STRATEGIC NARRATIVE

Administration division 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 division is responsible for maintaining the accounting, billing and other records necessary for compliance with the law.

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain safe and clean City streets by administering the filling of potholes, sweeping, crack sealing, minor patching, winter maintenance, and forestry operations.

- a. Sweep all streets and state highways

	2009 Actual	2010 Projected	2011 Target
Number of Sweepings	6	6	8

2. To increase the durability of street surfaces and retard the deterioration of pavement on city streets.

- a. To crack seal street surfaces to prolong their life

	2009 Actual	2010 Projected	2011 Target
Number of Miles	12 miles	10 miles	10 miles

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

203-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	8,361	Administrative Professional	0.20	8,361
Overtime	200			
Fringe Benefits	340,283	Total Personnel	<u>0.20</u>	<u>8,361</u>
TOTAL	<u>348,844</u>	Overtime		<u>200</u>
OPERATING EXPENSES				
Supplies	100	FICA		616
Internal Services	148,483	Healthcare Benefits - Active		2,818
Other Services		Healthcare Benefits - Retirees		316,200
Professional Fees	10,981	Pension		20,649
Maintenance Fees	1,468	Total Fringe Benefits		<u>340,283</u>
Other Contracted Fees	0			
TOTAL	<u>161,032</u>	TOTAL	<u><u>0.20</u></u>	<u><u>348,844</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>509,876</u></u>			

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. Maintain basic street repair and maintenance for the City’s local streets.
2. To explore methods of improving the urban forest, where funding allows, to include trimming and replacement of trees.
 - a. To deliver services with available funds

	2009 Actual	2010 Projected	2011 Target
Asphalt used for patching (in tons)	200 Tons	300 Tons	300 Tons

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

203-4651 Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	116,969	ROW Streets Foreman	0.50	25,841
Overtime	11,000	Heavy Equipment Operator	1.00	42,447
Fringe Benefits	125,309	Tree Trimmer	0.50	21,156
		Groundskeeper (S)	1.80	19,829
		Laborer (Temp)	0.50	7,696
TOTAL	253,278	Total Personnel	4.30	116,969
OPERATING EXPENSES				
		Overtime		11,000
Supplies	40,739			
Internal Services	19,090			
Other Services		FICA		9,191
Professional Fees	1,000	Healthcare Benefits - Active		58,700
Maintenance Fees	51,790	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		57,418
TOTAL	112,619	Total Fringe Benefits		125,309
CAPITAL OUTLAY	0	TOTAL	4.30	253,278
TOTAL	0			
TOTAL APPROPRIATION	365,897			

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 division include plowing, sanding, salting, hauling snow, erecting snow fences, and removing snow by hand on bridge walks as necessary.

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain prompt snow removal and ice control on the City’s local streets.
 - a. To plow approximately 200 miles of local streets (400 lane miles)

	2009 Actual	2010 Projected	2011 Target
Cost per capita to plow local streets (estimated 55,000 population)	\$2.23	\$2.97	\$3.39

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

203-4655 Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	31,857	Heavy Equipment Operator	0.75	31,857
Overtime	12,000			
Fringe Benefits	35,549	Total Personnel	<u>0.75</u>	<u>31,857</u>
TOTAL	<u>79,406</u>			
		Overtime		<u>12,000</u>
OPERATING EXPENSES				
Supplies	103,310	FICA		3,353
Internal Services	7,770	Healthcare Benefits - Active		16,772
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		15,424
Maintenance Fees	0	Total Fringe Benefits		<u>35,549</u>
Other Contracted Fees	200			
TOTAL	<u>111,280</u>	TOTAL	<u><u>0.75</u></u>	<u><u>79,406</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>190,686</u></u>			



RUBBISH COLLECTION (SRF)

**RUBBISH COLLECTIONS (226)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	1,629,737	ADMINISTRATION	430,564
SERVICES - SALES	500	RUBBISH COLLECTIONS	1,559,213
CHARGE FOR SERVICES	1,374,750	ENVIRONMENTAL IMPROVE.	283,434
INTEREST AND RENTS	18,500	SANITARY LANDFILL	557,912
OTHER REVENUES	434,147	BRUSH COLLECTIONS	109,400
		RECYCLING	20,500
		COMPOSTING	485,893
		TRANSFERS OUT	10,718
TOTAL RESOURCES	<u><u>3,457,634</u></u>	TOTAL APPROPRIATIONS	<u><u>3,457,634</u></u>

**REVENUE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Property Taxes	2,031,063	1,994,891	1,786,539	1,845,768	1,845,768	1,668,111	1,629,737
Services - Sales	0	6,559	1,938	500	500	0	500
Charge for Services	1,656,432	2,346,179	1,477,306	1,492,000	1,492,000	1,330,390	1,374,750
Interest and Rents	21,869	18,978	27,705	18,500	18,500	11,598	18,500
Other Revenues	(49,725)	35,080	485,160	179,613	179,613	7,837	434,147
TOTAL RESOURCES	3,659,639	4,401,687	3,778,648	3,536,381	3,536,381	3,017,936	3,457,634

REVENUE ANALYSIS DETAIL

Real Property	1,676,026	1,729,057	1,700,186	1,563,872	1,563,872	1,611,301	1,366,317
Real Property - IFT	3,051	3,051	2,205	1,633	1,633	1,553	1,477
Personal Property	281,374	249,925	226,162	261,174	261,174	196,009	248,759
Personal Property - IFT	62,738	48,904	21,797	19,089	19,089	17,482	13,184
Property Taxes - Chargeback	0	(36,048)	(163,865)	0	0	(158,234)	0
Penalties and Interest	11	2	54	0	0	0	0
PILOT - Housing Com	7,863	0	0	0	0	0	0
Total Property Taxes	2,031,063	1,994,891	1,786,539	1,845,768	1,845,768	1,668,111	1,629,737
Sale of Junk	0	6,559	1,938	500	500	0	500
Total Service - Sales	0	6,559	1,938	500	500	0	500
Household Rubbish Fees	1,372,822	901,304	1,172,397	1,190,000	1,190,000	1,082,100	1,072,750
Trash Removal	49,423	247,357	61,873	62,000	62,000	0	62,000
Compost Stie Dump Fees	234,187	1,197,518	243,036	240,000	240,000	248,290	240,000
Total Charge for Srvc	1,656,432	2,346,179	1,477,306	1,492,000	1,492,000	1,330,390	1,374,750
Interest on Investments	1,388	1,959	6,084	1,000	1,000	1,249	1,000
Interest on Spec Asmts	1,516	1,167	2,120	2,000	2,000	738	2,000
Penalties on Rubbish Fees	18,965	15,852	19,501	15,500	15,500	9,610	15,500
Total Interest and Rents	21,869	18,978	27,705	18,500	18,500	11,598	18,500
Special Assessments	(52,011)	35,040	485,160	75,000	75,000	7,837	75,000
Surplus Receipts	40	40	0	0	0	0	0
Reimbursement	2,246	0	0	0	0	0	0
Use of Fund Equity	0	0	0	104,613	104,613	0	359,147
Total Other Revenues	(49,725)	35,080	485,160	179,613	179,613	7,837	434,147
TOTAL RESOURCES	3,659,639	4,401,687	3,778,648	3,536,381	3,536,381	3,017,936	3,457,634

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4581 RUBBISH COLLECTIONS - ADMINISTRATION</u>							
Personnel Services	140,422	148,620	162,670	191,856	191,856	181,227	132,207
Operating Expenses	717,598	219,776	325,399	347,496	347,496	327,401	298,357
Capital Outlay	0	0	0	0	0	0	0
TOTALS	858,020	368,396	488,069	539,352	539,352	508,628	430,564
<u>4582 RUBBISH COLLECTIONS</u>							
Personnel Services	109,354	91,897	80,444	84,502	84,502	61,675	79,090
Operating Expenses	1,598,055	1,919,606	1,641,962	1,385,210	1,385,210	1,319,958	1,480,123
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	16,793	16,794	0	0	0	0	0
TOTALS	1,724,202	2,028,297	1,722,406	1,469,712	1,469,712	1,381,633	1,559,213
<u>4583 ENVIRONMENTAL IMPROVEMENT</u>							
Personnel Services	28,937	68,806	59,214	178,198	178,198	171,086	137,237
Operating Expenses	109,419	174,997	157,800	173,626	173,326	139,530	146,197
Capital Outlay	141	0	270	0	300	247	0
TOTALS	138,497	243,803	217,284	351,824	351,824	310,863	283,434
<u>4584 SANITARY LANDFILL</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	460,591	448,629	480,240	561,342	561,342	153,967	557,912
Capital Outlay	0	0	0	0	0	0	0
TOTALS	460,591	448,629	480,240	561,342	561,342	153,967	557,912
<u>4585 BRUSH COLLECTIONS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	6,447	76,614	90,484	109,400	109,400	86,272	109,400
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	13,710	0	0	0	0	0
TOTALS	6,447	90,324	90,484	109,400	109,400	86,272	109,400
<u>4586 RECYCLING</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	67,831	74,191	0	20,500	20,500	1,258	20,500
Capital Outlay	0	0	0	0	0	0	0
TOTALS	67,831	74,191	0	20,500	20,500	1,258	20,500

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4587 COMPOSTING</u>							
Personnel Services	245,777	197,082	226,374	201,641	201,641	297,952	246,589
Operating Expenses	50,061	59,162	66,755	272,030	376,280	260,452	239,304
Capital Outlay	26,000	0	0	0	0	0	0
TOTALS	321,838	256,244	293,129	473,671	577,921	558,404	485,893
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	9,004	9,004	10,580	10,580	10,580	10,580	10,718
TOTALS	9,004	9,004	10,580	10,580	10,580	10,580	10,718
TOTAL RUBBISH COLLECTIONS							
Personnel Services	524,490	506,405	528,702	656,197	656,197	711,941	595,123
Operating Expenses	3,010,002	2,972,975	2,762,640	2,869,604	2,973,554	2,288,838	2,851,793
Capital Outlay	26,141	0	270	0	300	247	0
Miscellaneous	25,797	39,508	10,580	10,580	10,580	10,580	10,718
TOTAL EXPENDITURES	3,586,429	3,518,888	3,302,192	3,536,381	3,640,631	3,011,606	3,457,634

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
SPECIAL REVENUE FUND - RUBBISH COLLECTION							
Rubbish Administration	1.50	0.89	1.69	1.69	1.69	1.69	0.35
Rubbish Collection	1.00	1.00	0.50	0.50	0.50	0.50	0.50
Environmental Improvement	0.00	1.00	1.10	1.10	1.10	1.10	1.00
Composting	2.00	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL POSITIONS	4.50	4.89	5.29	5.29	5.29	5.29	3.85

The 2010/2011 Approved Budget will decrease by a total of 1.44 positions from the 2010 approved budgeted levels. During 2010 the City of Saginaw contracted with Plante & Moran Consultants to perform a Staffing and Efficiency Study. As a result of this study, in the Administration Division, the Superintendent of Right-of-Way (ROW) will be eliminated. This elimination represents .34 in the Rubbish Collection Fund. The City Engineer will be charged with the responsibilities of the Right-of-Way Division. In addition, in the Administration Division, the Environmental Support Specialist will be redistributed to the Environmental Improvement Division. In the Rubbish Collection Division, the Chief Foreman will be retitled as the Chief ROW Streets Foreman. In the Environmental Improvement Division, both the Labor Foreman for Streets/Environment and the Building Operations Supervisor will be redistributed to the General and the Public Works Building Funds.

Another change that will occur in FY 2011, is the reorganization of the Environmental Improvement division from the Department of Public Services to the Department of Development. The Inspections division will manage the Environmental Improvement operations through the City's SCENIC program. In addition, the Environmental Support Specialist will report directly to the Licensed Inspector.

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To maintain weekly rubbish and yard waste pick-up and disposal.
 - a. Re-establish a convenience station for residents

	2009 Actual	2010 Projected	2011 Target
Number of residents using the convenience station	350	500	500

2. Look at alternate methods of providing service given the level of funding available.
 - a. Provide a limited recycling program with centralized drop off locations

	2009 Actual	2010 Projected	2011 Target
Number of residents using the service	100	200	500

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

226 - 4581 Rubbish Collection Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	23,569	Director of Public Services	0.15 15,208
Overtime	500	Administrative Professional	0.20 8,361
Fringe Benefits	108,138		
TOTAL	132,207	Total Personnel	0.35 23,569
OPERATING EXPENSES			
Supplies	2,850	FICA	1,842
Internal Services	147,916	Healthcare Benefits - Active	5,425
Other Services		Healthcare Benefits - Retirees	70,632
Professional Fees	130,419	Pension	30,239
Maintenance Fees	17,172		
Other Contracted Fees	0	Total Fringe Benefits	108,138
TOTAL	298,357	TOTAL	0.35 132,207
CAPITAL OUTLAY			
	0		
TOTAL	0		
TOTAL APPROPRIATION	430,564		

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

STRATEGIC NARRATIVE

The Rubbish Collection division 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 2010/2011 GOALS AND OBJECTIVES

1. To service all city residents with weekly collections.

- a. To provide an accurate household count for pickup

	2009 Actual	2010 Projected	2011 Target
Number of Households	23,313	22,014	21,445

2. To inform city residents of rubbish rules and regulations thereby reducing environmental complaints.

- a. Use website to reach out to residents

	2009 Actual	2010 Projected	2011 Target
Number of complaints from residents using website	N/A (Residents accessed website for pickup info)	10	10

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

226 - 4582 Rubbish Collection

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
Salaries	32,276	Chief ROW Foreman	0.50 32,276
Overtime	12,000		
Fringe Benefits	34,814	Total Personnel	<u>0.50 32,276</u>
TOTAL	<u>79,090</u>	Overtime	<u>12,000</u>
OPERATING EXPENSES		FICA	3,327
Supplies	600	Healthcare Benefits - Active	12,455
Internal Services	7,960	Healthcare Benefits - Retirees	0
Other Services		Pension	19,032
Professional Fees	1,428,030	Total Fringe Benefits	<u>34,814</u>
Maintenance Fees	43,533		
Other Contracted Fees	0	TOTAL	<u><u>0.50 79,090</u></u>
TOTAL	<u>1,480,123</u>		
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
MISCELLANEOUS	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>1,559,213</u></u>		

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To investigate and seek resolution to complaints filed under the City of Saginaw’s General Code regarding trash, debris, and inoperable vehicles.
 - a. Reduce the number of complaints by educating the residents

	2009 Actual	2010 Projected	2011 Target
Number of Complaints Logged	3,004	3,000	2,500

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

226 - 4583 Environmental Improvement

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	31,376	Environ. Support Specialist	1.00 31,376
Overtime	6,000		
Fringe Benefits	99,861	Total Personnel	<u>1.00 31,376</u>
TOTAL	<u>137,237</u>	Overtime	<u>6,000</u>
OPERATING EXPENSES			
Supplies	28,700	FICA	3,047
Internal Services	10,747	Healthcare Benefits - Active	16,458
Other Services		Healthcare Benefits - Retirees	42,392
Professional Fees	100,000	Pension	37,964
Maintenance Fees	6,500	Total Fringe Benefits	<u>99,861</u>
Other Contracted Fees	250		
TOTAL	<u>146,197</u>	TOTAL	<u><u>1.00 137,237</u></u>
CAPITAL OUTLAY	<u>0</u>		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>283,434</u></u>		

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

STRATEGIC NARRATIVE

The Sanitary Landfill division provides for seasonal citywide curbside collection of non-commercially cut brush. Brush is collected the first through the fifteenth on the West side and on the sixteenth through the 31st, on the East Side. The City will provide the human resources and equipment to operate the brush collection service.

FY 2010/2011 GOALS AND OBJECTIVES

1. To provide and maintain a seasonal brush collection service to all residents.
 - a. To track the number of loads delivered to the compost site

	2009 Actual	2010 Projected	2011 Target
Number of Loads	100	150	150

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

STRATEGIC NARRATIVE

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

FY 2010/2011 GOALS AND OBJECTIVES

1. To comply with State requirement of diverting all yard waste from landfills.
 - a. To educate and encourage City residents to participate in the composting program

	2009 Actual	2010 Projected	2011 Target
Compost Produced	31,293	30,000	30,000

2. Track loads of compost delivered
 - a. Number of loads delivered by one ton trucks

	2009 Actual	2010 Projected	2011 Target
Number of Loads	50	50	60

3. To provide composting service, under contract to the Mid-Michigan Waste Authority, to the metropolitan area.

- a. Yard Waste delivered to compost site

	2009 Actual	2010 Projected	2011 Target
Yards of Compost	50,000	50,000	50,000

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

226 - 4587 Composting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	85,359	Compost Site Operator	2.00	85,359
Overtime	50,000			
Fringe Benefits	111,230	Total Personnel	<u>2.00</u>	<u>85,359</u>
TOTAL	<u>246,589</u>	Overtime		<u>50,000</u>
OPERATING EXPENSES				
Supplies	40,300	FICA		10,843
Internal Services	0	Healthcare Benefits - Active		45,923
Other Services		Healthcare Benefits - Retirees		6,374
Professional Fees	60,000	Pension		48,090
Maintenance Fees	139,004	Total Fringe Benefits		<u>111,230</u>
Other Contracted Fees	0			
TOTAL	<u>239,304</u>	TOTAL	<u>2.00</u>	<u>246,589</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>485,893</u></u>			



PUBLIC SAFETY GRANTS (SRF)

**PUBLIC SAFETY FUND (205)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	3,085,985	POLICE PATROL	1,609,952
OTHER REVENUES	5,280	POLICE INVESTIGATION	689,737
TRANSFERS IN	784,936	FIRE SUPPRESSION	1,463,065
		FIRE PREVENTION	113,447
TOTAL RESOURCES	<u><u>3,876,201</u></u>	TOTAL APPROPRIATIONS	<u><u>3,876,201</u></u>

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	3,623,078	3,745,636	3,638,312	3,745,636	3,524,674	3,424,297	3,085,985
Other Revenues	0	0	0	0	0	0	5,280
Transfers from Other Funds	0	249,284	234,902	249,284	265,775	627,545	784,936
TOTAL RESOURCE	3,623,078	3,994,920	3,873,214	3,994,920	3,790,449	4,051,842	3,876,201

EXPENDITURE ANALYSIS SUMMARY

3011 POLICE PATROL

Personnel Services	2,126,149	1,943,727	1,716,119	1,623,678	1,623,678	1,717,958	1,609,952
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	2,126,149	1,943,727	1,716,119	1,623,678	1,623,678	1,717,958	1,609,952

3013 POLICE INVESTIGATION

Personnel Services	418,653	445,437	641,220	554,803	554,803	773,264	689,737
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	418,653	445,437	641,220	554,803	554,803	773,264	689,737

3751 FIRE SUPPRESSION

Personnel Services	1,530,806	1,561,688	1,405,443	1,504,357	1,504,357	1,441,988	1,463,065
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	1,530,806	1,561,688	1,405,443	1,504,357	1,504,357	1,441,988	1,463,065

3753 FIRE PREVENTION

Personnel Services	89,142	100,327	110,430	107,611	107,611	118,633	113,447
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	89,142	100,327	110,430	107,611	107,611	118,633	113,447

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
TOTAL PUBLIC SAFETY FUND							
Personnel Services	4,164,750	4,051,179	3,873,212	3,790,449	3,790,449	4,051,842	3,876,201
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	4,164,750	4,051,179	3,873,212	3,790,449	3,790,449	4,051,842	3,876,201

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
POLICE AND FIRE							
Police Patrol	26.00	26.00	23.00	23.00	23.00	23.00	22.00
Police Investigation	5.00	5.00	8.00	8.00	8.00	8.00	9.00
Fire Suppression	19.00	19.00	19.00	19.00	19.00	19.00	19.00
Fire Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	51.00	51.00	51.00	51.00	51.00	51.00	51.00

In accordance with passage of the Public Safety Millage, the FY 2011 Approved Budget reflects the same personnel complement of 31 Police Officers and 20 Firefighters. The 2010, 2009, and 2008 Approved Budget remains at the same level as the 2007 budget, wherein the millage was levied. Due to the passage of the Public Safety Millage in May of 2006, the City is required to have the total 51 Police and Fire personnel complement within the Public Safety Fund at the same levels as when the millage was adopted.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

205-3011 Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,182,236	Police Lieutenant	1.00	69,419
Overtime	61,400	Police Sergeant	3.00	186,861
Fringe Benefits	366,316	Police Officer	18.00	925,955
TOTAL	1,609,952	Total Personnel	22.00	1,182,236
OPERATING EXPENSES				
		Overtime		61,400
Supplies	0			
Internal Services	0	FICA		18,248
Other Services		Healthcare Benefits - Active		348,068
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension - Sworn		0
Other Contracted Fees	0	Total Fringe Benefits		366,316
TOTAL	0	TOTAL	22.00	1,609,952
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	1,609,952			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

205-3013 Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	486,773	Police Sergeant	2.00	123,825
Overtime	52,400	Police Officer	7.00	362,948
Fringe Benefits	150,564			
		Total Personnel	<u>9.00</u>	<u>486,773</u>
TOTAL	<u>689,737</u>			
		Overtime		<u>52,400</u>
OPERATING EXPENSES				
Supplies	0	FICA		7,007
Internal Services	0	Healthcare Benefits - Active		143,557
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		0
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>150,564</u>
TOTAL	<u>0</u>	TOTAL	<u>9.00</u>	<u>689,737</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>689,737</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

205-3751 Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,043,344	Fire Battalion Chief	2.00	154,462
Overtime	80,000	Fire Captain	1.00	70,306
Fringe Benefits	339,721	Fire Engineers	8.00	558,822
		Firefighter	8.00	259,754
TOTAL	1,463,065	Total Personnel	19.00	1,043,344
OPERATING EXPENSES				
		Overtime		80,000
Supplies	0			
Internal Services	0			
Other Services		FICA		14,592
Professional Fees	0	Healthcare Benefits - Active		325,129
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension - Sworn		0
TOTAL	0	Total Fringe Benefits		339,721
		TOTAL	19.00	1,463,065
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	1,463,065			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

205-3753 Fire Prevention

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	77,044	Fire Marshall	77,044
Overtime	15,000		
Fringe Benefits	21,403	Total Personnel	<u>77,044</u>
			<u>1.00</u>
TOTAL	<u>113,447</u>		
		Overtime	<u>15,000</u>
OPERATING EXPENSES			
		FICA	1,623
Supplies	0	Healthcare Benefits - Active	19,780
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services		Pension - Sworn	0
Professional Fees	0		
Maintenance Fees	0	Total Fringe Benefits	<u>21,403</u>
Other Contracted Fees	0		
TOTAL	<u>0</u>	TOTAL	<u><u>1.00</u></u>
			<u><u>113,447</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>113,447</u></u>		

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**PUBLIC SAFETY GRANTS
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMUNITY POLICING	1,083,671	COMMUNITY POLICING	1,083,671
POLICE TRAINING FUND	21,000	POLICE TRAINING FUND	21,000
DEPT OF JUSTICE GRANT	349,759	DEPT OF JUSTICE GRANT	349,759
DRUG FORFEITURE FUND	70,503	DRUG FORFEITURE FUND	70,503
YOUTH INITIATIVE FUND	139,456	YOUTH INITIATIVE FUND	139,456
AUTO THEFT PREVENTION	120,189	AUTO THEFT PREVENTION	120,189
TOTAL RESOURCES	<u>1,784,578</u>	TOTAL APPROPRIATIONS	<u>1,784,578</u>

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
SPECIAL REVENUE FUND - PUBLIC SAFETY GRANTS							
Community Policing	3.00	3.00	4.00	4.00	4.00	4.00	9.00
Drug Forfeiture	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Youth Initiative	2.00	2.00	2.00	2.00	2.00	2.00	1.00
Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL POSITIONS	7.00	7.00	7.00	7.00	7.00	7.00	11.00

The 2010/2011 Approved Budget for the Public Safety Grant will increase, in total of 4 positions. In 2010, the City was a receipt of a federal funded grant - the COPs Hiring Grant. This grant added five police officers to the 100 sworn police complement. In 2011, the City reflects this addition of these new officers. However, this increase is offset by the elimination of one police officer in the Youth Initiative Fund. This police officer was funded by grant monies that has been decreasing over the last few years. In 2011, this fund can no longer support two full-time officers.

**COMMUNITY POLICING (260)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Grants	0	0	310,956	85,000	403,500	276,872	684,836
Interest and Rents	22	27	16	0	0	(2)	0
Other Revenues	1,395	0	0	0	483	183,988	0
Transfers from Other Funds	304,745	283,329	386,756	349,006	349,006	349,006	398,835
TOTAL RESOURCES	306,162	283,356	697,728	434,006	752,989	809,864	1,083,671

EXPENDITURE ANALYSIS SUMMARY

3320 COMMUNITY POLICING

Personnel Services	289,499	271,458	376,486	384,106	384,126	398,607	386,278
Operating Expenses	10,227	11,198	10,270	9,900	9,880	10,265	12,557
Capital Outlay	6,438	700	0	0	0	0	0
TOTALS	306,165	283,356	386,756	394,006	394,006	408,872	398,835

3321 WEED AND SEED GRANT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	29,163	40,000	117,409	96,296	42,000
Capital Outlay	0	0	15,352	0	29,574	29,466	0
TOTALS	0	0	44,515	40,000	146,983	125,762	42,000

3327 SHOTSPOTTER

Personnel Services	0	0	2,290	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	264,150	0	212,000	162,000	300,000
TOTALS	0	0	266,440	0	212,000	162,000	300,000

3328 COPS HIRING GRANT

Personnel Services	0	0	0	0	25,234	113,231	342,836
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	0	0	25,234	113,231	342,836

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	3,002	0	0	0	0	0
TOTALS	0	3,002	0	0	0	0	0

**COMMUNITY POLICING (260)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
TOTAL COMMUNITY POLICING							
Personnel Services	289,499	271,458	378,776	384,106	409,360	511,838	729,114
Operating Expenses	10,227	11,198	39,433	49,900	127,289	106,561	54,557
Capital Outlay	6,438	700	279,502	0	241,574	191,466	300,000
Miscellaneous	0	3,002	0	0	0	0	0
TOTAL EXPENDITURES	306,165	286,358	697,711	434,006	778,223	809,864	1,083,671

FUND: 260 – Community Policing Program Fund

DEPARTMENT: Police

ACTIVITY: 3320 – Community Policing

STRATEGIC NARRATIVE

The Community Policing Unit consists of nine officers. These officers are assigned to specific designated neighborhood areas under the Community Development Block Grant program and Department of Justice COPS Hiring Grant. These officers will work closely with the businesses, schools, churches, and residents in these areas to jointly address issues within these areas.

FY 2010/2011 GOALS AND OBJECTIVES

1. Initiate a tracking and reporting mechanism to better report community policing related services performed by our CPO's for reporting to citizens and the CDBG oversight.
2. To increase citizen participation within the CPO districts.
 - a. Maintain or increase attendance at neighborhood watch meetings.
 - b. Maintain or increase participation in neighborhood initiatives within the district i.e. block parties, cleanups, etc.
 - c. Maintain or increase number of citizen volunteers taking part in citywide initiatives.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

260-3320 Community Policing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	207,816	Police Officer	4.00	207,816
Overtime	11,300			
Fringe Benefits	167,162	Total Personnel	<u>4.00</u>	<u>207,816</u>
TOTAL	<u>386,278</u>	Overtime		<u>11,300</u>
OPERATING EXPENSES				
Supplies	0	FICA		3,540
Internal Services	10,649	Healthcare Benefits - Active		64,293
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		99,329
Maintenance Fees	1,908	Total Fringe Benefits		<u>167,162</u>
Other Contracted Fees	0			
TOTAL	<u>12,557</u>	TOTAL	<u>4.00</u>	<u>386,278</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>398,835</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

260-3321 Weed and Seed Grant

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	0.00	0
Fringe Benefits	0			
TOTAL	<u>0</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	0	Healthcare Benefits - Retirees		0
Internal Services	0	Pension - Sworn		0
Other Services				
Professional Fees	42,000	Total Fringe Benefits		<u>0</u>
Maintenance Fees	0			
Other Contracted Fees	0			
TOTAL	<u>42,000</u>	TOTAL	<u>0.00</u>	<u>0</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u>42,000</u>			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

260-3327 Shotspotter

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	0	Total Personnel	0.00
Fringe Benefits	0		
TOTAL	<u>0</u>	Overtime	<u>0</u>
OPERATING EXPENSES			
		FICA	0
		Healthcare Benefits - Active	0
Supplies	0	Healthcare Benefits - Retirees	0
Internal Services	0	Pension - Sworn	0
Other Services			
Professional Fees	0	Total Fringe Benefits	<u>0</u>
Maintenance Fees	0		
Other Contracted Fees	0		
TOTAL	<u>0</u>	TOTAL	<u><u>0.00</u></u> <u><u>0</u></u>
CAPITAL OUTLAY	300,000		
TOTAL	<u>300,000</u>		
TOTAL APPROPRIATION	<u><u>300,000</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

260-3328 COPS Hiring Grant

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	244,639	Police Officers	5.00	244,639
Overtime	0			
Fringe Benefits	96,197	Total Personnel	<u>5.00</u>	<u>244,639</u>
TOTAL	<u>340,836</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		3,571
Supplies	0	Healthcare Benefits - Active		80,997
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		11,629
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>96,197</u>
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u>5.00</u>	<u>340,836</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>340,836</u></u>			

**POLICE TRAINING (261)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	20,607	21,309	17,991	21,000	25,000	19,417	21,000
Interest and Rents	0	37	142	0	0	31	0
Other Revenues	40	0	0	0	0	6,935	0
TOTAL RESOURCES	20,647	21,346	18,133	21,000	25,000	26,383	21,000

EXPENDITURE ANALYSIS SUMMARY							
<u>3323 POLICE TRAINING</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	20,647	21,346	18,132	21,000	25,000	26,383	21,000
Capital Outlay	0	0	0	0	0	0	0
TOTALS	20,647	21,346	18,132	21,000	25,000	26,383	21,000
TOTAL POLICE TRAINING							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	20,647	21,346	18,132	21,000	25,000	26,383	21,000
Capital Outlay	0	0	0	0	0	0	0
TOTAL EXPENDITURES	20,647	21,346	18,132	21,000	25,000	26,383	21,000

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

STRATEGIC NARRATIVE

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

During FY 2009/2010 this allocation assisted the department in financing several key training programs, and the purchase of ammunition for the Police Department range. During FY 2009/2010 the Training division will concentrate on continuing annual in-service training programs for all officers, identify and train officers as instructors in a variety of areas.

FY 2010/2011 GOALS AND OBJECTIVES

1. To increase the number of certified field training officers by 25% to facilitate training of new hires.
2. 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.
3. To identify new areas of training in which the workforce may be deficient and to address those deficiencies.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

261-3323 Police Training

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	0.00	0
Fringe Benefits	0			
TOTAL	0	Overtime		0
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	2,000	Healthcare Benefits - Retirees		0
Internal Services	0	Pension - Sworn		0
Other Services				
Professional Fees	0	Total Fringe Benefits		0
Maintenance Fees	0			
Other Contracted Fees	19,000			
TOTAL	21,000	TOTAL	0.00	0
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	21,000			

**DEPARTMENT OF JUSTICE GRANT (263)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	0	0	0	546,196	546,196	219,716	349,759
Interest and Rents	0	0	0	0	0	(109)	0
Transfers	0	0	0	0	0	0	0
TOTAL RESOURCES	0	0	0	546,196	546,196	219,607	349,759

EXPENDITURE ANALYSIS SUMMARY							
<u>3321 D.O.J. GRANT</u>							
Personnel Services	0	0	0	8,643	8,643	0	0
Operating Expenses	0	0	0	64,253	64,253	57,228	64,253
Capital Outlay	0	0	0	473,300	473,300	162,379	285,506
TOTALS	0	0	0	546,196	546,196	219,607	349,759
TOTAL D.O.J. GRANT							
Personnel Services	0	0	0	8,643	8,643	0	0
Operating Expenses	0	0	0	64,253	64,253	57,228	64,253
Capital Outlay	0	0	0	473,300	473,300	162,379	285,506
TOTAL EXPENDITURES	0	0	0	546,196	546,196	219,607	349,759

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

263-3321 Department of Justice Grant

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	0.00	0
Fringe Benefits	0			
TOTAL	<u>0</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	33,453	Healthcare Benefits - Retirees		0
Internal Services	0	Pension - Sworn		0
Other Services				
Professional Fees	0	Total Fringe Benefits		<u>0</u>
Maintenance Fees	0			
Other Contracted Fees	30,800			
TOTAL	<u>64,253</u>	TOTAL	<u><u>0.00</u></u>	<u><u>0</u></u>
CAPITAL OUTLAY				
	285,506			
TOTAL	<u>285,506</u>			
TOTAL APPROPRIATION	<u><u>349,759</u></u>			

**DRUG FORFEITURE FUND (264)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	3,372	4,989	10,687	0	9,670	9,669	10,687
Fines and Forfeitures	41,610	22,674	365,485	49,570	49,570	38,527	51,816
Interest and Rents	16,813	14,521	7,407	5,000	5,000	2,741	5,000
Other Revenues	1,450	0	1,270	15,933	90,285	67,563	3,000
Transfers from Other Funds	12,398	0	0	0	0	0	0
TOTAL RESOURCES	75,643	42,184	384,849	70,503	154,525	118,501	70,503

EXPENDITURE ANALYSIS SUMMARY							
<u>3040 DRUG FORFEITURE</u>							
Personnel Services	100,840	0	0	0	0	0	0
Operating Expenses	53,371	37,920	63,026	70,503	154,525	118,501	70,503
Capital Outlay	0	0	950	0	0	0	0
TOTALS	154,210	37,920	63,976	70,503	154,525	118,501	70,503
TOTAL DRUG FORFEITURE							
Personnel Services	100,840	0	0	0	0	0	0
Operating Expenses	53,371	37,920	63,026	70,503	154,525	118,501	70,503
Capital Outlay	0	0	950	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	154,211	37,920	63,976	70,503	154,525	118,501	70,503

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

STRATEGIC NARRATIVE

The Drug Forfeiture Fund accounts for all expenditures and revenues 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, and support of the department's canine program.

FY 2010/2011 GOALS AND OBJECTIVES

1. To provide funds from drug-related forfeitures to be used by the Police Department to continue investigation of drug-related activities.
 - a. Maintain and/or increase current level of drug interdiction efforts.
2. To work with the Department of Fiscal Services to establish a complete accounting and tracking system for both State and Federal Forfeiture funds.
 - a. To obtain full accounting and useable access to available forfeiture funds.
3. To increase research needed, and develop a use for available forfeiture funds that best advantages the department.
 - a. In car digital video systems
 - b. Acquisition of surveillance equipment.
 - c. Drug resistance education program for at risk youths.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

264-3040 Drug Forfeiture Fund

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	0			
Overtime	0	Total Personnel	0.00	0
Fringe Benefits	0			
TOTAL	<u>0</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		0
		Healthcare Benefits - Active		0
Supplies	19,933	Healthcare Benefits - Retirees		0
Internal Services	0	Pension - Sworn		0
Other Services				
Professional Fees	35,500	Total Fringe Benefits		<u>0</u>
Maintenance Fees	15,070			
Other Contracted Fees	0			
TOTAL	<u>70,503</u>	TOTAL	<u>0.00</u>	<u>0</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u>70,503</u>			

**YOUTH INITIATIVE FUND (265)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	0	0	0	0	0	(28,032)	0
Other Revenues	188,900	212,650	222,050	216,586	235,576	224,403	103,000
Transfers from Other Funds	20,428	10,017	5,566	0	0	0	36,456
TOTAL RESOURCES	209,328	222,667	227,616	216,586	235,576	196,371	139,456

EXPENDITURE ANALYSIS SUMMARY							
<u>3325 YOUTH INITIATIVE</u>							
Personnel Services	183,506	198,663	210,892	183,845	202,835	182,932	128,399
Operating Expenses	26,547	28,103	16,723	32,741	32,741	13,438	11,057
Capital Outlay	0	0	0	0	0	0	0
TOTALS	210,053	226,766	227,615	216,586	235,576	196,371	139,456

<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	136,938	0	0	0	0	0
TOTALS	0	136,938	0	0	0	0	0

TOTAL YOUTH INITIATIVE FUND							
Personnel Services	183,506	198,663	210,892	183,845	202,835	182,932	128,399
Operating Expenses	26,547	28,103	16,723	32,741	32,741	13,438	11,057
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	136,938	0	0	0	0	0
TOTAL EXPENDITURES	210,053	363,704	227,615	216,586	235,576	196,371	139,456

FUND: 265 – Youth Initiative Grant Fund

DEPARTMENT: Police

ACTIVITY: 3325 – Youth Initiative

STRATEGIC NARRATIVE

The Youth Initiative Grant Fund is to manage the prevention/treatment of 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 Saginaw County Family Court and a variety of community services. The grant is provided through the Michigan Department of Community Health.

FY 2010/2011 GOALS AND OBJECTIVES

1. To track, record and increase by 5% the number of follow-up home and school visits with at risk juveniles registered in the Saginaw Police Appreciate Children Every Day Prevention Program.

	2009 Actual	2010 Projected	2011 Target
Number of Youth counseled through program	2,000	2,500	3,000

2. To conduct a minimum of six individual FYI level III programs with the partnership of DOT Caring Center and Professional Psychological Psychiatric Services.
 - a. Complete 25% more pre and post surveys,
 - b. Increase the number of information on drug, and gang prevention curriculum
 - c. Increase the number of youth to mentor that attend the program.
3. To introduce an anti-illegal message through the Project Safe Neighborhood program or a Saginaw Police Department devised curriculum.
 - a. Increase the number of times this message (anti-gun/gang) will be issued formally
 - b. Increase the number of people to educate on the Project Safe Neighborhood program

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

265-3325 Youth Initiative

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	51,817	Police Officer	1.00	51,817
Overtime	10,000			
Fringe Benefits	66,582	Total Personnel	<u>1.00</u>	<u>51,817</u>
TOTAL	<u>128,399</u>	Overtime		<u>10,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		897
Internal Services	5,057	Healthcare Benefits - Active		16,033
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	6,000	Pension - Sworn		49,652
Maintenance Fees	0	Total Fringe Benefits		<u>66,582</u>
Other Contracted Fees	0			
TOTAL	<u>11,057</u>	TOTAL	<u>1.00</u>	<u>128,399</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>139,456</u></u>			

**AUTO THEFT PREVENTION (289)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	70,604	65,701	54,750	72,175	72,175	47,021	55,458
Other Revenues	3,322	2,437	1,041	0	0	2,245	1,000
Transfers from Other Funds	48,645	55,403	74,577	87,779	87,779	87,779	63,731
TOTAL RESOURCES	122,571	123,541	130,368	159,954	159,954	137,044	120,189

EXPENDITURE ANALYSIS SUMMARY

3322 AUTO THEFT PREVENTION

Personnel Services	104,194	85,082	101,336	98,984	98,984	101,996	97,491
Operating Expenses	17,422	14,790	17,602	60,970	60,970	17,654	22,698
Capital Outlay	1,696	2,905	0	0	0	0	0
TOTALS	123,312	102,777	118,938	159,954	159,954	119,650	120,189

9660 TRANSFER OUT

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

TOTAL AUTO THEFT PREVENTION FUND

Personnel Services	104,194	85,082	101,336	98,984	98,984	101,996	97,491
Operating Expenses	17,422	14,790	17,602	60,970	60,970	17,654	22,698
Capital Outlay	1,696	2,905	0	0	0	0	0
Miscellaneous	0	20,763	0	0	0	0	0
TOTAL EXPENDITURES	123,312	123,540	118,938	159,954	159,954	119,650	120,189

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 (60%), 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 2010/2011 GOALS AND OBJECTIVES

1. To increase by 5% arrests on motor vehicle theft related crimes.

	2009 Actual	2010 Projected	2011 Target
Number of Arrest due to Motor Vehicle Theft	7-1-09 to 7-1-10 10 85 cars	Not Available yet	Not Available yet

2. 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.
 - a. Increase active investigation/participation with strap metal yards and auto junk dealers in the area in an effort to recover stolen vehicles and car parts.
3. To achieve an overall conviction rate of 70%.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

289-3322 Auto Theft Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	52,266	Police Officer	1.00	52,266
Overtime	3,000			
Fringe Benefits	42,225	Total Personnel	<u>1.00</u>	<u>52,266</u>
TOTAL	<u>97,491</u>	Overtime		<u>3,000</u>
OPERATING EXPENSES				
Supplies	1,750	FICA		818
Internal Services	4,648	Healthcare Benefits - Active		16,582
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	10,900	Pension - Sworn		24,825
Maintenance Fees	5,200	Total Fringe Benefits		<u>42,225</u>
Other Contracted Fees	200			
TOTAL	<u>22,698</u>	TOTAL	<u>1.00</u>	<u>97,491</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>120,189</u></u>			



TIFA/LDFA/DDA (SRF)

**ANDERSEN ENRICHMENT CENTER (236)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	36,939	ANDERSEN ENRICH. CTR.	136,786
INTEREST	49,589	ENRICHMENT COMMISSION	140,600
OTHER REVENUES	179,184		
TRANSFERS IN	11,674		
TOTAL RESOURCES	<u>277,386</u>	TOTAL APPROPRIATIONS	<u>277,386</u>

**ANDERSEN ENRICHMENT CENTER (236)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	26,250	23,825	30,050	185,745	187,245	24,535	36,939
Interest and Rents	62,389	57,193	48,937	51,757	51,757	50,001	49,589
Other Revenues	85,092	163,652	168,162	15,000	15,000	140,630	179,184
Transfers from Other Funds	0	11,290	16,202	10,412	10,412	10,412	11,674
TOTAL RESOURCES	173,731	255,960	263,351	262,914	264,414	225,578	277,386

EXPENDITURE ANALYSIS SUMMARY							
<u>7540 ANDERSEN ENRICHMENT CENTER</u>							
Personnel Services	52,547	93,838	87,877	96,361	96,361	84,230	95,278
Operating Expenses	41,496	38,826	43,072	41,497	42,757	39,272	41,508
Capital Outlay	1,188	0	0	0	240	240	0
TOTALS	95,231	132,664	130,949	137,858	139,358	123,742	136,786
<u>7541 ENRICHMENT COMMISSION</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	83,264	124,865	118,980	125,056	125,056	91,062	140,600
Capital Outlay	0	0	0	0	0	0	0
TOTALS	83,264	124,865	118,980	125,056	125,056	91,062	140,600
TOTAL ANDERSEN ENRICHMENT CENTER							
Personnel Services	52,547	93,838	87,877	96,361	96,361	84,230	95,278
Operating Expenses	124,760	163,691	162,052	166,553	167,813	130,334	182,108
Capital Outlay	1,188	0	0	0	240	240	0
TOTAL EXPENDITURES	178,495	257,529	249,929	262,914	264,414	214,804	277,386

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
ANDERSEN ENRICHMENT CENTER							
Andersen Enrichment Center	3.00	5.00	5.00	5.00	5.00	5.00	5.00
TOTAL POSITIONS	3.00	5.00	5.00	5.00	5.00	5.00	5.00

The 2010/2011 Approved Budget will remain the same as previous years. In 2008, a Communication/Building Director and a Marketing Director were added to the Andersen Enrichment Center complement.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

This fund provides for the operation and maintenance of the 5,600 square foot Andersen Enrichment Center. Facilities include 3,361 square 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 division is to provide the services necessary to promote and operate the Center for activities, events, and programs that enrich the quality of cultural life in Saginaw. Through FY 2010/2011, the staff will continue to refine marketing and management strategies to maximize the use of these facilities in keeping with the mission.

236-7540 Andersen Enrichment Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,060	Director of Sag. Art Comm.	1.00	19,200
Overtime	0	Director of Marketing	1.00	20,800
Fringe Benefits	18,218	Andersen Ctr. Site Super.	1.00	16,640
		Andersen Center Director	1.00	15,600
		Clerical Typist	1.00	4,820
TOTAL	95,278	Total Personnel	5.00	77,060
OPERATING EXPENSES				
Supplies	5,530	Overtime		0
Internal Services	0			
Other Services				
Professional Fees	15,583	FICA		4,863
Maintenance Fees	20,395	Healthcare Benefits - Active		12,731
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension		624
TOTAL	41,508	Total Fringe Benefits		18,218
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	5.00	95,278
TOTAL APPROPRIATION	136,786			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

This division on the Andersen Enrichment Center Operation Fund 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 is obtained 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.

236-7541 Enrichment Commission

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	0	Total Personnel	<u>0.00</u>
Fringe Benefits	0		
TOTAL	<u>0</u>	Overtime	<u>0</u>
OPERATING EXPENSES			
		FICA	0
		Healthcare Benefits - Active	0
Supplies	0	Healthcare Benefits - Retirees	0
Internal Services	0	Pension	0
Other Services			
Professional Fees	140,600	Total Fringe Benefits	<u>0</u>
Maintenance Fees	0		
Other Contracted Fees	0		
TOTAL	<u>140,600</u>	TOTAL	<u><u>0.00</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>140,600</u></u>		

**GM TOWER PROJECTS (238)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	7,000	GM TOWER PROJECTS	108,500
OTHER REVENUES	101,500		
TOTAL RESOURCES	<u>108,500</u>	TOTAL APPROPRIATIONS	<u>108,500</u>

**GM TOWER PROJECTS (238)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	24,608	19,096	6,950	7,000	7,000	473	7,000
Other Revenue	0	0	0	101,500	101,500	92,860	101,500
TOTAL RESOURCES	24,608	19,096	6,950	108,500	108,500	93,333	108,500

EXPENDITURE ANALYSIS SUMMARY							
<u>6595 GM TOWER PROJECTS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	51,250	105,500	108,500	108,500	93,333	108,500
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	51,250	105,500	108,500	108,500	93,333	108,500
TOTAL GM TOWER PROJECTS							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	51,250	105,500	108,500	108,500	93,333	108,500
Capital Outlay	0	0	0	0	0	0	0
TOTAL EXPENDITURES	0	51,250	105,500	108,500	108,500	93,333	108,500

**BOAT LAUNCH OPERATIONS (239)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	25,000	BOAT LAUNCH OPERATION	25,550
OTHER REVENUES	550		
TOTAL RESOURCES	<u>25,550</u>	TOTAL APPROPRIATIONS	<u>25,550</u>

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

STRATEGIC NARRATIVE

The Boat Launch Operation Fund provides for the operation, maintenance and improvement of facilities located at the Rust Avenue Boat Launch.

FY 2010/2011 GOALS AND OBJECTIVES

1. To continue providing boaters with safe convenient access to the Saginaw river system and promote the waterways as a recreational resource for the citizens Saginaw and surrounding communities.
2. Improvement of handicap accessibility to the City's docks
3. Improvement of the drainage system in the City-owned parking lot.

**BOAT LAUNCH OPERATIONS (239)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	24,327	27,000	27,901	25,000	25,000	24,958	25,000
Interest and Rents	0	20	89	0	0	29	0
Other Revenue	0	0	0	550	550	0	550
TOTAL RESOURCES	24,327	27,020	27,990	25,550	25,550	24,986	25,550

EXPENDITURE ANALYSIS SUMMARY							
<u>7546 BOAT LAUNCH OPERATION</u>							
Personnel Services	250	0	0	0	0	0	0
Operating Expenses	25,891	20,123	17,065	25,550	25,550	18,755	25,550
Capital Outlay	0	5,000	0	0	0	0	0
TOTALS	26,141	25,123	17,065	25,550	25,550	18,755	25,550
TOTAL BOAT LAUNCH OPERATION							
Personnel Services	250	0	0	0	0	0	0
Operating Expenses	25,891	20,123	17,065	25,550	25,550	18,755	25,550
Capital Outlay	0	5,000	0	0	0	0	0
TOTAL EXPENDITURES	26,141	25,123	17,065	25,550	25,550	18,755	25,550

**TIFA AND LDFA
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMERCE CENTER	27,865	COMMERCE CENTER	27,865
DOWNTOWN DEVELOP AUTH.	70,838	DOWNTOWN DEVELOP AUTH.	70,838
BROWNFIELD AUTHORITY	28,579	BROWNFIELD AUTHORITY	28,579
SILS ISLAND DDA	2,748	SILS ISLAND DDA	2,748
SAGINAW TOOL & DIE LDFA	27,408	SAGINAW TOOL & DIE LDFA	27,408
SEXTON LDFA	12,814	SEXTON LDFA	12,814
THOMSON LDFA	143,969	THOMSON LDFA	143,969
TREASURE ISLAND LDFA	9,337	TREASURE ISLAND LDFA	9,337
TOTAL RESOURCES	<u><u>323,558</u></u>	TOTAL APPROPRIATIONS	<u><u>323,558</u></u>

Note:

Effective in the 2010/2011 Approved Budget, Baker Perkins LDFA is no longer a capturing district.

**COMMERCE CENTER DDA (242)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	29,137	29,181	31,314	28,558	28,558	28,671	27,865
Other Revenue	0	0	0	0	0	263	0
TOTAL RESOURCES	29,137	29,181	31,314	28,558	28,558	28,934	27,865

EXPENDITURE ANALYSIS SUMMARY							
<u>1775 COMPONENT UNIT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	6,077	28,281	28,385	28,558	28,558	28,934	27,865
TOTALS	6,077	28,281	28,385	28,558	28,558	28,934	27,865
TOTAL COMMERCE CENTER DDA							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	6,077	28,281	28,385	28,558	28,558	28,934	27,865
TOTAL EXPENDITURES	6,077	28,281	28,385	28,558	28,558	28,934	27,865

**DOWNTOWN DEVELOPMENT AUTHORITY (243)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	7,552	11,630	13,482	10,122	10,122	13,162	5,838
Interest and Rents	2,457	1,815	0	0	0	0	0
Sale of Real Property	1,500	0	0	0	0	1,500	0
Other Revenues	0	0	5,489	65,000	65,000	0	65,000
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	11,510	13,445	18,971	75,122	75,122	14,662	70,838

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	11	0	0	0	0	0
Operating Expenses	8,429	1,390	2,638	75,122	75,122	7,860	70,838
Capital Outlay	26,817	0	0	0	0	0	0
Miscellaneous	33,182	28,800	0	0	0	0	0
TOTALS	68,428	30,201	2,638	75,122	75,122	7,860	70,838

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	68,209	0	0	0	0	0
TOTALS	0	68,209	0	0	0	0	0

TOTAL DOWNTOWN DEVELOPMENT AUTHORITY

Personnel Services	0	11	0	0	0	0	0
Operating Expenses	8,429	1,390	2,638	75,122	75,122	7,860	70,838
Capital Outlay	26,817	0	0	0	0	0	0
Miscellaneous	33,182	97,009	0	0	0	0	0
TOTAL EXPENDITURES	68,428	98,410	2,638	75,122	75,122	7,860	70,838

**BROWNFIELD AUTHORITY SRRF (245)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	21,814	25,672	34,122	37,392	37,392	38,285	28,579
Federal Grants	676	0	0	0	0	0	0
TOTAL RESOURCES	22,490	25,672	34,122	37,392	37,392	38,285	28,579

EXPENDITURE ANALYSIS SUMMARY							
<u>1775 COMPONENT UNIT</u>							
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	9,014	34,410	6,136	37,392	37,392	20,595	28,579
TOTALS	9,014	34,410	6,136	37,392	37,392	20,595	28,579
TOTAL BROWNFIELD AUTHORITY SRRF							
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	9,014	34,410	6,136	37,392	37,392	20,595	28,579
TOTAL EXPENDITURES	9,014	34,410	6,136	37,392	37,392	20,595	28,579

**BAKER PERKINS LDFA (250)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	34,733	23,565	16,513	18,603	18,603	13,552	0
Interest and Rents	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	87,292	74,054	0
TOTAL RESOURCES	34,733	23,565	16,513	18,603	105,895	87,606	0

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,138	702	9,862	0	315	315	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	43,669	0	18,603	105,580	87,291	0
TOTALS	1,138	44,371	9,862	18,603	105,895	87,606	0

TOTAL BAKER PERKINS LDFA

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,138	702	9,862	0	315	315	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	43,669	0	18,603	105,580	87,291	0
TOTAL EXPENDITURES	1,138	44,371	9,862	18,603	105,895	87,606	0

**SILS ISLAND DDA (251)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	2,470	2,929	4,060	2,836	2,836	2,494	2,748
Interest and Rents	0	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
TOTAL RESOURCES	2,470	2,929	4,060	2,836	2,836	2,494	2,748

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	21,323	2,836	2,836	2,494	2,748
TOTALS	0	0	21,323	2,836	2,836	2,494	2,748

TOTAL SILS ISLAND DDA

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	21,323	2,836	2,836	2,494	2,748
TOTAL EXPENDITURES	0	0	21,323	2,836	2,836	2,494	2,748

**SAGINAW TOOL & DIE LDFA (255)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	30,708	28,553	28,184	25,699	25,699	25,145	27,408
Other Revenues	0	0	0	0	0	0	0
TOTAL RESOURCES	30,708	28,553	28,184	25,699	25,699	25,145	27,408

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	22,071	4,144	0	25,699	25,699	0	27,408
TOTALS	22,071	4,144	0	25,699	25,699	0	27,408

TOTAL SAGINAW TOOL & DIE LDFA

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	22,071	4,144	0	25,699	25,699	0	27,408
TOTAL EXPENDITURES	22,071	4,144	0	25,699	25,699	0	27,408

**SEXTON LDFA (256)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	22,566	22,179	22,074	13,383	13,383	13,563	12,814
Other Revenues	0	0	0	0	0	0	0
TOTAL RESOURCES	22,566	22,179	22,074	13,383	13,383	13,563	12,814

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	13,383	13,383	0	12,814
TOTALS	0	0	0	13,383	13,383	0	12,814

TOTAL SEXTON LDFA

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	13,383	13,383	0	12,814
TOTAL EXPENDITURES	0	0	0	13,383	13,383	0	12,814

**THOMSON LDFA (257)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	131,763	121,391	120,251	124,398	124,398	118,850	129,969
Interest and Rents	23,103	57,821	38,305	14,000	14,000	1,244	14,000
Other Revenues	0	0	0	0	0	0	0
TOTAL RESOURCES	154,865	179,212	158,556	138,398	138,398	120,094	143,969

EXPENDITURE ANALYSIS SUMMARY							
<u>1775 COMPONENT UNIT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	138,398	138,398	15	143,969
TOTALS	0	0	0	138,398	138,398		143,969
TOTAL THOMSON LDFA							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	138,398	138,398	15	143,969
TOTAL EXPENDITURES	0	0	0	138,398	138,398	15	143,969

**TREASURE ISLAND LDFA (258)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Property Taxes	7,089	6,340	6,459	9,207	9,207	4,610	9,337
Other Revenues	0	609	0	0	0	0	0
TOTAL RESOURCES	7,089	6,949	6,459	9,207	9,207	4,610	9,337

EXPENDITURE ANALYSIS SUMMARY

1775 COMPONENT UNIT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	9,207	9,207	0	9,337
TOTALS	0	0	0	9,207	9,207	0	9,337

TOTAL TREASURE ISLAND LDFA

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	9,207	9,207	0	9,337
TOTAL EXPENDITURES	0	0	0	9,207	9,207	0	9,337



COMMUNITY DEVELOPMENT
BLOCK GRANT

**COMMUNITY DEVELOPMENT BLOCK GRANT (275)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	2,078,062	CDBG ADMINISTRATION	459,501
INTEREST	500	SPECIAL PROJECTS	570,531
TRANSFERS IN	0	ECONOMIC DEVELOPMENT	50,000
		ECON. DEVE. SUBGRANTEES	396,416
		SAGINAW ECON. DEV. CORP	139,520
		CODE COMPLIANCE	174,014
		SUBGRANTEES	172,959
		MCKINNEY HOMELESS	109,581
		TRANSFERS	6,040
TOTAL RESOURCES	<u>2,078,562</u>	TOTAL APPROPRIATIONS	<u>2,078,562</u>

**REVENUE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Community Development Block Grant (CDBG)							
Federal Grants	3,057,413	2,835,988	2,483,945	2,365,965	4,056,312	2,878,156	2,078,062
Interest and Rents	420	425	425	500	500	217	500
Other Revenues	27,888	0	0	0	0	2,397	0
TOTAL RESOURCES	3,085,710	2,836,405	2,484,367	2,366,463	4,056,811	2,880,770	2,078,562

REVENUE ANALYSIS DETAIL

Block Grant Entitlement	2,942,993	2,748,864	2,370,479	2,255,345	2,923,692	2,577,075	1,968,481
Stewart McKinney Homeless	114,420	87,124	113,466	110,620	110,620	301,081	109,581
Homeless P&R Program	0	0	0	0	1,022,000	0	0
Total Grants	3,057,413	2,835,988	2,483,945	2,365,965	4,056,312	2,878,156	2,078,062
Interest on Investments	420	425	425	500	500	217	500
Total Interest and Rents	420	425	425	500	500	217	500
Surplus Receipts	0	42,488	4,873	0	0	235	0
Demolition Contracts	27,888	0	0	0	0	2,397	0
Total Other Revenues	27,888	0	0	0	0	2,397	0
TOTAL RESOURCES	3,085,721	2,836,413	2,484,370	2,366,465	4,056,812	2,880,770	2,078,562

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT							
<u>6510 CDBG ADMINISTRATION</u>							
Personnel Services	439,370	430,597	433,047	469,769	469,769	479,329	396,955
Operating Expenses	69,755	132,092	61,712	68,779	68,779	57,691	62,546
Capital Outlay	848	1,200	587	0	0	0	0
Miscellaneous	0	6,837	0	0	0	0	0
TOTALS	509,973	570,726	495,346	538,548	538,548	537,020	459,501
<u>6511 SPECIAL PROJECTS</u>							
Personnel Services	74,275	76,130	85,704	85,019	85,019	98,456	87,411
Operating Expenses	728,316	421,200	437,658	351,106	1,019,453	529,780	450,395
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	40,675	44,681	32,655	32,725	32,725	32,725	32,725
TOTALS	843,266	542,011	556,017	468,850	1,137,197	660,961	570,531
<u>6512 ECONOMIC DEVELOPMENT</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	15	0	50,000	0	37,400	72	50,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	529,667	514,375	0	409,922	372,522	412,114	0
TOTALS	529,682	514,375	50,000	409,922	409,922	412,187	50,000
<u>6513 - ECONOMIC DEVELOPMENT SUBGRANTEES</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	118,373	0	84,640	75,355	81,876
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	434,866	351,107	277,901	396,416	314,541	314,541	314,540
TOTALS	434,866	351,107	396,274	396,416	399,181	389,896	396,416
<u>6520 SAGINAW ECONOMIC DEVELOPMENT CORP</u>							
Personnel Services	93,056	82,771	120,066	105,947	105,947	107,365	93,469
Operating Expenses	34,464	33,346	30,146	46,857	46,857	45,564	46,051
Capital Outlay	0	400	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	127,520	116,517	150,212	152,804	152,804	152,929	139,520

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
COMMUNITY DEVELOPMENT BLOCK GRANT							
<u>6572 CODE COMPLIANCE</u>							
Personnel Services	184,210	174,154	148,576	158,787	158,787	153,480	161,073
Operating Expenses	13,508	12,245	12,390	14,213	14,213	12,523	12,941
Capital Outlay	0	207	0	0	0	0	0
TOTALS	197,717	186,606	160,966	173,000	173,000	166,003	174,014
<u>6574 SUBGRANTEES</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	321,820	469,431	107,071	107,500	107,500	180,586	172,959
TOTALS	321,820	469,431	107,071	107,500	107,500	180,586	172,959
<u>6585 MCKINNEY HOMELESS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	105,626	95,743	118,110	110,620	1,132,620	375,147	109,581
TOTALS	105,626	95,743	118,110	110,620	1,132,620	375,147	109,581
<u>9660 OPERATING TRANSFERS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	5,140	19,103	6,040	6,040	6,040	6,040	6,040
TOTALS	5,140	19,103	6,040	6,040	6,040	6,040	6,040
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT							
Personnel Services	790,911	763,652	787,393	819,522	819,522	838,630	738,908
Operating Expenses	846,058	598,883	710,279	480,955	1,271,342	720,986	703,809
Capital Outlay	848	1,807	587	0	0	0	0
Miscellaneous	1,437,794	1,501,277	541,777	1,063,223	1,965,948	1,321,154	635,845
TOTAL EXPENDITURES	3,075,611	2,865,619	2,040,036	2,363,700	4,056,812	2,880,770	2,078,562

FUND: 275 – Community Development Block Grant Fund (CDBG)

DEPARTMENT: Department of Development

ACTIVITY: 6510 – CDBG Administration

STRATEGIC NARRATIVE

CDBG Administration 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 participation in the strategic development of a comprehensive neighborhood revitalization strategy.

FY 2010/2011 GOALS AND OBJECTIVES

1. Community Development

a. Improve sub-grantee oversight and accountability

	2009 Actual	2010 Projected	2011 Target
Percent of sub-grantee accounts with completed financial and programmatic monitoring	50% F / 0% P	100% F / 50% P	100% F / 50% P

F = Financial Monitoring

P = Programmatic Monitoring

2. Neighborhood Revitalization

a. Increase awareness of continuing neighborhood revitalization efforts

	2009 Actual	2010 Projected	2011 Target
Regular Updates	1 / 4*	4 / 4*	0 / 4*

Note: Annual updates with target areas are neighborhood stakeholders

** Change / Goal*

	2009 Actual	2010 Projected	2011 Target
*Two housing sub-grantees: <i>Circle of Love CAC</i>	1	2	2

**Goal revised to applicable entities*

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

275-6510 CDBG Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	134,344	Director of Development	0.40	36,528
Overtime	1,500	Assistant Director	0.20	15,836
Fringe Benefits	261,111	Block Grant Administrator	0.88	60,321
		Block Grant Specialist	0.50	21,659
TOTAL	396,955	Total Personnel	1.98	134,344
OPERATING EXPENSES				
		Overtime		1,500
Supplies	2,500			
Internal Services	20,303			
Other Services		FICA		10,794
Professional Fees	9,151	Healthcare Benefits - Active		18,310
Maintenance Fees	20,492	Healthcare Benefits - Retirees		135,630
Other Contracted Fees	10,100	Pension		96,377
TOTAL	62,546	Total Fringe Benefits		261,111
CAPITAL OUTLAY	0	TOTAL	1.98	396,955
TOTAL	0			
TOTAL APPROPRIATION	459,501			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

275-6511 Special Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	47,075	Dangerous Building		
Overtime	0	Inspector	1.00	45,435
Fringe Benefits	40,336	Intern	1.00	1,640
TOTAL	87,411	Total Personnel	2.00	47,075
OPERATING EXPENSES		Overtime		<u>0</u>
Supplies	0	FICA		3,601
Internal Services	6,203	Healthcare Benefits - Active		15,369
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		21,366
Maintenance Fees	444,192	Total Fringe Benefits		<u>40,336</u>
Other Contracted Fees	0			
TOTAL	450,395	TOTAL	2.00	87,411
CAPITAL OUTLAY	0			
TOTAL	0			
MISCELLANEOUS	32,725			
TOTAL	32,725			
TOTAL APPROPRIATION	570,531			

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

STRATEGIC NARRATIVE

This division 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. This program is focused on development in the City, which provides lending resources for citizens who have found difficulty securing business development funds through the normal process. Technical assistance counseling is also provided.

FY 2010/2011 GOALS AND OBJECTIVES

1. Business/Economic Development

	2009 Actual	2010 Projected	2011 Target
Number of new loans	9	6	6

	2009 Actual	2010 Projected	2011 Target
Delinquency Rate	18%	13%	10%

2. Organization Development

	2009 Actual	2010 Projected	2011 Target
Number of new board members	1	2	3

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

275-6520 Saginaw Economic Development Corp.

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	51,072	Director of Development	0.15	13,698
Overtime	500	SEDC Loan Support	0.90	37,374
Fringe Benefits	41,897			
TOTAL	93,469	Total Personnel	1.05	51,072
OPERATING EXPENSES		Overtime		500
Supplies	2,000	FICA		3,811
Internal Services	7,898	Healthcare Benefits - Active		13,389
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	9,788	Pension		24,697
Maintenance Fees	17,500			
Other Contracted Fees	8,865	Total Fringe Benefits		41,897
TOTAL	46,051			
		TOTAL	1.05	93,469
CAPITAL OUTLAY				
	0			
TOTAL	0			
MISCELLANEOUS				
	0			
TOTAL	0			
TOTAL APPROPRIATION	139,520			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

275-6572 Code Compliance

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	91,133	Residential Rehab.	
Overtime	0	Specialist	2.00
Fringe Benefits	69,940		
		Total Personnel	<u>2.00</u>
TOTAL	<u>161,073</u>		<u>91,133</u>
		Overtime	<u>0</u>
OPERATING EXPENSES			
Supplies	0	FICA	7,163
Internal Services	10,856	Healthcare Benefits - Active	38,080
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	0	Pension	24,697
Maintenance Fees	1,500		
Other Contracted Fees	585	Total Fringe Benefits	<u>69,940</u>
TOTAL	<u>12,941</u>		
		TOTAL	<u><u>2.00</u></u>
			<u><u>161,073</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
MISCELLANEOUS			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>174,014</u></u>		

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

STRATEGIC NARRATIVE

CDBG - McKinney Homeless Program provides staff and resources needed to manage programs in the Community Development Block Grant, HOME, Emergency Shelter Grant, and Section 108 Loan Programs. These programs are listed as key components in our Neighborhood Revitalization Strategy. The Congressional Recovery Act of 2009 has funded a Homelessness Prevention and Rapid Re-Housing Program. Saginaw is eligible for a total 1.33 million dollars over a 3-year period. The City of Saginaw intends to fully participate in the program through a collaborative effort with the Saginaw County Consortium of Homeless Assistance Providers (SCHAP).

FY 2010/2011 GOALS AND OBJECTIVES

1. Community Development/Homelessness Prevention

- a. Secure approval by HUD and MSHDA to implement HPRP through a community coalition of homeless prevention providers.

	2009 Actual	2010 Projected	2011 Target
Complete application and secure approval	N/A	N/A	September 1, 2009
Obligate funds	N/A	N/A	September 01, 2010
Spend 60% of funds	N/A	N/A	September 01, 2011
100% funds spent	N/A	N/A	September 01, 2012

**CDBG RESIDENTIAL LOANS (276)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	380,000	RESIDENTIAL LOANS	433,359
INTEREST	20,000	SINGLE FAMILY	65,459
OTHER REVENUES	80,000	TRANSFERS OUT	14,394
TRANSFERS IN	33,212		
TOTAL RESOURCES	<u>513,212</u>	TOTAL APPROPRIATIONS	<u>513,212</u>

**CDBG RESIDENTIAL LOANS (276)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	(5,966)	398,031	427,392	380,000	380,000	225,051	380,000
Interest and Rents	25,401	23,039	19,362	20,000	20,000	18,581	20,000
Other Revenues	142,785	137,093	119,108	80,000	103,604	103,900	80,000
Transfers from Other Fds	18,098	0	0	33,212	33,212	33,212	33,212
TOTAL RESOURCES	180,318	558,163	565,862	513,212	536,816	380,744	513,212

EXPENDITURE ANALYSIS SUMMARY

6540 RESIDENTIAL LOANS

Personnel Services	116,139	114,070	144,601	137,684	137,684	107,631	117,342
Operating Expenses	34,977	58,384	57,184	103,186	102,736	69,900	97,030
Capital Outlay	595	0	675	0	450	226	0
Miscellaneous	4,932	28,273	190,403	195,948	208,327	119,133	218,987
TOTALS	156,643	200,727	392,863	436,818	449,197	296,890	433,359

6550 SINGLE FAMILY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	22,610	358,657	172,999	62,000	73,225	45,878	65,459
TOTALS	22,610	358,657	172,999	62,000	73,225	45,878	65,459

9660 OPERATING TRANSFERS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	14,394	14,394	14,394	14,394
TOTALS	0	0	0	14,394	14,394	14,394	14,394

TOTAL CDBG RESIDENTIAL LOANS

Personnel Services	116,139	114,070	144,601	137,684	137,684	107,631	117,342
Operating Expenses	34,977	58,384	57,184	103,186	102,736	69,900	97,030
Capital Outlay	595	0	675	0	450	226	0
Miscellaneous	27,542	386,930	363,402	272,342	295,946	179,405	298,840
TOTAL EXPENDITURES	179,253	559,384	565,862	513,212	536,816	357,162	513,212

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

STRATEGIC NARRATIVE

This fund provides for staff to process a variety of housing rehabilitation programs for single-family homeowners primarily in the revitalization area and 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 2010/2011 GOALS AND OBJECTIVES

1. Organizational Development

- a. Create a tracking system for all rehab projects

	2009 Actual	2010 Projected	2011 Target
Number of residential loans given for rehab projects	3	8	10

2. City Revenue Structure

	2009 Actual	2010 Projected	2011 Target
Percent of accounts that are delinquent	20%	10%	5%

	2009 Actual	2010 Projected	2011 Target
Percent of clients receiving phone calls within 30 days of 1 st delinquent payment	20%	50%	60%

3. Neighborhood Revitalization

- a. Increase awareness of continued Neighborhood Revitalization effort

	2009 Actual	2010 Projected	2011 Target
Quarterly Reviews	100%	100%	100%

4. Complete housing rehab loan projects in revitalization area

	2009 Actual	2010 Projected	2011 Target
Number of houses completed in revitalization area	3	10	15

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

276-6540 Residential Loans

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	61,863	Block Grant Specialist	0.50	21,659
Overtime	0	Rehabilitation Application		
Fringe Benefits	55,479	Specialist	1.00	40,204
TOTAL	117,342	Total Personnel	1.50	61,863
OPERATING EXPENSES				
		Overtime		0
Supplies	2,498			
Internal Services	7,258	FICA		4,829
Other Services		Healthcare Benefits - Active		17,284
Professional Fees	31,674	Healthcare Benefits - Retirees		0
Maintenance Fees	35,400	Pension		33,366
Other Contracted Fees	20,200	Total Fringe Benefits		55,479
TOTAL	97,030			
		TOTAL	1.50	117,342
CAPITAL OUTLAY	0			
TOTAL	0			
MISCELLANEOUS	218,987			
TOTAL	218,987			
TOTAL APPROPRIATION	433,359			

**CDBG RENTAL LOANS (277)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	15,412	RENTAL LOANS	30,412
OTHER REVENUES	15,000	TRANSFERS OUT	0
TOTAL RESOURCES	<u><u>30,412</u></u>	TOTAL APPROPRIATIONS	<u><u>30,412</u></u>

**CDBG RENTAL LOANS (277)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	29,433	7,711	0	17,412	17,412	13,027	15,412
Other Revenues	17,965	4,688	109	20,000	20,000	20,455	15,000
TOTAL RESOURCES	47,398	12,399	109	37,412	37,412	33,482	30,412

EXPENDITURE ANALYSIS SUMMARY

6560 RENTAL LOANS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	3,966	1,945	109	4,200	4,200	270	26,412
Capital Outlay	11,562	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	4,000
TOTALS	15,528	1,945	109	4,200	4,200	270	30,412

9660 OPERATING TRANSFERS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	31,870	10,454	0	33,212	33,212	33,212	0
TOTALS	31,870	10,454	0	33,212	33,212	33,212	0

TOTAL CDBG RENTAL LOANS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	3,966	1,945	109	4,200	4,200	270	26,412
Capital Outlay	11,562	0	0	0	0	0	0
Miscellaneous	31,870	10,454	0	33,212	33,212	33,212	4,000
TOTAL EXPENDITURES	47,398	12,399	109	37,412	37,412	33,482	30,412

**CDBG BLOCK GRANT HOME PROGRAM (278)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	1,400,000	HOME PROGRAM	1,400,000
TRANSFERS IN	0		
TOTAL RESOURCES	<u>1,400,000</u>	TOTAL APPROPRIATIONS	<u>1,400,000</u>

**CDBG BLOCK GRANT HOME PROGRAM (278)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	937,242	293,121	656,286	966,374	966,374	700,404	1,400,000
Other Revenues	0	0	25,806	0	8,335	2,379	0
Transfers In	13,772	5,849	0	14,394	14,394	14,394	0
TOTAL RESOURCES	951,014	298,970	682,092	980,768	989,103	717,177	1,400,000

EXPENDITURE ANALYSIS SUMMARY							
<u>6580 HOME PROGRAMS</u>							
Personnel Services	71,198	63,308	54,085	75,306	75,306	77,795	87,264
Operating Expenses	7,692	7,051	3,848	4,166	4,166	4,047	4,582
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	873,562	228,612	624,158	901,296	909,631	635,335	1,308,154
TOTALS	952,451	298,971	682,091	980,768	989,103	717,177	1,400,000
TOTAL BLOCK GRANT HOME PROGRAMS							
Personnel Services	71,198	63,308	54,085	75,306	75,306	77,795	87,264
Operating Expenses	7,692	7,051	3,848	4,166	4,166	4,047	4,582
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	873,562	228,612	624,158	901,296	909,631	635,335	1,308,154
TOTAL EXPENDITURES	952,452	298,971	682,091	980,768	989,103	717,177	1,400,000

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 Community Housing Development Organization (CHDO) sub-recipient. The focus is on providing low interest loans to low-income families for home rehabilitation. Direct grants are also provided to qualifying citizens. The CHDO activity allows the city to participate with a developer in new home construction.

FY 2010/2011 GOALS AND OBJECTIVES

1. City Revenue Structure

a. Maximize investment of HOME funds in city

	2009 Actual	2010 Projected	2011 Target
Increase amount of available affordable housing to 90% spending level	80%	100%	95%

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

278-6580 Home Program

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	48,429	Block Grant		
Overtime	0	Administrator	0.12	8,226
Fringe Benefits	38,835	Rehabilitation Application Specialist	1.00	40,204
TOTAL	87,264	Total Personnel	1.12	48,429
OPERATING EXPENSES				
		Overtime		0
Supplies	0			
Internal Services	4,582			
Other Services		FICA		3,801
Professional Fees	0	Healthcare Benefits - Active		17,793
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		17,241
TOTAL	4,582	Total Fringe Benefits		38,835
CAPITAL OUTLAY	0	TOTAL	1.12	87,264
TOTAL	0			
MISCELLANEOUS	1,308,154			
TOTAL	1,308,154			
TOTAL APPROPRIATION	1,400,000			

NEIGHBORHOOD STABILIZATION PROGRAM (NSP) (279)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	6,428,000	NSP I	928,000
TRANSFERS IN	0	NSP II	5,500,000
TOTAL RESOURCES	<u>6,428,000</u>	TOTAL APPROPRIATIONS	<u>6,428,000</u>

**NEIGHBORHOOD STABILIZATION FUND (NSP) (279)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	0	0	0	0	3,940,000	530,483	6,428,000
Other Revenues	0	0	0	0	0	8,426	0
Transfers In	0	0	0	0	0	0	0
TOTAL RESOURCES	0	0	0	0	3,940,000	538,909	6,428,000

EXPENDITURE ANALYSIS SUMMARY							
<u>6550 NSP I</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	2,492,000	2,331,819	628,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	198,500	83,635	300,000
TOTALS	0	0	0	0	2,690,500	2,415,454	928,000
<u>6551 NSP II</u>							
Personnel Services	0	0	0	0	0	6,784	264,707
Operating Expenses	0	0	0	0	500,000	384,993	5,235,293
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	0	0	0	0	500,000	391,777	5,500,000
TOTAL NSP II							
Personnel Services	0	0	0	0	0	6,784	264,707
Operating Expenses	0	0	0	0	2,992,000	2,716,812	5,863,293
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	198,500	83,635	300,000
TOTAL EXPENDITURES	0	0	0	0	3,190,500	2,807,231	6,428,000

FUND: 279 – Neighborhood Stabilization Fund
DEPARTMENT: Department of Development
ACTIVITY: 6550/6551 – Neighborhood Stabilization Fund (I and II)

STRATEGIC NARRATIVE

This fund accounts for all residential and commercial demolition and housing rehabilitation funded by Neighborhood Stabilization dollars from the State of Michigan.

FY 2010/2011 GOALS AND OBJECTIVES

1. Community Development

a. Secure funds and implement Phase 1 of Neighborhood Stabilization Program/MSHDA

	2009 Actual	2010 Projected	2011 Target
Dollars of secured funding	N/A	\$3.5 million	\$5.8 million
Number of demolished commercial properties	N/A	21	10
Number of abandoned properties rehabbed	N/A	0	4
Number of demolition residential properties	N/A	600	275

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

279-6550 NSP I

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0	Total Personnel	0.00
Overtime	0		0
Fringe Benefits	0		0
TOTAL	0	Overtime	0
		FICA	0
OPERATING EXPENSES		Healthcare Benefits - Active	0
Supplies	0	Healthcare Benefits - Retirees	0
Internal Services	0	Pension	0
Other Services		Total Fringe Benefits	0
Professional Fees	28,000		
Maintenance Fees	600,000		
Other Contracted Fees	0	TOTAL	0.00
TOTAL	628,000		0
CAPITAL OUTLAY	0		
TOTAL	0		
MISCELLANEOUS	300,000		
TOTAL	300,000		
TOTAL APPROPRIATION	928,000		

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

279-6551-761 NSP II

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	196,849	Director of Development	0.30	27,396
Overtime	0	Assistant Director	0.30	23,754
Fringe Benefits	67,858	Licensed Inspector	0.50	34,669
		NSP Accountant/ Compliance Officer	1.00	63,614
TOTAL	264,707	Construction Coordinator	1.00	47,417
		Total Personnel	3.10	196,849
OPERATING EXPENSES				
Supplies	0	Overtime		0
Internal Services	0	FICA		15,174
Other Services		Healthcare Benefits - Active		41,208
Professional Fees	5,235,293	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		11,476
Other Contracted Fees	0	Total Fringe Benefits		67,858
TOTAL	5,235,293			
CAPITAL OUTLAY				
	0	TOTAL	3.10	264,707
TOTAL	0			
MISCELLANEOUS				
	0			
TOTAL	0			
TOTAL APPROPRIATION	5,500,000			

**SECTION 108 LOANS (281)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST	10,000	INCREASE IN FUND EQUITY	10,000
TOTAL RESOURCES	<u><u>10,000</u></u>	TOTAL APPROPRIATIONS	<u><u>10,000</u></u>

**SECTION 108 LOANS (281)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	0	0	0	0	0	0	0
Interest and Rents	0	15,000	0	10,000	10,000	1,447	10,000
TOTAL RESOURCES	0	15,000	0	10,000	10,000	1,447	10,000

EXPENDITURE ANALYSIS SUMMARY							
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	10,000	10,000	0	10,000
TOTALS	0	0	0	10,000	10,000	0	10,000
TOTAL SECTION 108 LOANS							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	10,000	10,000	0	10,000
TOTAL EXPENDITURES	0	0	0	10,000	10,000	0	10,000

**SEDC REVOLVING LOAN (282)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	0	SEDC	400,000
INTEREST AND RENTS	50,000	TRANSFERS OUT	0
OTHER REVENUES	350,000		
TOTAL RESOURCES	<u>400,000</u>	TOTAL APPROPRIATIONS	<u>400,000</u>

**SEDC REVOLVING LOAN (282)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	750	1,000	750	0	0	2,000	0
Interest and Rents	76,296	49,000	60,366	50,000	50,000	67,827	50,000
Other Revenues	202,517	150,000	162,568	350,000	350,000	286,074	350,000
TOTAL RESOURCES	279,562	200,000	223,684	400,000	400,000	355,901	400,000

EXPENDITURE ANALYSIS SUMMARY

8570 SAGINAW ECONOMIC DEVELOPMENT CORPORATION

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	7,035	0	0
Miscellaneous	132,979	101,663	745,320	400,000	392,965	355,901	400,000
TOTALS	132,979	101,663	745,320	400,000	400,000	355,901	400,000

TOTAL SEDC REVOLVING LOANS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	7,035	0	0
Miscellaneous	132,979	101,663	745,320	400,000	392,965	355,901	400,000
TOTAL EXPENDITURES	132,979	101,663	745,320	400,000	400,000	355,901	400,000

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
SPECIAL REVENUE FUND - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)							
CDBG - Administration	7.78	7.78	6.78	6.78	6.78	6.78	1.98
CDBG - Community Services	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Saginaw Economic Dev. Corp.	1.35	1.35	1.25	1.25	1.25	1.25	1.05
CDBG - Code Compliance	2.25	2.25	2.00	2.00	2.00	2.00	2.00
CDBG - Residential Loans	1.70	1.70	1.70	1.50	1.70	1.70	1.50
CDBG - Home Program	0.92	0.92	0.92	0.92	0.92	0.92	1.12
Neighborhood Stab. Program	0.00	0.00	0.00	0.00	0.00	0.00	3.10
TOTAL POSITIONS	15.00	15.00	14.65	14.45	14.65	14.65	12.75

The overall Community Development Block Grant Fund will decrease by approximately 1.90 positions from the 2010 approved budgeted levels. In the CDBG Administration Division the Accountant/SEDC Coordinator and .20 of the Director will be redistributed to the Neighborhood Stabilization Fund (NSP). Likewise, the Office Assistant and three Intern positions will be eliminated from the FY 2011 budget. In the Saginaw Economic Development Corp. (SEDC) Division, .20 of the Accountant/SEDC Coordinator will be redistributed to the NSP Fund. In the Residential Loans Fund, .20 of the Rehabilitation Application Specialist will be redistributed to the Home Program Fund. In the Neighborhood Stabilization Fund, .30 of the Director of Development, .30 of the Assistant Director, .50 of the Licensed Inspector as well as the Construction Coordinator will be added to the complement. Furthermore, the Accountant/SEDC Coordinator will be retitled to NSP Accountant/Compliance Officer.



ENTERPRISE FUNDS

**CELEBRATION PARK (508)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

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

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

RESOURCES		APPROPRIATIONS	
STATE GRANTS	200,000	CELEBRATION PARK	908,181
LOCAL GRANTS	708,181		
TOTAL RESOURCES	<u>908,181</u>	TOTAL APPROPRIATIONS	<u>908,181</u>

**CELEBRATION PARK (508)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	0	0	0	480,000	480,000	48,000	200,000
Local Grants	0	0	0	300,000	300,000	53,500	708,181
Services and Sales	0	0	29,650	0	0	111	0
Interest and Rents	0	0	0	0	0	210	0
Other Revenue	0	0	0	0	55,226	0	0
Transfers from Other Fds	0	0	100,000	0	107,262	107,307	0
TOTAL RESOURCES	0	0	129,650	780,000	942,488	209,128	908,181

REVENUE ANALYSIS DETAIL							
State Grants	0	0	0	480,000	480,000	48,000	200,000
Total State Grants	0	0	0	480,000	480,000	48,000	200,000
Local Grants	0	0	0	300,000	300,000	53,500	708,181
Total Local Grants	0	0	0	300,000	300,000	53,500	708,181
Service - Sales	0	0	29,650	0	0	111	0
Total Service - Sales	0	0	29,650	0	0	111	0
Interest and Rents	0	0	0	0	0	210	0
Total Interest & Rents	0	0	0	0	0	210	0
Other Revenue	0	0	0	0	55,226	0	0
Total Other Revenue	0	0	0	0	55,226	0	0
Transfers from Other Fds	0	0	100,000	0	107,262	107,307	0
Total Transfers	0	0	100,000	0	107,262	107,307	0
Total Resources	0	0	129,650	780,000	942,488	209,128	908,181

**CELEBRATION PARK (508)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
EXPENDITURE ANALYSIS SUMMARY							
<u>7580 CELEBRATION PARK</u>							
Personnel Services	0	0	0	0	0	0	22,181
Operating Expenses	0	0	38,034	780,000	1,517,488	809,717	846,000
Capital Outlay	0	0	0	0	26,000	3,305	40,000
Miscellaneous	0	0	0	0	0	0	0
TOTALS	0	0	38,034	780,000	1,543,488	813,022	908,181
TOTAL CELEBRATION PARK							
Personnel Services	0	0	0	0	0	0	22,181
Operating Expenses	0	0	38,034	780,000	1,517,488	809,717	846,000
Capital Outlay	0	0	0	0	26,000	3,305	40,000
Miscellaneous	0	0	0	3,080	0	0	0
TOTAL EXPENDITURES	0	0	38,034	783,080	1,543,488	813,022	908,181

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

508-7580 Celebration Park

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	20,605	Splash Park Coordinator	3.00	10,232
Overtime	0	Splash Park Attendants	6.00	10,373
Fringe Benefits	1,576			
		Total Personnel	<u>9.00</u>	<u>20,605</u>
TOTAL	<u>22,181</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	26,000	FICA		1,576
Internal Services	0	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	20,000	Pension		0
Maintenance Fees	800,000			
Other Contracted Fees	0	Total Fringe Benefits		<u>1,576</u>
TOTAL	<u>846,000</u>	TOTAL	<u>9.00</u>	<u>22,181</u>
CAPITAL OUTLAY	40,000			
TOTAL	<u>40,000</u>			
MISCELLANEOUS	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>908,181</u></u>			

PARKING OPERATIONS AND MAINTENANCE FUND (516)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	170,000	PARKING OPERATIONS	314,562
FINES AND FORFEITURES	120,000	TRANSFERS OUT	3,120
INTEREST AND RENTS	0		
OTHER REVENUES	0		
TRANSFERS IN	27,682		
TOTAL RESOURCES	<u>317,682</u>	TOTAL APPROPRIATIONS	<u>317,682</u>

PARKING SYSTEMS OPERATIONS (516)
2010/2011 APPROVED BUDGET

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	170,317	176,492	175,427	177,200	177,200	159,743	170,000
Fines and Forfeitures	139,124	122,292	111,538	172,109	172,109	149,016	120,000
Interest and Rents	0	(512)	(267)	0	0	76	0
Other Revenues	548	(43,063)	0	0	0	0	0
Transfers from Other Funds	232,191	39,824	420,880	106,611	106,611	106,611	27,682
TOTAL RESOURCES	542,180	295,033	707,578	455,920	455,920	415,446	317,682
REVENUE ANALYSIS DETAIL							
Boot Removal Fees	1,100	150	200	200	200	250	0
Parking Ramp #1	37,438	37,954	37,174	37,000	37,000	35,559	35,000
Parking Ramp #2	0	740	90	0	0	0	0
Parking Lot Receipts	131,779	137,648	137,963	140,000	140,000	123,934	135,000
Total Charge for Services	170,317	176,492	175,427	177,200	177,200	159,743	170,000
Parking Violation Fines	139,124	122,292	111,538	172,109	172,109	149,016	120,000
Total Fines and Forfeitures	139,124	122,292	111,538	172,109	172,109	149,016	120,000
Interest on Investments	0	(512)	(267)	0	0	76	0
Total Interest and Rents	0	(512)	(267)	0	0	76	0
Surplus Receipts	11	(43,063)	0	0	0	0	0
Reimbursements	537	0	0	0	0	0	0
Total Other Revenues	548	(43,063)	0	0	0	0	0
Transfers from Other Funds	232,191	0	0	0	0	0	0
GF Transfer (Reserved)	0	39,824	420,880	106,611	106,611	106,611	27,682
Total Transfers	232,191	39,824	420,880	106,611	106,611	106,611	27,682
Total Resources	542,180	295,033	707,578	455,920	455,920	415,446	317,682

**PARKING SYSTEMS OPERATIONS (516)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
EXPENDITURE ANALYSIS SUMMARY							
<u>7510 PARKING OPERATIONS/MAINTENANCE</u>							
Personnel Services	208,754	202,561	205,787	221,250	221,250	176,872	207,206
Operating Expenses	151,937	160,809	116,593	125,135	125,135	68,581	107,356
Capital Outlay	321	0	0	0	0	0	0
Miscellaneous	0	0	0	106,455	106,455	106,455	0
TOTALS	361,012	363,370	322,380	452,840	452,840	351,908	314,562
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	2,621	2,621	3,080	3,080	3,080	3,080	3,120
TOTALS	2,621	2,621	3,080	3,080	3,080	3,080	3,120
TOTAL PARKING SYSTEM FUND							
Personnel Services	208,754	202,561	205,787	221,250	221,250	176,872	207,206
Operating Expenses	151,937	160,809	116,593	125,135	125,135	68,581	107,356
Capital Outlay	321	0	0	0	0	0	0
Miscellaneous	2,621	2,621	3,080	109,535	109,535	109,535	3,120
TOTAL EXPENDITURES	363,633	365,991	325,460	455,920	455,920	354,988	317,682

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007	2008	2009	2010	2010	2010	2011
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
				Budget	Budget		Budget
<hr/>							
ENTERPRISE FUNDS - PARKING OPERATIONS AND MAINTENANCE							
Parking Operations	2.50	2.25	2.00	2.00	2.00	2.00	1.00
TOTAL POSITIONS	2.50	2.25	2.00	2.00	2.00	2.00	1.00

In the 2010/2011 Approved Budget, this fund will decrease by one Meter Attendant position. In addition, the remaining Meter Attendant position will be retitled to Parking Enforcement Officer. This position will report directly to the Licensed Inspector in the Department of Development

FUND: 516 – Parking Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 7510 – Parking Operation

STRATEGIC NARRATIVES

The functions of this fund is 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 fund is responsible for the operation and maintenance of the city parking system consisting of two parking ramps, and ten surface parking lots. One Parking Enforcement Officer with the assistance of City Code Enforcement Officers and SCENIC patrol City streets and municipal parking lots to enforce parking regulations.

FY 2010/2011 GOALS AND OBJECTIVES

1. To provide revenue for the parking system by collecting parking fees and fines
 - a. Maintain the parking lots and ramps at existing levels

	2009 Actual	2010 Projected	2011 Target
Number of Citations Issued	4,646	9,000	12,000

2. Continue to increase awareness of the existing downtown parking options with businesses, and market the facilities to attract new business and monthly parkers.
 - a. Increase Income

	2009 Actual	2010 Projected	2011 Target
Number of attendants	1	1	1

3. To decrease the number of surface parking lots not economically beneficial to the city’s operation through sale or lease options.
 - a. Evaluate use of lots

	2009 Actual	2010 Projected	2011 Target
Number of Lots	8	8	4

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

516-7510 Parking System

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	30,715	Parking Enforcement	1.00	30,715
Overtime	5,000	Officer		
Fringe Benefits	171,491			
		Total Personnel	1.00	30,715
TOTAL	207,206			
		Overtime		5,000
OPERATING EXPENSES				
Supplies	10,073	FICA		2,733
Internal Services	7,309	Healthcare Benefits - Active		17,557
Other Services		Healthcare Benefits - Retirees		119,817
Professional Fees	46,821	Pension		31,384
Maintenance Fees	39,653			
Other Contracted Fees	3,500	Total Fringe Benefits		171,491
TOTAL	107,356	TOTAL	1.00	207,206
CAPITAL OUTLAY				
	0			
TOTAL	0			
MISCELLANEOUS				
	3,120			
TOTAL	3,120			
TOTAL APPROPRIATION	317,682			

**WAVE POOL OPERATIONS (587)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
INTEREST AND RENTS	2,500	WAVE POOL OPERATIONS	2,500
TOTAL RESOURCES	2,500	TOTAL APPROPRIATIONS	2,500

This fund account provided for the operations of the Andersen Water Park. The operations featured an amusement park like atmosphere for local residents and out of town guests. This fund is no longer in use and is being included for historical purposes only. The revenues received are based on interest on investments. No monies have been expended in many years.

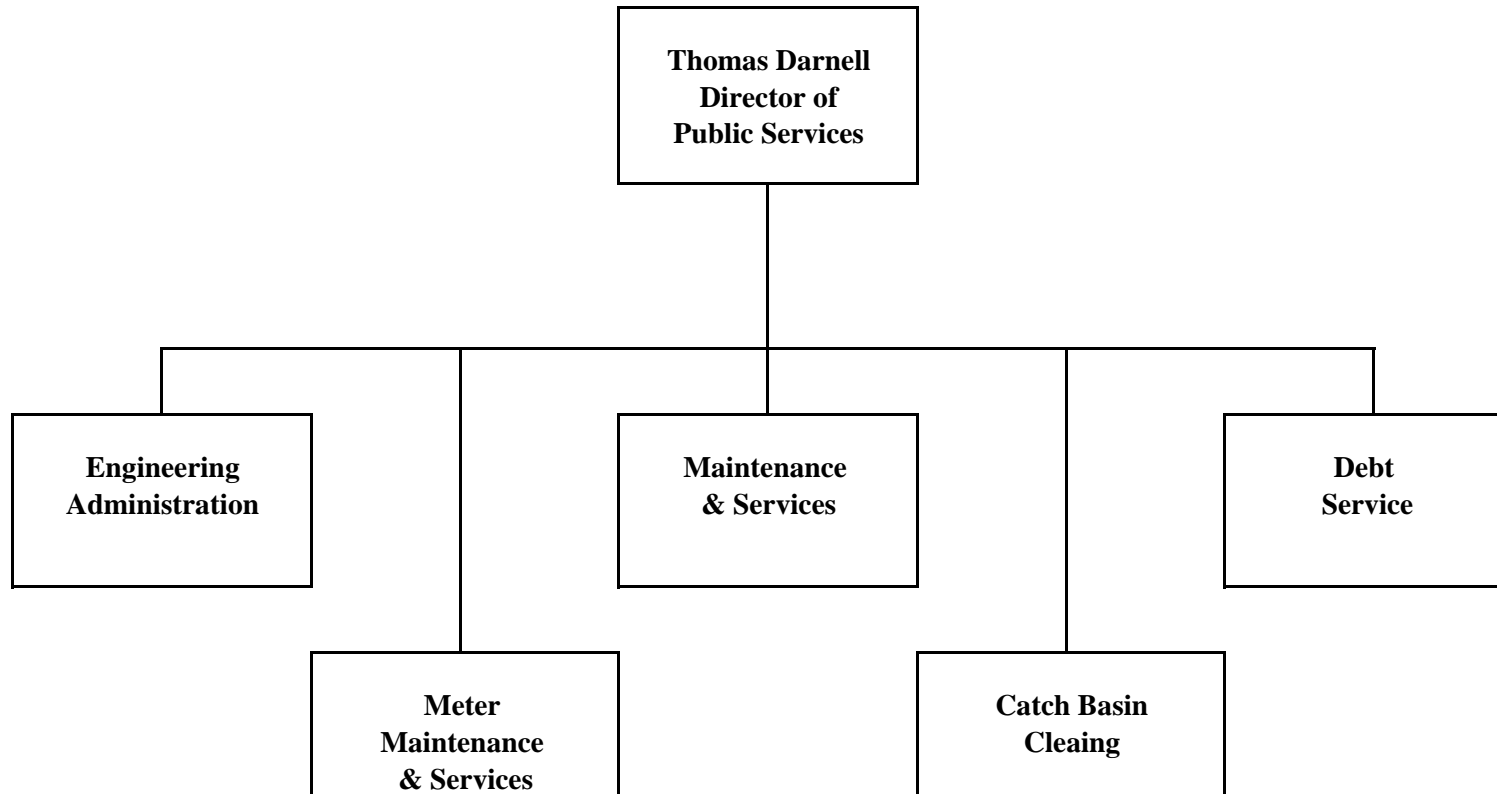
**WAVE POOL OPERATIONS (587)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	4,476	3,018	802	2,500	2,500	497	2,500
Other Revenues	0	107,926	0	0	107,262	107,262	0
TOTAL RESOURCES	4,476	110,944	802	2,500	109,762	107,759	2,500

REVENUE ANALYSIS DETAIL							
Interest on Investments	4,476	3,018	802	2,500	2,500	497	2,500
Interest and Rents	4,476	3,018	802	2,500	2,500	497	2,500
Contributions	0	100,000	0	0	0	0	0
Service - Sales	0	7,926	0	0	0	0	0
Use of Fund Equity	0	0	0	0	107,262	107,262	0
Other Revenues	0	107,926	0	0	107,262	107,262	0
TOTAL RESOURCES	4,476	110,944	802	2,500	109,762	107,759	2,500

EXPENDITURE ANALYSIS SUMMARY							
<u>7560 WAVE POOL CONCESSION</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	2,500	2,500	0	2,500
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	0	0	0	2,500	2,500	0	2,500
<u>9660 Operating Transfers</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	107,262	107,307	0
TOTALS	0	0	0	0	107,262	107,307	0
TOTAL WAVE POOL OPERATIONS							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	2,500	2,500	0	2,500
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	107,262	107,307	0
TOTAL EXPENDITURES	0	0	0	2,500	109,762	107,307	2,500

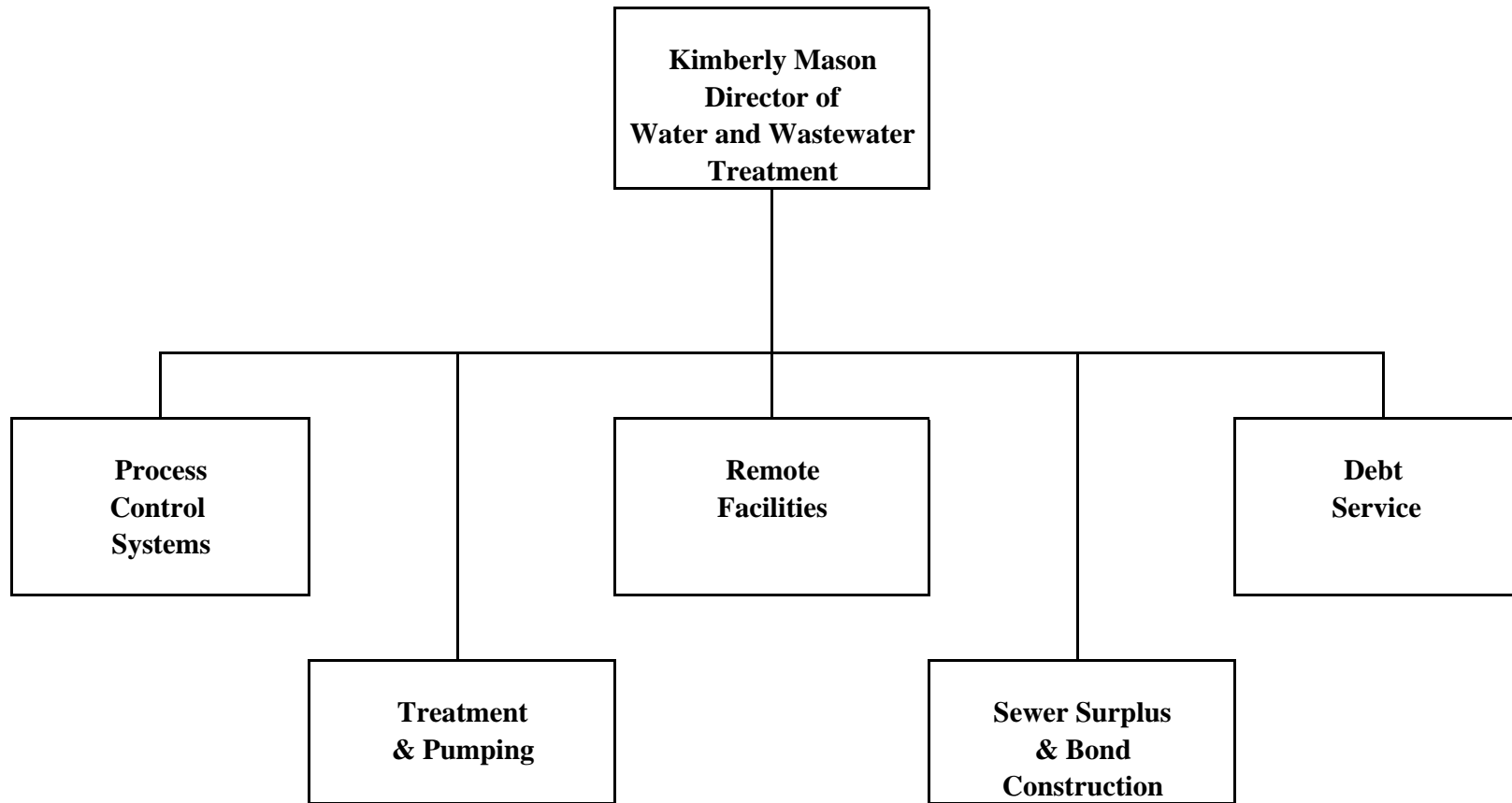
**CITY OF SAGINAW
SEWER OPERATIONS AND MAINTENANCE FUND**



Note:

The Water Operation and Maintenance fund recognizes their ongoing large capital projects through the Water Surplus and Water Bond Contruction Divisions. The Debt Service Division is where all debt service is paid.

**CITY OF SAGINAW
SEWER TREATMENT AND PROCESS CONTROL SYSTEMS**



Note:

The Water Operation and Maintenance fund recognizes their ongoing large capital projects through the Water Surplus and Water Bond Construction Divisions. The Debt Service Division is where all debt service is paid.

**SEWER OPERATIONS AND MAINTENANCE FUND (590)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	238,900	SEWER ADMINISTRATION	2,508,482
NON-BUSINESS PERMITS	600	ENGINEERING ADMIN.	177,237
SERVICES - SALES	20,751,952	PROCESS CONTROL SYSTEMS	262,452
FINES AND FORFEITURES	144,000	METER MAINT. & SERVICE	424,207
INTEREST AND RENTS	477,500	MAINTENANCE & SERVICE	2,004,149
OTHER REVENUES	6,622,030	CATCH BASIN CLEANING	349,554
		TREATMENT & PUMPING	6,990,848
		REMOTE FACILITIES	1,810,860
		SEWER SURPLUS	3,275,757
		SEWER BOND CONSTRUCTION	3,470,000
		DEBT SERVICE	6,583,050
		CUSTOMER ACCOUNTING	330,432
		TRANSFERS	47,954
TOTAL RESOURCES	<u>28,234,982</u>	TOTAL APPROPRIATIONS	<u>28,234,982</u>

Note:

The 2010 Budget combined the Sewer Surplus Fund and the Sewer Bond Construction Fund into the Sewer Operations and Maintenance Fund.

**REVENUE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Federal Grants	572	879,317	387,335	874,727	481,100	0	238,900
Non-Business Permits	200	600	3,200	400	400	200	600
Services - Sales	17,526,550	16,172,061	16,105,403	18,814,275	18,814,275	20,176,916	20,751,952
Fines and Forfeitures	66,523	24,310	26,061	24,000	24,000	23,557	144,000
Interest and Rents	529,415	510,527	464,801	477,500	477,500	567,930	477,500
Other Revenues	169,846	23,473	174,327	6,097,942	11,403,356	2,910,756	6,622,030
TOTAL RESOURCES	18,293,106	17,610,288	17,161,127	26,288,844	31,200,631	23,679,359	28,234,982

REVENUE ANALYSIS DETAIL

State Shared Revenue	572	160,687	0	0	0	0	0
FEMA	0	0	5,664	0	0	0	0
EPA Grant	0	718,630	381,671	874,727	481,100	0	238,900
Total Federal Grants	572	879,317	387,335	874,727	481,100	0	238,900
IPP Permits	200	600	3,200	400	400	200	600
Non-Business Permits	200	600	3,200	400	400	200	600
Sewer	17,360,347	16,069,908	15,953,373	18,667,275	18,667,275	20,010,663	20,604,952
Sewer Connections	23,681	16,892	19,523	25,000	25,000	8,293	25,000
IPP Testing and Sampling	85,015	20,987	63,960	52,000	52,000	71,803	52,000
Material and Services	57,507	64,274	68,547	70,000	70,000	86,157	70,000
Services - Sales	17,526,550	16,172,061	16,105,403	18,814,275	18,814,275	20,176,916	20,751,952
IPP Fines & Charges	66,523	24,310	26,061	24,000	24,000	23,557	144,000
Fines and Forfeitures	66,523	24,310	26,061	24,000	24,000	23,557	144,000
Interest on Investments	35,521	54,971	24,092	25,000	25,000	20,284	25,000
Interest on Spec Asmt	134	2,556	2,224	2,500	2,500	0	2,500
Interest and Penalties	493,760	453,000	438,485	450,000	450,000	547,647	450,000
Interest and Rents	529,415	510,527	464,801	477,500	477,500	567,930	477,500
Special Assessments	116,709	6,433	186,970	150,742	150,742	38,322	150,742
Surplus Receipts	2,889	7,149	5,088	4,000	4,000	3,962	3,000
Reimbursement	31,208	71	38	0	0	0	0
Insurance Claims	0	0	0	0	0	0	0
Gain/Loss on Invest.	19,040	9,820	(17,769)	10,000	10,000	15,043	10,000
Use of Fund Equity	0	0	0	5,933,200	6,738,614	0	2,988,288
Bond Proceeds/SRF	0	0	0	0	4,500,000	2,853,428	3,470,000
Other Revenues	169,846	23,473	174,327	6,097,942	11,403,356	2,910,756	6,622,030
TOTAL RESOURCES	18,293,106	17,610,288	17,161,127	26,288,844	31,200,631	23,679,359	28,234,982

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4810 SEWER ADMINISTRATION</u>							
Personnel Services	738,524	802,467	751,119	805,804	805,804	824,441	890,824
Operating Expenses	6,214,346	6,341,089	6,588,736	1,591,008	1,591,008	2,369,521	1,617,158
Capital Outlay	272	498	0	0	0	0	500
TOTALS	6,953,142	7,144,054	7,339,855	2,396,812	2,396,812	3,193,962	2,508,482
<u>4811 ENGINEERING ADMINISTRATION</u>							
Personnel Services	0	0	(19)	154,496	154,496	142,487	164,415
Operating Expenses	0	0	0	1,500	1,500	0	12,822
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	(19)	155,996	155,996	142,487	177,237
<u>4815 PROCESS CONTROL SYSTEMS</u>							
Personnel Services	102,991	102,738	97,134	97,682	97,682	97,269	100,731
Operating Expenses	54,165	12,343	11,599	141,440	144,353	11,378	146,721
Capital Outlay	2,949	6,125	1,422	16,000	16,000	6,479	15,000
TOTALS	160,105	121,206	110,155	255,122	258,035	115,127	262,452
<u>4820 METER MAINTENANCE AND SERVICE</u>							
Personnel Services	296,711	267,645	349,173	733,410	733,410	519,523	361,100
Operating Expenses	28,706	22,101	28,801	58,304	58,304	34,110	43,107
Capital Outlay	1,823	0	0	29,500	29,500	0	20,000
TOTALS	327,240	289,746	377,974	821,214	821,214	553,633	424,207
<u>4821 MAINTENANCE AND SERVICE</u>							
Personnel Services	897,545	977,492	1,100,222	1,259,429	1,259,429	1,113,200	1,273,993
Operating Expenses	569,235	904,675	835,903	1,029,218	1,020,118	522,681	725,206
Capital Outlay	35,037	7,080	6,779	10,000	11,100	2,316	4,950
TOTALS	1,501,817	1,889,247	1,942,904	2,298,647	2,290,647	1,638,196	2,004,149
<u>4822 CATCH BASIN CLEANING</u>							
Personnel Services	206,154	203,788	0	248,115	246,034	178,732	248,115
Operating Expenses	49,092	57,038	300,515	100,000	108,000	86,006	101,439
Capital Outlay	0	0	0	0	0	0	0
TOTALS	255,246	260,826	300,515	348,115	354,034	264,738	349,554

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4830 TREATMENT AND PUMPING</u>							
Personnel Services	3,339,874	3,509,854	3,646,292	3,962,373	3,962,373	3,689,716	3,991,868
Operating Expenses	1,856,873	1,807,439	2,040,558	2,971,855	3,141,855	1,987,465	2,907,680
Capital Outlay	19,227	20,248	14,241	79,000	84,000	29,192	91,300
TOTALS	5,215,974	5,337,541	5,701,091	7,013,228	7,188,228	5,706,374	6,990,848
<u>4835 REMOTE FACILITIES</u>							
Personnel Services	514,498	426,131	771,248	864,285	864,285	785,181	870,854
Operating Expenses	679,855	585,906	554,976	1,035,080	1,015,591	462,464	940,006
Capital Outlay	19,397	2,031	11,687	0	23,493	7,177	0
TOTALS	1,213,750	1,014,068	1,337,911	1,899,365	1,903,369	1,254,822	1,810,860
<u>4840 SEWER SURPLUS</u>							
Personnel Services	47,617	20,806	30,965	0	0	35,911	0
Operating Expenses	9,971	3,899	1,962	0	555,426	4,150	550,000
Capital Outlay	(7,254)	23,549	87,372	4,145,000	3,922,319	1,219,636	2,725,757
TOTALS	50,334	48,254	120,299	4,145,000	4,477,745	1,259,697	3,275,757
<u>4843 SEWER BOND CONSTRUCTION</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	4,765,752	458,303	3,470,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	0	0	0	0	4,765,752	458,303	3,470,000
<u>4845 DEBT SERVICE</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	6,806,757	6,519,784	947,826	6,424,587	6,449,587	5,875,712	6,583,050
TOTALS	6,806,757	6,519,784	947,826	6,424,587	6,449,587	5,875,712	6,583,050
<u>5311 CUSTOMER ACCOUNTING</u>							
Personnel Services	207,560	219,902	230,991	262,636	262,636	243,722	259,129
Operating Expenses	338,718	343,244	187,721	72,123	72,123	240,362	71,303
Capital Outlay	337	90	219	0	0	0	0
TOTALS	546,615	563,236	418,931	334,759	334,759	484,084	330,432

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	40,288	40,288	47,338	47,338	47,338	47,338	47,954
TOTALS	40,288	40,288	47,338	47,338	47,338	47,338	47,954
TOTAL SEWER OPERATIONS AND MAINTENANCE							
Personnel Services	6,351,474	6,530,823	6,977,125	8,388,230	8,386,149	7,630,183	8,161,029
Operating Expenses	9,800,961	10,077,734	10,550,771	7,000,528	12,474,030	6,176,440	10,585,442
Capital Outlay	71,788	59,621	121,720	4,279,500	4,086,412	1,264,800	2,857,507
Miscellaneous	6,847,045	6,560,072	995,164	6,471,925	6,496,925	5,923,050	6,631,004
TOTAL EXPENDITURES	23,071,268	23,228,250	18,644,780	26,140,183	31,443,516	20,994,474	28,234,982

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
ENTERPRISE FUND - SEWER OPERATIONS AND MAINTENANCE FUND							
Sewer Administration	3.03	3.03	2.93	1.88	1.88	1.88	1.88
Engineering Administration	0.00	0.00	0.00	1.76	1.76	1.76	1.51
Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Meter Maintenance and Service	5.00	5.00	6.00	7.00	7.00	7.00	3.75
Maintenance and Service	11.00	11.00	24.49	18.62	18.62	18.62	13.50
Catch Basin Cleaning	1.00	5.00	5.25	4.75	4.75	4.75	2.95
Treatment and Pumping	45.45	45.45	47.95	47.95	47.95	47.95	47.25
Remote Facilities	9.55	9.55	11.55	10.55	10.55	10.55	10.75
TOTAL POSITIONS	76.03	80.03	99.17	93.51	93.51	93.51	82.59

During fiscal year 2010, the City underwent a citywide efficiency study, performed by Plante & Moran Consultants. As part of the study, it was recommended that the Deputy Director of Public Services become a department head, responsible for the Water and Wastewater Treatment Plants. The 2011 Approved Budget reflects the change in the deputy director's status to a department head level. The current director of public services will still supervise all other functions of Water and Wastewater - Meter Maintenance and Services as well as Maintenance and Services Divisions. In addition, the study also recommended that the reporting structure for the Right-of-Way Divisions be changed. After considerable review by city administration, it was determined that the City Engineer should be responsible for the Right-of-Way Division for both Water and Sewer Operations and Maintenance Funds as well as City street operations.

The Approved 2010/2011 Budget reflects a 10.59 decrease from the 2010 approved levels. In the Engineering Administration Division, .50 of a Traffic Electrician I position will be eliminated from the personnel complement due to the staffing and efficiency study. To offset this decrease .25 of an Assistant City Engineer will be added to the complement. The Meter Maintenance and Services Division reflects a total decrease of 3.25 positions. This decrease is attributed to the elimination of 2 part time Laborers, which were budgeted in previous years but were not approved, the elimination of .25 of an Administrative Professional, and the redistribution of an Utilities Person III to other funds. In the Maintenance and Services Division the complement decrease by 4.75 positions. Similar to the Meter Maintenance and Service division, this division eliminated 4.50 part time Laborer positions as well as .25 of an Administrative Professional position. Also, within these divisions the following positions will have title changes - Assistant Superintendent of Right of Way (ROW), Chief Foreman, and Utilities Foreman. The new titles are ROW Administrator, Chief ROW Utilities Foreman, and ROW Utilities Foreman.

In the Catch Basin Cleaning Division, the complement will decrease by 1.80 positions. This decrease is due to the redistribution of 1.75 of the Crossover Operator positions as well as .05 of an Administrative Professional to other funds. In the Treatment and Pumping Division, .20 of the Assistant Superintendent of Wastewater will be redistributed to the Remote Facilities Division. In addition, similar to the ROW Administrator, the Environmental Compliance Manager title will be changed to the Environmental Compliance Administrator.

Note:

Customer Account Division is represented in the Department of Fiscal Services.

FUND: 590 – Sewer Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 4810 - Administration

STRATEGIC NARRATIVE

The Administration division 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 their 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 2010/2011 GOALS AND OBJECTIVES

1. To oversee and administer the sewer system operation in an efficient and economical manner.
2. To establish rates to ensure that operations, debt service, and capital expenditure needs are met.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4810 Sewer Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	131,473	Director of Public Services	0.40	40,557
Overtime	0	Director of Water &		
Fringe Benefits	759,351	Wastewater Treatment Plants	0.50	44,438
		Staff Professional	0.98	46,478
TOTAL	890,824	Total Personnel	1.88	131,473
OPERATING EXPENSES				
		Overtime		0
Supplies	600			
Internal Services	1,505,187			
Other Services		FICA		11,058
Professional Fees	98,251	Healthcare Benefits - Active		28,023
Maintenance Fees	920	Healthcare Benefits - Retirees		665,207
Other Contracted Fees	12,200	Pension		55,063
TOTAL	1,617,158	Total Fringe Benefits		759,351
CAPITAL OUTLAY	0	TOTAL	1.88	890,824
TOTAL	0			
TOTAL APPROPRIATION	2,507,982			

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4811 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	87,377	City Engineer	0.25 22,668
Overtime	10,000	Assistant City Engineer	0.25 16,345
Fringe Benefits	67,038	Engineering Office Supv.	0.25 15,166
TOTAL	<u>164,415</u>	Engineering Technician I	0.13 6,063
		Surveying Technician I	0.13 6,164
		Survey Assistant III	0.25 10,338
		Administrative Professional	0.25 10,633
OPERATING EXPENSES			
Supplies	0	Total Personnel	<u>1.51 87,377</u>
Internal Services	11,822	Overtime	<u>10,000</u>
Other Services		FICA	7,449
Professional Fees	0	Healthcare Benefits - Active	22,999
Maintenance Fees	0	Healthcare Benefits - Retirees	0
Other Contracted Fees	1,000	Pension	36,590
TOTAL	<u>12,822</u>	Total Fringe Benefits	<u>67,038</u>
CAPITAL OUTLAY	0	TOTAL	<u><u>1.51 164,415</u></u>
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>177,237</u></u>		

FUND: 590-Sewer Operations and Maintenance 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 Wastewater 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 2010/2011 GOALS AND OBJECTIVES

The primary goal of the Process Controls division is to maintain timely and accurate operational information and Plant control to the Wastewater Treatment Plant thru the Supervisory Control and Data Acquisition (SCADA) System.

1. Monitor SCADA computer operation to keep them up-to-date on service packs and security updates.
 - a. Evaluate system against Microsoft Tech Net and Defender Updates Lists.
 - b. Evaluate system against American Water Works Association (AWWA) Security information list.
 - c. Evaluate systems internal performance through utilities software
2. Maintain network communication for optimal data transfer speed and a high degree of security.
 - a. Monitor Received Signal Strength Indication (RSSI) and signal strength values.
 - b. Evaluate system against AWWA security information
3. Recognize changes in the wastewater system and evaluate new technology to help the SCADA system evolve to better serve the Wastewater Treatment Plant staff
 - a. Meet with staff to determine plant needs and desired changes
 - b. Evaluate new products through vender meetings, technical data periodicals, and discussion with other wastewater systems staff.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4815 Process Control Systems

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	56,728	Instrument & Control Admin	0.50 34,952
Overtime	0	Instrument & Control Tech	0.50 21,776
Fringe Benefits	44,003		
TOTAL	100,731	Total Personnel	1.00 56,728
		Overtime	0
OPERATING EXPENSES			
Supplies	66,000	FICA	4,340
Internal Services	2,671	Healthcare Benefits - Active	15,788
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	68,900	Pension	23,875
Maintenance Fees	1,800		
Other Contracted Fees	7,350	Total Fringe Benefits	44,003
TOTAL	146,721	TOTAL	1.00 100,731
CAPITAL OUTLAY	15,000		
TOTAL	15,000		
TOTAL APPROPRIATION	262,452		

FUND: 590 – Sewer Operations and Maintenance Fund

DEPARTMENT: Public Services

ACTIVITY: 4820 – Meter Maintenance and Service

STRATEGIC NARRATIVE

The Meter Maintenance and Service division’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 between the Water and Sewer Operations and Maintenance Funds.

FY 2010/2011 GOALS AND OBJECTIVES

1. To inspect 200 service lines.
 - a. Provide the funds for the operation of the Treatment Plants, Water and Sewer service, and Water Billing

	2009 Actual	2010 Projected	2011 Target
Service Calls	23,317	24,000	24,000

2. To repair and test large water meters servicing commercial, industrial and wholesale customers.
 - a. Bid out fixed base reading network

	2009 Actual	2010 Projected	2011 Target
Reduction of unaccounted for water	15.4%	12%	10%

3. To provide daily service calls citywide.
4. To provide emergency water service on a 24-hour basis.
5. To read water meters on a monthly basis.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4820 Meter Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	172,748	ROW Administrator	0.25	18,560
Overtime	6,000	Chief ROW Utilities Foreman	0.25	16,263
Fringe Benefits	182,352	Mech Equip Repairperson II	0.25	11,112
		Crossover Operator	1.00	41,622
		Utilities Person II	2.00	85,191
TOTAL	361,100	Total Personnel	3.75	172,748
OPERATING EXPENSES				
		Overtime		6,000
Supplies	10,500			
Internal Services	6,107			
Other Services		FICA		13,866
Professional Fees	15,000	Healthcare Benefits - Active		65,305
Maintenance Fees	11,500	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		103,181
TOTAL	43,107	Total Fringe Benefits		182,352
CAPITAL OUTLAY	20,000	TOTAL	3.75	361,100
TOTAL	20,000			
TOTAL APPROPRIATION	424,207			

FUND: 590 – Sewer Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 4821 –Maintenance and Service

STRATEGIC NARRATIVE

The Maintenance and Service division 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 ratbait 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 2010/2011 GOALS AND OBJECTIVES

1. To maintain 306 miles of mainline sewer.

- a. To clean 10 miles of sewer annually

	2009 Actual	2010 Projected	2011 Target
Maintain accurate records of activities	12.5 miles	10 miles	10 miles

2. To repair and replace mainlines and services as it becomes necessary.

- a. Investigate new technology for lining sewer laterals

	2009 Actual	2010 Projected	2011 Target
Number of Sewer Laterals Replaced	186	128	100

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4821 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	588,627	ROW Administratior	0.25	18,560
Overtime	20,000	Chief ROW Utilities Foreman	0.25	16,263
Fringe Benefits	665,366	ROW Utilities Foreman	1.00	52,558
		Mech Equip Repairperson II	0.25	11,112
		Office Assistant III	0.50	18,437
		Utilities Person III	1.50	65,660
		Utilities Person II	2.50	103,824
		Crossover Operator	7.00	291,727
		Tree Trimmer	0.25	10,486
TOTAL	1,273,993	Total Personnel	13.50	588,627
OPERATING EXPENSES				
Supplies	525,700			
Internal Services	22,858			
Other Services				
Professional Fees	75,954			
Maintenance Fees	94,694	Overtime		20,000
Other Contracted Fees	6,000			
TOTAL	725,206	FICA		47,371
		Healthcare Benefits - Active		287,423
		Healthcare Benefits - Retirees		0
		Pension		330,572
CAPITAL OUTLAY	4,950	Total Fringe Benefits		665,366
TOTAL	4,950			
TOTAL APPROPRIATION	2,004,149	TOTAL	13.50	1,273,993

FUND: 590 – Sewer Operations and Maintenance Fund

DEPARTMENT: Public Services

ACTIVITY: 4822 – Catch Basin Cleaning

STRATEGIC NARRATIVE

The Catch Basin Cleaning Division provides the necessary cleaning of local and major streets catch basins by sweeping debris from City streets that may block catch basin grates and restrictor plates.

FY 2010/2011 GOALS AND OBJECTIVES

1. To reduce the plugging of street catch basins by efficient use of street sweepers.
 - a. To reduce the amount of finesand and dirt from entering the combined sewer system

	2009 Actual	2010 Projected	2011 Target
Catch basins cleaned	N/A	5,000	5,000

2. To reduce the amount of debris on city streets
 - a. To sweep all local and major streets once each month during the period between April 1st and November 30th

	2009 Actual	2010 Projected	2011 Target
Miles Swept	900	1,200	1,200

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4822 Catch Basin Cleaning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	125,399	Heavy Equipment Operator	2.50	106,600
Overtime	2,000	Tree Trimmer	0.25	10,438
Fringe Benefits	120,716	Administrative Professional	0.20	8,361
TOTAL	248,115	Total Personnel	2.95	125,399
OPERATING EXPENSES				
		Overtime		2,000
Supplies	0			
Internal Services	1,439	FICA		9,821
Other Services		Healthcare Benefits - Active		53,366
Professional Fees	100,000	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		57,529
Other Contracted Fees	0	Total Fringe Benefits		120,716
TOTAL	101,439			
CAPITAL OUTLAY				
	0	TOTAL	2.95	248,115
TOTAL	0			
TOTAL APPROPRIATION	349,554			

FUND: 590 – Sewer Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 4830 – Treatment and Pumping

STRATEGIC NARRATIVE

The Wastewater Treatment and Pumping 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. 6,247 million gallons of wastewater were treated during fiscal year 2009 with an average treated flow of 23.58 million gallons per day.

FY 2010/2011 GOALS AND OBJECTIVES

To efficiently and effectively treat all wastewater flows, discharge the clean water safely back to the environment, and to protect the public health.

1. To meet all National Pollutant Discharge Elimination System Permit (NPDES) requirements.

- a. Number of NPDES Permit violations

	2009 Actual	2010 Projected	2011 Target
Number of NPDES Permit violations	0	0	0

- b. Number of required reports submitted on time

	2009 Actual	2010 Projected	2011 Target
Number of required reports submitted on time.	12	12	12

- c. Number of months without an NPDES violation

	2009 Actual	2010 Projected	2011 Target
Number of months without an NPDES violation	12	12	12

2. To prevent treatment upsets, contaminant pass through, biosolids contamination, and physical damage to the plant and collection system.

- a. Number of days effluent quality exceeded discharge standards

	2009 Actual	2010 Projected	2011 Target
Number of days effluent quality exceeded discharge standards	0	0	0

b. Number of Sewer Use Ordinance violations by industrial users

	2009 Actual	2010 Projected	2011 Target
Number of Sewer Use Ordinance violations by industrial users.	85	80	70

3. To enhance efficiency in the operation of the plant.

a. Wastewater treatment costs per million gallons

	2009 Actual	2010 Projected	2011 Target
Wastewater treatment costs per million gallons.	\$662	\$681	\$662

b. Sludge disposal costs per dry ton

	2009 Actual	2010 Projected	2011 Target
Sludge disposal costs per dry ton	\$58	\$75	\$58

c. Cost of treatment chemicals per million gallons of water treated

	2009 Actual	2010 Projected	2011 Target
Cost of treatment chemicals per million gallons of water treated.	\$3.62	\$3.62	\$3.62

d. Cost of energy per million gallons of water treated

	2009 Actual	2010 Projected	2011 Target
Cost of energy (per million gallons of water treated)	\$66.83	\$79.52	\$66.83

e. Cost of lime per ton of sludge treated

	2009 Actual	2010 Projected	2011 Target
Cost of lime per ton of sludge treated	\$17.73	\$20.26	\$20.26

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4830 Treatment & Pumping

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	2,068,209	Supt of Wastewater Tmt	0.80 68,898
Overtime	90,000	Asst Supt of Wastewater	0.80 56,323
Fringe Benefits	1,833,659	Chief Chemist	1.00 58,237
TOTAL	3,991,868	Operating Foreman	5.00 242,754
		Plant Mtce Foreman WW	1.00 51,204
		Electrical Mtce Foreman	0.75 44,697
		Plant Engineer	0.80 53,762
OPERATING EXPENSES		Plant Maintenance Supervisor	0.35 23,160
Supplies	727,140	Environ Compliance Admin.	1.00 64,653
Internal Services	74,410	Environ Compliance Analyst	3.00 126,001
Other Services		Plant Mtce Electrician B	2.50 113,555
Professional Fees	1,025,458	Plant Operator B	10.00 423,914
Maintenance Fees	932,122	Equipment & Safety Specialist	0.75 31,826
Other Contracted Fees	148,550	Administrative Professional	0.75 31,352
TOTAL	2,907,680	Laboratory Technician	2.00 86,417
		Plant Mtce. Mechanic B	1.00 43,696
CAPITAL OUTLAY	91,300	Sewage Plant Mtce Person III	1.00 43,614
TOTAL	91,300	Sewage Plant Mtce Person II	4.00 170,793
		Sewage Plant Mtce Person I	5.00 210,225
		Remote Facilities Person II	1.00 42,745
		Stock Clerk WWT	0.75 31,228
		Custodial Worker B	1.00 39,920
		Laborer (Temp)	2.00 6,157
		Intern (Temp)	1.00 3,078
TOTAL APPROPRIATION	6,990,848	Total Personnel	47.25 2,068,209
		Overtime	90,000
		FICA	167,419
		Healthcare Benefits - Active	670,545
		Healthcare Benefits - Retirees	0
		Pension	995,695
		Total Fringe Benefits	1,833,659
		TOTAL	47.25 3,991,868

FUND: 590 – Sewer Operations and Maintenance Fund

DEPARTMENT: Public Services

ACTIVITY: 4835– Remote Facilities

STRATEGIC NARRATIVE

The Remote Facilities division of the Wastewater Treatment Department services a 10,000-acre watershed. This includes 53.3 million gallons of total storage, which prevent untreated combined sewage overflows (CSOs) from impacting the Saginaw River. Collection and treatment includes 5 Pump Stations and 7 CSO Facilities.

FY 2010/2011 GOALS AND OBJECTIVES

1. 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.

- a. To maximize use of RTB storage capacity

	2009 Actual	2010 Projected	2011 Target
Number of rain events with no flows from RTBs to the river	16	16	16

	2009 Actual	2010 Projected	2011 Target
Number of discharges from RTBs to the river	13	13	13

- b. To assure disinfection of all treated water discharged from the RTBs to the river

	2009 Actual	2010 Projected	2011 Target
Number of NPDES permit violations	2	2	0

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-4835 Remote Facilities

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	462,943	Supt of Wastewater Treatment	0.20	17,225
Overtime	20,000	Asst. Supt of Wastewater Tmt	0.20	14,081
Fringe Benefits	387,911	Plant Maintenance Supervisor	0.65	43,011
		Plant Engineer	0.20	13,441
TOTAL	<u>870,854</u>	Electrical Maintenance Foreman	0.25	14,899
		Equipment & Safety Specialist	0.25	10,609
OPERATING EXPENSES		Administrative Professional	0.25	10,451
		Stock Clerk WWT	0.25	10,409
Supplies	407,100	Plant Maint Mechanic B	1.00	44,430
Internal Services	10,704	Plant Maint Electrician B	0.50	22,490
Other Services		Remote Facilities Person III	1.00	42,280
Professional Fees	169,930	Remote Facilities Person II	5.00	214,585
Maintenance Fees	346,822	Laborer (Temp)	1.00	5,032
Other Contracted Fees	5,450	Total Personnel	<u>10.75</u>	<u>462,943</u>
TOTAL	<u>940,006</u>	Overtime		<u>20,000</u>
CAPITAL OUTLAY	0	FICA		37,347
TOTAL	<u>0</u>	Healthcare Benefits - Active		293,292
		Healthcare Benefits - Retirees		0
		Pension		57,272
TOTAL APPROPRIATION	<u><u>1,810,860</u></u>	Total Fringe Benefits		<u>387,911</u>
		TOTAL	<u><u>10.75</u></u>	<u><u>870,854</u></u>

FUND: 590- Sewer Operation and Maintenance Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 5311- Customer Accounting

STRATEGIC NARRATIVE

The Sewer Customer Accounting division is responsible for the billing and collections of all sewer accounts 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 or delinquent. Staff members handle all bill payment arrangements, collection of returned checks, and initiation of meter checks, and discontinuance of service for collection.

FY 2010/2011 GOALS AND OBJECTIVES

1. To provide quality customer service to all water and sewer customers.
 - a. Improve the time between when the meters are read and when the bills are ready to print.

	2009 Actual	2010 Projected	2011 Target
Efficient training in software and job duties for all employees	95%	100%	100%

	2009 Actual	2010 Projected	2011 Target
Lower the number of days between meter reads and billing	12	10	7

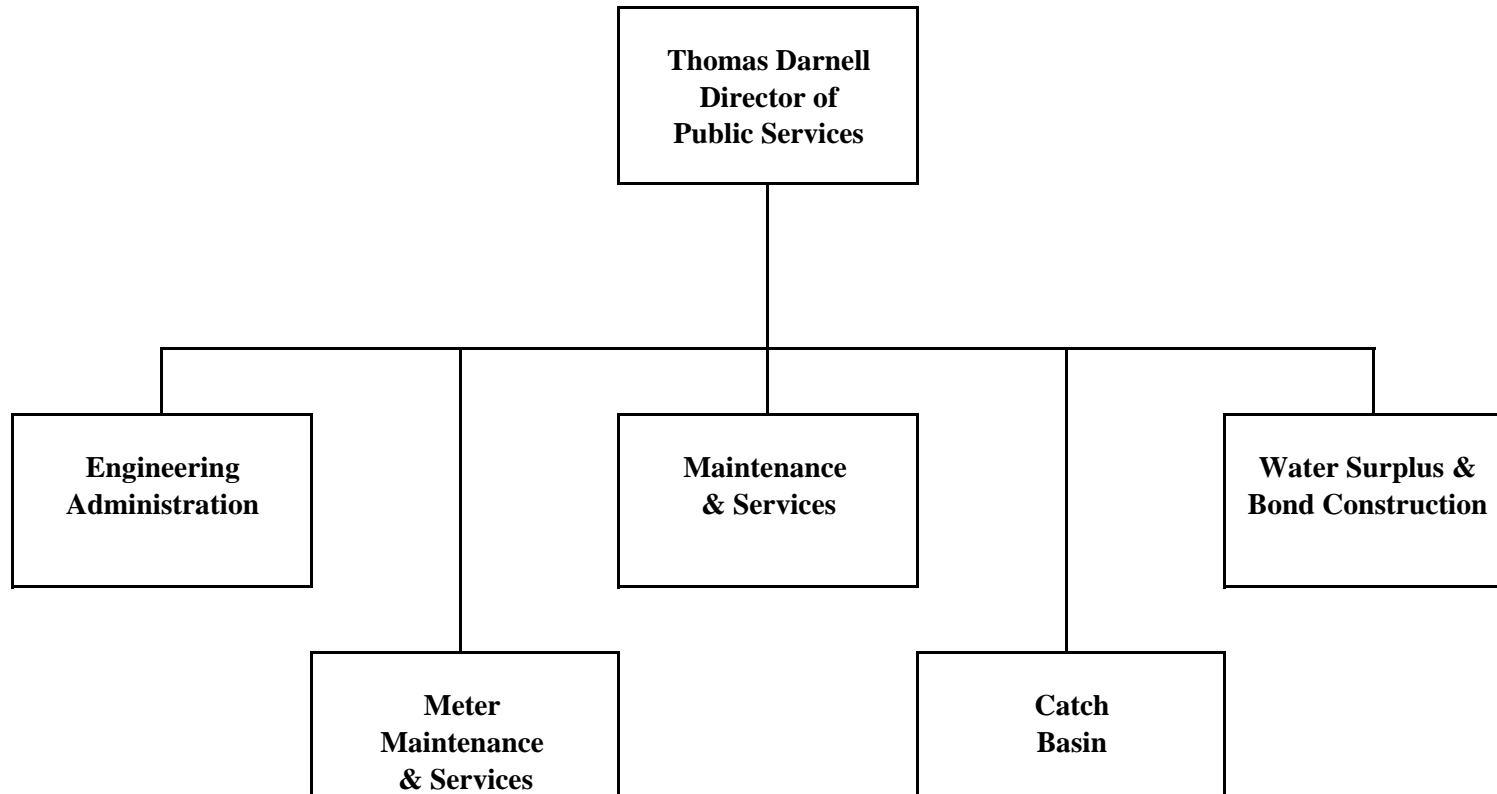
- b. To decrease the customer wait time at the counter and on the phones.
 - i. Monitor the number of complaints per calls taken each month.
 - ii. If more than one customer is in line waiting, there will be a back up employee to wait on them.
2. To have accurate billing and a greater rate of collection.
 - a. To reduce delinquent accounts by fifteen percent (15%).
 - i. This will be accomplished by discontinuing active accounts with unpaid arrears five (5) days after the accounts are cycle billed.
 - ii. This will allow for enhanced cash flows and reduction of water/sewer liens on taxes rolls.
 - b. To aggressively continue the collection process for those customers that are three (3) months delinquent with a balance of \$100 dollars or more.
 - i. This will be done by turning off accounts for non-payment and by making payment arrangements with customers.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

590-5311 Customer Accounting

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	137,453	Admin of Utilities Account	0.50 28,099
Overtime	0	Collection Correspondent	0.50 19,405
Fringe Benefits	121,676	Office Assistant III	1.50 54,704
		Customer Service Coordinator	0.38 11,674
		Customer Service Rep	0.76 23,571
TOTAL	259,129	Total Personnel	3.14 137,453
OPERATING EXPENSES			
		Overtime	0
Supplies	1,500		
Provision for Losses	0	FICA	10,611
Internal Services	23,303	Healthcare Benefits - Active	47,351
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	41,000	Pension	63,714
Maintenance Fees	4,600		
Other Contracted Fees	900	Total Fringe Benefits	121,676
TOTAL	71,303		
		TOTAL	3.14 259,129
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	330,432		

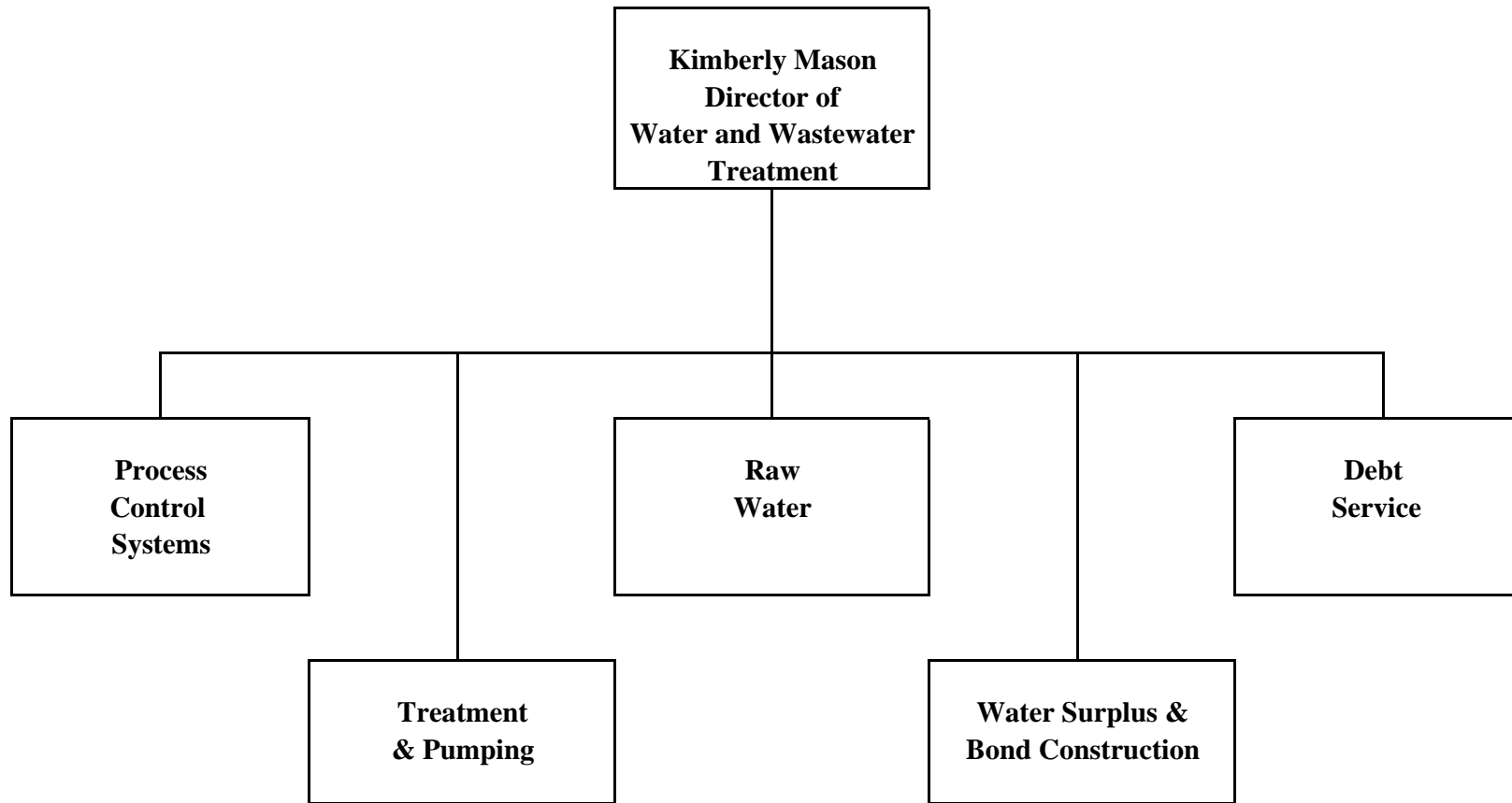
**CITY OF SAGINAW
WATER OPERATIONS AND MAINTENANCE FUND**



Note:

The Water Operation and Maintenance fund recognizes their ongoing large capital projects through the Water Surplus and Water Bond Construction Divisions. The Debt Service Division is where all debt service is paid.

**CITY OF SAGINAW
WATER TREATMENT AND PROCESS CONTROL SYSTEMS**



Note:

The Water Operation and Maintenance fund recognizes their ongoing large capital projects through the Water Surplus and Water Bond Construction Divisions. The Debt Service Division is where all debt service is paid.

**WATER OPERATIONS AND MAINTENANCE (591)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	14,453,470	CROSS CONNECTIONS	124,610
INTEREST AND RENTS	141,000	WATER ADMINISTRATION	2,088,765
OTHER REVENUES	14,031,947	ENGINEERING ADMINISTRATION	300,198
		PROCESS CONTROL SYSTEMS	281,761
		METER MAINT. & SERVICE	514,431
		MAINTENANCE & SERVICE	2,405,277
		TREATMENT & PUMPING	4,928,367
		RAW WATER	1,126,289
		WATER SURPLUS	1,625,829
		WATER BOND CONSTRUCTION	12,715,771
		DEBT SERVICE	2,136,054
		CUSTOMER ACCOUNTING	340,942
		TRANSFERS OUT	38,123
TOTAL RESOURCES	<u>28,626,417</u>	TOTAL APPROPRIATIONS	<u>28,626,417</u>

Note:

The 2010 Budget combined the Water Surplus Fund and the Water Bond Construction Fund into the Water Operations and Maintenance Fund.

**REVENUE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
Grants	554	126	14,487	0	0	0	0
Service - Sales	12,395,529	12,170,108	12,097,581	14,554,470	14,554,470	13,190,719	14,453,470
Interest and Rents	400,228	373,138	257,900	181,000	181,000	154,478	141,000
Other Revenues	2,580,087	1,346,623	(106,642)	27,489,142	29,459,694	1,769,135	14,031,947
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	15,376,398	13,889,995	12,263,326	42,224,612	44,195,164	15,114,333	28,626,417

REVENUE ANALYSIS DETAIL

State Shared Revenues	554	126	0	0	0	0	0
EPA Grant	0	0	14,487	0	0	0	0
Total Grants	554	126	14,487	0	0	0	0
Sale of Junk	4,786	380	980	0	0	11,392	4,000
Turn on Charges	2,700	3,136	3,588	3,000	3,000	3,553	3,000
Water	11,917,933	11,614,926	11,693,606	14,036,470	14,036,470	12,797,820	14,036,470
Water Connections	25,502	8,149	9,553	15,000	15,000	4,812	10,000
Materials and Services	444,608	543,517	389,854	500,000	500,000	373,142	400,000
Total Service - Sales	12,395,529	12,170,108	12,097,581	14,554,470	14,554,470	13,190,719	14,453,470
Interest on Investments	275,264	248,784	135,447	70,000	70,000	35,196	30,000
Dividends	0	0	0	0	0	636	0
Interest on Spec. Asmts	68	0	1,772	1,000	1,000	0	1,000
Interest and Penalties	124,896	124,354	120,681	110,000	110,000	118,646	110,000
Total Interest and Rents	400,228	373,138	257,900	181,000	181,000	154,478	141,000
Special Assessments	9,516	(2,084)	4,297	5,000	5,000	(646)	0
Surplus Receipts	444	470	127	0	0	210	0
Cash Over and Short	0	98	0	0	0	0	0
Insurance Proceeds	0	11,735	0	0	0	5,990	0
Reimbursement	2,528,563	1,303,878	(111,066)	0	0	0	0
Gain/Loss on Investments	14,038	5,000	0	0	0	(349)	0
Gain on Bond Refunding	27,526	27,526	0	0	0	0	10,412,063
Use of Fund Equity	0	0	0	8,174,142	10,144,694	0	3,619,884
Bond Proceeds	0	0	0	19,310,000	19,310,000	1,763,930	0
Total Other Revenues	2,580,087	1,346,623	(106,642)	27,489,142	29,459,694	1,769,135	14,031,947
Sick and Vacation Fund	0	0	0	0	0	0	0
Total Transfers	0	0	0	0	0	0	0
TOTAL RESOURCES	15,376,398	13,889,995	12,263,326	42,224,612	44,195,164	15,114,333	28,626,417

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>3867 CROSS CONNECTIONS</u>							
Personnel Services	107,451	70,664	104,555	169,287	169,287	172,189	108,054
Operating Expenses	8,969	8,149	5,581	12,262	12,262	9,247	16,556
Capital Outlay	0	0	0	0	0	0	0
TOTALS	116,420	78,813	110,136	181,549	181,549	181,436	124,610
<u>4710 WATER ADMINISTRATION</u>							
Personnel Services	712,160	773,341	755,523	557,891	557,891	771,741	788,192
Operating Expenses	1,874,109	2,346,629	2,569,661	1,325,010	1,323,810	1,362,251	1,300,073
Capital Outlay	272	498	0	0	500	0	500
Miscellaneous	8,917	0	0	0	0	0	0
TOTALS	2,595,458	3,120,468	3,325,184	1,882,901	1,882,201	2,133,992	2,088,765
<u>4711 ENGINEERING ADMINISTRATION</u>							
Personnel Services	0	0	(19)	283,496	283,496	180,614	286,876
Operating Expenses	0	0	0	1,500	1,500	0	13,322
Capital Outlay	0	0	0	0	0	0	0
TOTALS	0	0	(19)	284,996	284,996	180,614	300,198
<u>4715 PROCESS CONTROL SYSTEMS</u>							
Personnel Services	102,767	88,826	95,412	110,221	110,221	97,266	105,040
Operating Expenses	31,746	12,553	27,530	151,090	171,740	30,200	157,721
Capital Outlay	3,357	11,841	0	34,000	34,000	2,541	19,000
TOTALS	137,870	113,220	122,942	295,311	315,961	130,006	281,761
<u>4720 METER MAINTENANCE AND SERVICE</u>							
Personnel Services	264,917	182,226	323,010	365,734	365,734	356,501	442,372
Operating Expenses	41,623	38,641	28,976	74,850	74,850	38,497	72,059
Capital Outlay	309	0	0	0	0	0	0
TOTALS	306,849	220,867	351,986	440,584	440,584	394,998	514,431
<u>4721 MAINTENANCE AND SERVICE</u>							
Personnel Services	1,004,450	897,998	969,473	1,391,520	1,391,520	1,180,054	1,251,770
Operating Expenses	599,271	774,163	746,523	1,176,650	1,174,150	821,197	1,119,107
Capital Outlay	13,717	9,977	1,893	7,000	9,600	8,611	34,400
TOTALS	1,617,438	1,682,138	1,717,889	2,575,170	2,575,270	2,009,862	2,405,277

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>4730 TREATMENT AND PUMPING</u>							
Personnel Services	2,551,753	2,573,399	2,561,266	2,848,990	2,848,990	2,544,489	2,775,723
Operating Expenses	1,425,849	1,394,386	1,508,357	2,060,943	2,060,943	1,313,844	2,018,444
Capital Outlay	46,027	46,797	75,411	64,000	64,000	56,079	134,200
TOTALS	4,023,629	4,014,582	4,145,034	4,973,933	4,973,933	3,914,412	4,928,367
<u>4735 RAW WATER</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,121,620	1,080,486	1,081,289	1,126,289	1,126,289	1,138,243	1,126,289
Capital Outlay	0	0	0	0	0	0	0
TOTALS	1,121,620	1,080,486	1,081,289	1,126,289	1,126,289	1,138,243	1,126,289
<u>4740 WATER SURPLUS</u>							
Personnel Services	8,720	7,115	8,821	0	0	20,254	0
Operating Expenses	2,820	8,341	53,039	928,000	(1,157,167)	117,223	1,205,329
Capital Outlay	8,442	170,329	263,000	2,955,000	3,409,116	397,868	420,500
TOTALS	19,982	185,785	324,860	3,883,000	2,251,949	535,345	1,625,829
<u>4741 WATER BOND CONSTRUCTION</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	1	24,010,000	27,591,553	1,967,994	12,140,771
Capital Outlay	0	0	0	0	0	0	575,000
Miscellaneous	0	0	0	0	0	0	0
TOTALS	0	0	1	24,010,000	27,591,553	1,967,994	12,715,771
<u>4745 DEBT SERVICE</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	1,311,848	1,021,197	1,587,293	2,187,738	2,187,738	2,099,339	2,136,054
TOTALS	1,311,848	1,021,197	1,587,293	2,187,738	2,187,738	2,099,339	2,136,054
<u>5310 CUSTOMER ACCOUNTING</u>							
Personnel Services	200,666	222,513	225,057	260,835	260,835	243,111	257,259
Operating Expenses	209,747	195,753	142,962	84,673	84,673	147,348	83,683
Capital Outlay	337	90	215	0	0	0	0
TOTALS	410,750	418,356	368,234	345,508	345,508	390,459	340,942

**EXPENDITURE ANALYSIS SUMMARY
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	32,029	32,029	37,633	37,633	37,633	37,633	38,123
TOTALS	32,029	32,029	37,633	37,633	37,633	37,633	38,123
TOTAL WATER OPERATIONS AND MAINTENANCE							
Personnel Services	4,952,884	4,816,082	5,043,098	5,987,974	5,987,974	5,566,218	6,015,286
Operating Expenses	5,315,754	5,859,101	6,163,919	30,951,267	32,464,603	6,946,044	19,253,354
Capital Outlay	72,461	239,532	340,519	3,060,000	3,517,216	465,099	1,183,600
Miscellaneous	1,352,794	1,053,226	1,624,926	2,225,371	2,225,371	2,136,972	2,174,177
TOTAL EXPENDITURES	11,693,893	11,967,941	13,172,462	42,224,612	44,195,164	15,114,333	28,626,417

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
ENTERPRISE FUND - WATER OPERATIONS AND MAINTENANCE FUND							
Cross Connection	1.00	1.00	2.00	2.00	2.00	2.00	1.00
Water Administration	15.30	15.90	1.47	1.47	1.47	1.47	1.47
Engineering Administration	0.00	0.00	2.99	2.99	2.99	2.99	2.49
Process Control Systems	1.00	1.00	2.00	2.00	2.00	2.00	1.00
Meter Maintenance and Service	5.00	5.00	6.50	6.50	6.50	6.50	4.25
Maintenance and Service	11.00	11.00	17.38	17.38	17.38	17.38	16.75
Treatment and Pumping	32.00	32.00	36.00	36.00	36.00	36.00	34.00
TOTAL POSITIONS	65.30	65.90	68.34	68.34	68.34	68.34	60.96

The Approved 2010/2011 Water Fund's Budget reflects a total decrease of 7.38 positions. In the Cross Connection Division, the Code Enforcement Officers will be redistributed to the Inspection Division of the General Fund. In the Water Administration Division, the Deputy Director of Public Services will be elevated to a department head level as the Director of Water and Wastewater Treatment. This individual will be responsible for the Water and Wastewater Treatment Plants as well as the Process Control Systems Divisions of Water and Sewer. This change is in alignment with the Staffing and Efficiency Study that was completed during 2010. Likewise, in the Engineering Administration Division, the City Engineer will be responsible for the Right-of-Way Divisions (ROW), citywide. With this added responsibilities, city administration will hire an Assistant City Engineer to the personnel complement. Approximately, .25 of this position will be allocated to the Water Fund. Another change within this division is the elimination of the Traffic Electrician I position from the personnel complement, within the Water Fund this represents .50 of the position.

In 2011, the Process Control Systems Division will report directly to the Director of Water and Wastewater Treatment. In addition, at the department's request, the Intern position will be eliminated. Likewise, city administration re-titled the Instrument and Control Manager to Instrument and Control Administrator. In the Meter Maintenance and the Maintenance Divisions, .25 of an Administrative Professional will be eliminated. Also two part time Laborers will be redistributed to the Maintenance and Service Division. Likewise, approximately 1.8 of Crossover Operator positions will be redistributed to other funds. The following positions will be re-titled in this division - Assistant Superintendent of Right of Way (ROW), Chief Foreman and Utilities Foreman to ROW Administrator, Chief ROW Utilities Foreman, and ROW Utilities Foreman, respectively. The ROW Administrator will report directly to the City Engineer in 2011. In the Treatment and Pumping Division, two Filtration Plant Maintenance I positions will be eliminated in accordance with the City's Staffing and Efficiency Study.

Note:

Customer Accounting Division is represented in the Department of Fiscal Services.

FUND: 591 – Water Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 3867 – Cross Connections

STRATEGIC NARRATIVE

The function of the Cross Connections division is to protect the public water supply from contaminants that are introduced by a direct connection to a non-potable water source. The City is mandated through P.A. 399, at the federal level by the Safe Drinking Water Act, and at the local level by the adoption of local ordinance and rules to cause inspections to be made on customers whose use of the public water supply requires mechanical devices to protect the potable water supply. Through the Cross Connections division, the City is required to inspect at all levels of use Industrial, Commercial, and Residential properties. Employees from the Maintenance and Service 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 2010/2011 GOALS AND OBJECTIVES

- To begin the inspection, re-inspection and compliance checks of devices currently in use to ensure that device that are required are installed and that the required annual testing and inspections occurs.
1. To continue inspection of residential properties as required by law to ensure the safety, health and welfare of residents.
 2. To complete the annual report to the MDEQ with the results of our activities from the previous year.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

591-3867 Cross Connection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	43,714	Utilities Person III	1.00	43,714
Overtime	2,000.00			
Fringe Benefits	62,340	Total Personnel	1.00	43,714
TOTAL	108,054	Overtime		2,000
OPERATING EXPENSES				
Supplies	700	FICA		3,497
Internal Services	12,556	Healthcare Benefits - Active		21,310
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		37,533
Maintenance Fees	1,800	Total Fringe Benefits		62,340
Other Contracted Fees	1,500			
TOTAL	16,556	TOTAL	1.00	108,054
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION				
	124,610			

FUND: 591 – Water Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 4710 - Administration

STRATEGIC NARRATIVE

The Administration division of the Water Operations and Maintenance Fund 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. Water operations involve service to a 20-community area under varying service commitments. Services are a basic requirement to the public's health and economic well-being. This division 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 division addresses that need.

FY 2010/2011 GOALS AND OBJECTIVES

1. To administer the water system operation in an efficient and economical manner.
2. To negotiate and renew wholesale water customer contracts to assure long-term relationships and enhance regional economic growth.
3. To establish rates to ensure that operations, debt service, and capital expenditure needs are met.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

591-4710 Water Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	131,221	Director of Public Services	0.40 40,557
Overtime	0	Director of Water & Wastewater	
Fringe Benefits	656,971	Treatment	0.50 44,438
		Staff Professionals	0.97 46,226
TOTAL	788,192	Total Personnel	1.47 131,221
OPERATING EXPENSES			
Supplies	2,000	Overtime	0
Internal Services	1,044,163		
Other Services		FICA	10,230
Professional Fees	243,240	Healthcare Benefits - Active	27,881
Maintenance Fees	1,470	Healthcare Benefits - Retirees	559,329
Other Contracted Fees	9,200	Pension	59,531
TOTAL	1,300,073	Total Fringe Benefits	656,971
CAPITAL OUTLAY	500	TOTAL	1.47 788,192
TOTAL	500		
TOTAL APPROPRIATION	2,088,765		

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

591-4711 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	155,563	City Engineer	0.25 22,668
Overtime	10,000	Assistant City Engineer	0.25 16,345
Fringe Benefits	121,313	Engineering Office Super	0.25 15,166
		Engineering Technician I	0.12 5,596
TOTAL	286,876	Engineering Assistant	1.50 69,127
		Surveying Technican I	0.12 5,690
		Survey Assistant III	0.25 10,338
		Administrative Professional	0.25 10,633
OPERATING EXPENSES			
Supplies	500	Total Personnel	2.49 155,563
Internal Services	11,822		
Other Services		Overtime	10,000
Professional Fees	0		
Maintenance Fees	0	FICA	12,666
Other Contracted Fees	1,000	Healthcare Benefits - Active	44,725
TOTAL	13,322	Healthcare Benefits - Retirees	0
		Pension	63,922
CAPITAL OUTLAY	0	Total Fringe Benefits	121,313
TOTAL	0		
TOTAL APPROPRIATION	300,198	TOTAL	2.49 286,876

FUND: 591-Water Operations and Maintenance 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. This 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 2010/2011 GOALS AND 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 thru the Supervisory Control and Data Acquisition (SCADA) System.

1. Monitor SCADA computer operation to keep them up-to-date on service packs and security updates.
 - a. Evaluate system against Microsoft Tech Net and Defender Updates Lists.
 - b. Evaluate system against American Water Works Association (AWWA) Security information list.
 - c. Evaluate systems internal performance through utilities software.
2. Maintain network communication for optimal data transfer speed and a high degree of security.
 - a. Monitor Received Signal Strength Indication (RSSI) and signal strength values.
 - b. Evaluate system against AWWA security information
3. Recognize changes in the water system and evaluate new technology to help the SCADA system evolve to better serve the Water Plant staff.
 - a. Meet with staff to determine plant needs and desired changes
 - b. Evaluate new products through vender meetings, technical data periodicals, and discussion with other water systems staff.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

591-4715 Process Control Systems

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	56,728	Instrument & Control Admin.	0.50 34,952
Overtime	500	Instrument & Control Tech	0.50 21,776
Fringe Benefits	47,812		
TOTAL	105,040	Total Personnel	1.00 56,728
		Overtime	500
OPERATING EXPENSES			
Supplies	76,000	FICA	4,378
Internal Services	2,671	Healthcare Benefits - Active	15,788
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	68,900	Pension	27,646
Maintenance Fees	2,800		
Other Contracted Fees	7,350	Total Fringe Benefits	47,812
TOTAL	157,721	TOTAL	1.00 105,040
CAPITAL OUTLAY	19,000		
TOTAL	19,000		
TOTAL APPROPRIATION	281,761		

FUND: 591 – Water Operations and Maintenance Fund

DEPARTMENT: Public Services

ACTIVITY: 4720 – Meter Maintenance and Service

STRATEGIC NARRATIVE

The Meter Maintenance and Service division’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, 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 service is split between the Water and Sewer Operations and Maintenance Funds.

FY 2010/2011 GOALS AND OBJECTIVES

1. To inspect 200 service lines.
 - a. To provide funds for the Treatment Plants and Water Billing

	2009 Actual	2010 Projected	2011 Target
Number of Service Calls	23,317	24,000	24,000

2. To repair and test large water meters servicing commercial, industrial, and wholesale customers.
 - a. To install a fixed base network to read wholesale and residential customers

	2009 Actual	2010 Projected	2011 Target
Reduce the % of unaccounted for water	15.4%	12%	10%

3. To provide daily service calls citywide.
4. To provide emergency water service on a 24-hour basis.
5. To read water meters on a monthly basis.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

591-4720 Water Metering Maintenance & Service

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	214,758	ROW Administrator	0.25 18,560
Overtime	6,000	Chief ROW Utilities Foreman	0.25 16,263
Fringe Benefits	221,614	Mech Equip Repairperson II	0.25 11,112
		Utilities Person II	3.00 127,156
		Crossover Operators	1.00 41,667
TOTAL	442,372	Total Personnel	4.25 214,758
OPERATING EXPENSES			
		Overtime	6,000
Supplies	10,500		
Internal Services	11,809	FICA	17,204
Other Services		Healthcare Benefits - Active	97,026
Professional Fees	25,000	Healthcare Benefits - Retirees	0
Maintenance Fees	24,750	Pension	107,384
Other Contracted Fees	0		
TOTAL	72,059	Total Fringe Benefits	221,614
CAPITAL OUTLAY	0	TOTAL	4.25 442,372
TOTAL	0		
TOTAL APPROPRIATION	514,431		

FUND: 591 – Water Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 4721 – Maintenance and Service

STRATEGIC NARRATIVE

The Maintenance and Service division provides continuous maintenance and service on the City’s water distribution system. The primary responsibility of this section involves all types of maintenance programs and 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 2010/2011 GOALS AND OBJECTIVES

1. To maintain 375 miles of City water distribution mains and 100 miles of transmission main

a. Replace one mile of water main annually

	2009 Actual	2010 Projected	2011 Target
Perform leak detection on City mains to reduce the unaccounted for water (in feet)	6,000	10,000	5,000

b. Valve Check Program

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

591-4721 Maintenance & Service

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	647,869	ROW Administrator	0.25 18,560
Overtime	46,000	Chief ROW Utilities Foreman	0.25 16,263
Fringe Benefits	557,901	ROW Utilities Foreman	1.00 50,793
TOTAL	1,251,770	Mech Equip Repairperson II	0.25 11,112
		Office Assistant III	0.50 18,437
		Utilities Person III	1.50 65,710
		Utilities Person II	3.50 149,002
OPERATING EXPENSES		Crossover Operator	7.00 291,576
Supplies	764,600	Custodial Worker (PT)	1.00 18,720
Internal Services	22,128	Laborer (Temp)	2.00 7,696
Other Services		Total Personnel	16.75 647,869
Professional Fees	119,704		
Maintenance Fees	190,095	Overtime	46,000
Other Contracted Fees	22,580		
TOTAL	1,119,107	FICA	53,887
		Healthcare Benefits - Active	306,780
CAPITAL OUTLAY	34,400	Healthcare Benefits - Retirees	0
TOTAL	34,400	Pension	197,234
		Total Fringe Benefits	557,901
TOTAL APPROPRIATION	2,405,277	TOTAL	16.75 1,251,770

FUND: 591 – Water Operations and Maintenance 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 calendar year 2009, an annual average of 20.1 million gallons of water, per day, were delivered to our customers.

FY 2010/2011 GOALS AND OBJECTIVES

1. The primary goal of the Water Treatment and Pumping 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 and to meet or exceed all Federal and State regulatory requirements.
 - a. Number of violations for failure to meet federal and state drinking water standards and requirements.

	2009 Actual	2010 Projected	2011 Target
Violations	0	0	0

- b. Percent of Partnership for Safe Water goals met for measured water turbidity (100% <0.1 NTU). The projected value for 2009 was 99%. This value was not met due to calibration of our coagulant feed model. It is expected that we will return to normal and or improve the percentage for 2010.

	2009 Actual	2010 Projected	2011 Target
Turbidity < 0.1 NTU	94%	98%	100%

Note: "Partnership for Safe Water" is a professional organization within the water industry. These are voluntary, treatment optimization, goals set by this organization.

2. To adequately monitor all phases of treatment to assure proper control of the water treatment processes and pumping operations.
 - a. Number of treatment process control lapses or events due to monitoring failures.

	2009 Actual	2010 Projected	2011 Target
Events	0	0	0

3. To evaluate efficiency measurements to maximize affordability for customers.

a. Electrical tracking spreadsheet.

	2009 Actual	2010 Projected	2011 Target
Product/Electrical 1 Gals/KWH	997.07	990.00	990.00
	2009 Actual	2010 Projected	2011 Target
Electrical Cost \$/KWH	\$.0710	\$.0753	\$.0798

Note: It is important to note that it is difficult to effectively track and improve electrical power use efficiencies when our water demands are decreasing and electrical costs increasing.

b. Chemical cost tracking spreadsheet.

	2009 Actual	2010 Projected	2011 Target
Chemical Costs Avg.\$/MG Treated	\$33.97	\$38.00	\$41.80

c. Chemical use tracking spreadsheet.

	2009 Actual	2010 Projected	2011 Target
Chemical Used Lbs./MG	155.85	160.00	*158.00

Note: The Treatment Plant is trying to reduce overall chemical costs/use through process optimization. Staff has been successful to date in reducing pounds chemical used through optimization measures. Examples of these measures are SolarBee installation; flocculation/coagulation chemical dosing software and dynamic rapid mix installation.

**This division is realizing an increased cost in pounds per million gallons when the new disinfection system is installed due to the water content of this chemical. The cost of bleach versus gaseous chlorine is ~ 4 times greater. Other chemical costs also continue to rise, fluoride cost doubled for fiscal year 2010 and we are expecting another increase of ~ 10% in 2011 for most of the chemicals used in treatment. The on-going goal is to improve overall efficiency of the chemicals used no matter the cost of the commodity.*

The reason the more expensive disinfection chemical is being used is due to safety and security concerns as well as an anticipated regulatory push away from gaseous chlorine. This push is also due to national safety and security concerns on the part of the federal and state governments.

d. Diesel tracking spreadsheet.

	2009 Actual	2010 Projected	2011 Target
Generated KWH/Gal Diesel	11.00	12.44	12.50

	2009 Actual	2010 Projected	2011 Target
Diesel Cost Avg.\$/Gal	\$1.57	\$4.00	\$4.50

Note: Diesel fuel costs have been depressed due to economic conditions. This division expects a return to higher prices once the world economy stabilizes.

e. Natural gas tracking spreadsheet.

	2009 Actual	2010 Projected	2011 Target
Gas Use CCF/Yr.	120.026	135,000	130,000

	2009 Actual	2010 Projected	2011 Target
Gas Costs Avg. \$/CCF	0.9631	0.9944	1.0342

Note: Chemical and energy costs are rising and water demands are declining as industry and population is lost. This factor is out of the City's control and greatly affects the results of efficiency measures. Staff will continue to look for ways to operate efficiently and produce the best product possible at a reasonable cost.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

591-4730 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,411,189	Superintendent of Water Tmt	1.00	75,950
Overtime	75,000	Asst Super of Water Tmt	1.00	70,404
Fringe Benefits	1,289,534	Chief Chemist	1.00	58,337
		Operating Foreman	5.00	253,575
TOTAL	<u>2,775,723</u>	Plant Mtce Foreman	1.00	56,498
		Biologist	1.00	49,753
OPERATING EXPENSES		Plant Mtce Electrician II	1.00	46,108
Supplies	634,400	Plant Mtce Electrician I	2.00	86,795
Internal Services	63,885	Filtration Plant Mtce III	3.00	127,465
Other Services		Filtration Plant Mtce II	3.00	115,487
Professional Fees	268,585	Plant Mtce Mechanic A	1.00	49,453
Maintenance Fees	972,481	Plant Operator A	5.00	210,028
Other Contracted Fees	79,093	Equipment & Safety Specialist	1.00	42,434
		Administrative Professional	1.00	31,291
TOTAL	<u>2,018,444</u>	Laboratory Technician	1.00	42,905
		Stock Clerk WT	1.00	34,922
CAPITAL OUTLAY	134,200	Custodial Worker A	1.00	34,624
		Laborer (Temp)	5.00	25,160
TOTAL	<u>134,200</u>	Total Personnel	<u>34.00</u>	<u>1,411,189</u>
TOTAL APPROPRIATION	<u><u>4,928,367</u></u>	Overtime		<u>75,000</u>
		FICA		117,407
		Healthcare Benefits - Active		500,661
		Healthcare Benefits - Retirees		0
		Pension		671,466
		Total Fringe Benefits		<u>1,289,534</u>
		TOTAL	<u><u>34.00</u></u>	<u><u>2,775,723</u></u>

FUND: 591 – Water Operations and Maintenance Fund
DEPARTMENT: Public Services
ACTIVITY: 4735 – Raw Water

STRATEGIC NARRATIVE

This division 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 2010/2011 GOALS AND OBJECTIVES

1. To efficiently provide delivery of adequate quantities of raw water to supply the City's Water Treatment System.
2. To work with the City of Midland on Best Management Practices of the SMMWSC.
 - a. Participation on the Water Advisory Committee
 - b. Utilization of the Kochville Pumping Station during peak demands to keep SMMWSC raw water pumping costs down.

FUND: 591- Water Operations and Maintenance Fund
DEPARTMENT: Fiscal Services
ACTIVITY: 5310- Customer Accounting

STRATEGIC NARRATIVE

The Water Customer Accounting division is responsible for the billing and collections of all water accounts 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 or delinquent. Staff members handle all bill payment arrangements, collection of returned checks, and initiation of meter checks, and discontinuance of service for collection.

FY 2010/2011 GOALS AND OBJECTIVES

1. To provide quality customer service to all water and sewer customers.
 - a. Improve the time between when the meters are read and when the bills are ready to print.

	2009 Actual	2010 Projected	2011 Target
Efficient training in software and job duties for all employees	95%	100%	100%

	2009 Actual	2010 Projected	2011 Target
Lower the number of days between meter reads and billing	12	10	7

- b. To decrease the customer wait time at the counter and on the phones.
 - i. Monitor the number of complaints per calls taken each month.
 - ii. If more than one customer is in line waiting, there will be a back up employee to wait on them.
2. To have accurate billing and a greater rate of collection.
 - a. To reduce delinquent accounts by fifteen percent (15%).
 - i. This will be accomplished by 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.
 - b. To aggressively continue the collection process for those customers that are three (3) months delinquent with a balance of \$100 dollars or more.
 - i. This will be done by turning off accounts for non-payment and by making payment arrangements with customers.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

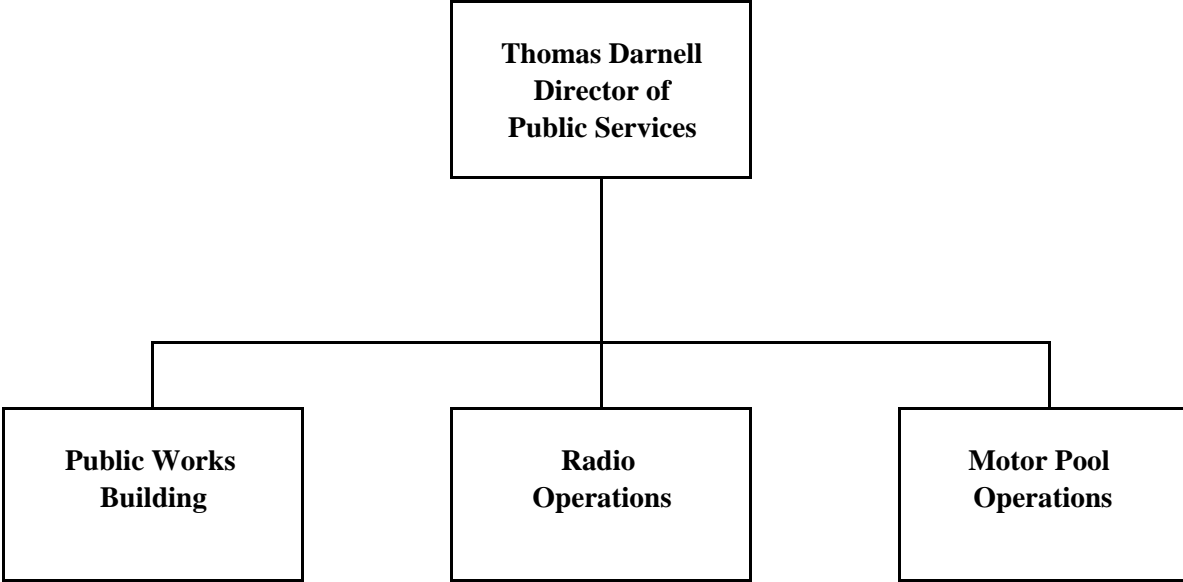
591-5310 Customer Accounting

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	136,526	Admin of Utilities Account	0.50 28,099
Overtime	0	Collection Correspondent	0.50 19,405
Fringe Benefits	120,734	Office Assistant III	1.50 54,704
TOTAL	257,260	Customer Service Coordinator	0.37 11,367
		Customer Service Rep	0.74 22,951
		Total Personnel	3.11 136,526
OPERATING EXPENSES			
		Overtime	0
Supplies	1,500		
Provision for Losses	0	FICA	10,540
Internal Services	23,133	Healthcare Benefits - Active	46,931
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	41,000	Pension	63,263
Maintenance Fees	4,600	Total Fringe Benefits	120,734
Other Contracted Fees	13,450		
TOTAL	83,683	TOTAL	3.11 257,260
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	340,943		



INTERNAL SERVICE FUNDS

**CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES - INTERNAL SERVICE FUNDS**



**PUBLIC WORKS BUILDING (641)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	463,278	PUBLIC WORKS BUILDING	462,226
		TRANSFERS OUT	1,052
TOTAL RESOURCES	<u>463,278</u>	TOTAL APPROPRIATIONS	<u>463,278</u>

**PUBLIC WORKS BUILDING (641)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Services - Sales	378,204	279,726	312,988	465,508	423,729	337,320	463,278
Interest and Rents	0	45	0	0	0	0	0
Other Revenues	538	0	0	0	0	23	0
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	378,742	279,771	312,988	465,508	423,729	337,343	463,278

EXPENDITURE ANALYSIS SUMMARY							
<u>4439 PUBLIC WORKS BUILDING</u>							
Personnel Services	118,020	133,441	124,310	162,116	162,116	123,906	216,144
Operating Expenses	196,825	177,107	174,319	260,575	260,575	182,560	246,082
Capital Outlay	28,789	517	15,829	0	0	0	0
TOTALS	343,634	311,065	314,458	422,691	422,691	306,466	462,226
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	41,779	0	0	0
TOTALS	0	0	0	41,779	0	0	0
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	883	883	1,038	1,038	1,038	1,038	1,052
TOTALS	883	883	1,038	1,038	1,038	1,038	1,052
TOTAL PUBLIC WORKS BUILDING							
Personnel Services	118,020	133,441	124,310	162,116	162,116	123,906	216,144
Operating Expenses	196,825	177,107	174,319	260,575	260,575	182,560	246,082
Capital Outlay	28,789	517	15,829	0	0	0	0
Miscellaneous	883	883	1,038	1,038	1,038	1,038	1,052
TOTAL EXPENDITURES	344,517	311,948	315,496	423,729	423,729	307,504	463,278

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 includes several divisions, but only the Motor Pool, Parks Grounds Maintenance, Streets & Bridges, Engineering, GIS and Facilities Maintenance Operations are housed within the Public Service Center

FY 2010/2011 GOALS AND OBJECTIVES

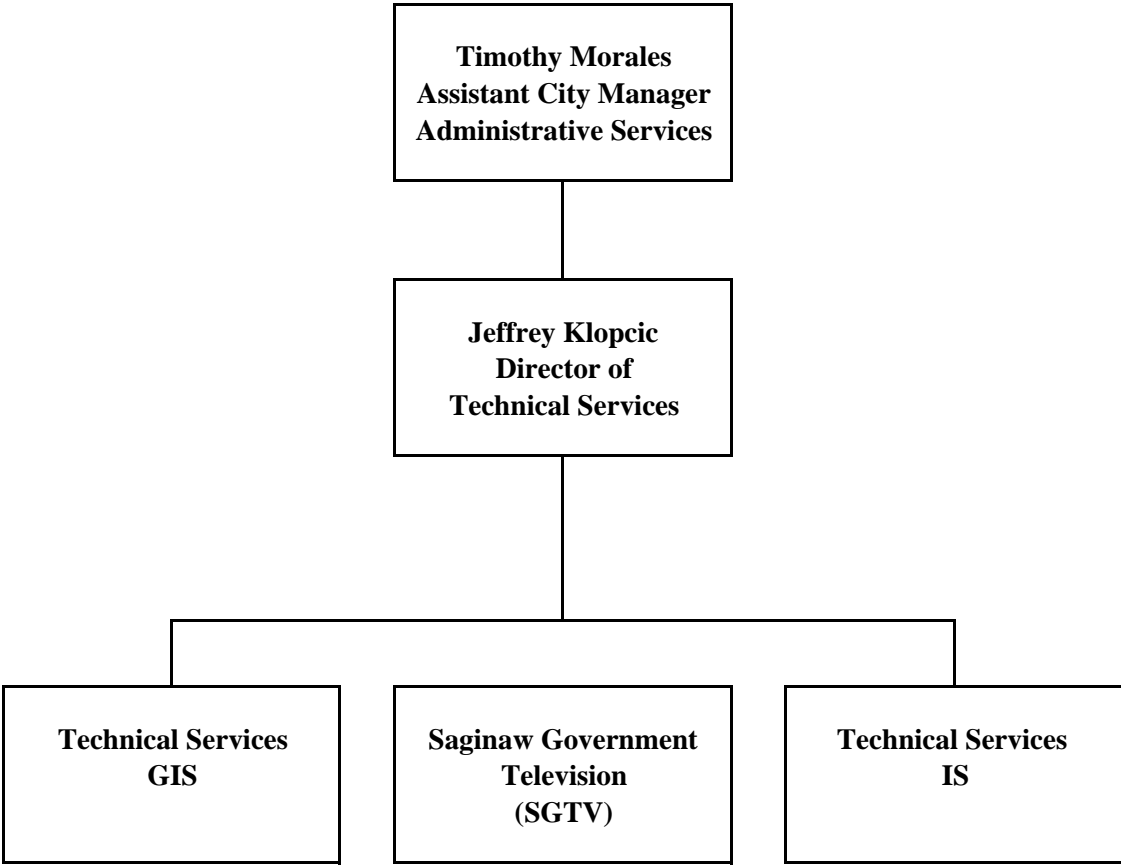
1. Plan for and administer capital improvements to maximize the use of the Public Service Center.
2. Implement utility and energy saving programs to offset increasing cost of utilities.
3. Continue implementing preventive maintenance programs for heating, mechanical and plumbing systems to extend their operating life.
4. Continue upgrades on building security as mandated by the Home Land Security Directives for all city and government facilities.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

641-4439 Public Works Building

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	119,422	Bldg Operations Supervisor	0.50	34,866
Overtime	3,000	Labor Foreman Street/ Building Operations	0.50	23,891
Fringe Benefits	93,722	Maintenance Person II	1.00	41,945
TOTAL	216,144	Custodial Worker (PT)	1.00	18,720
		Total Personnel	3.00	119,422
OPERATING EXPENSES				
Supplies	24,490	Overtime		3,000
Internal Services	1,531			
Other Services		FICA		8,205
Professional Fees	34,330	Healthcare Benefits - Active		47,461
Maintenance Fees	185,731	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		38,056
TOTAL	246,082	Total Fringe Benefits		93,722
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	3.00	216,144
TOTAL APPROPRIATION	462,226			

CITY OF SAGINAW
DEPARTMENT OF TECHNICAL SERVICES - INTERNAL SERVICE FUNDS



Note: _____

SGTV is a component of general government but reports to the Technical Services Department.

**DEPARTMENT OF TECHNICAL SERVICES
GEOGRAPHICAL INFORMATION SYSTEMS (GIS) (650)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	35,000	GEOGRAPHICAL INFORMATION SYSTEMS	454,839
CHARGE FOR SERVICES	445,449	INCREASE IN FUND EQUITY	61,934
OTHER REVENUES	37,376	TRANSFERS	1,052
TOTAL RESOURCES	<u>517,825</u>	TOTAL APPROPRIATIONS	<u>517,825</u>

**TECHNICAL SERVICES - GIS (650)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Federal Grants	47,519	0	0	0	0	0	0
Services - Sales	30,264	31,054	(578)	45,000	45,000	72,047	35,000
Charge for Services	308,148	248,618	409,054	428,147	428,147	428,052	445,449
Other Revenues	34,028	29,126	72,062	36,032	56,120	6,601	37,376
TOTAL RESOURCES	419,959	308,798	480,538	509,179	529,267	506,700	517,825

EXPENDITURE ANALYSIS SUMMARY

1738 GEOGRAPHICAL INFORMATION SYSTEMS

Personnel Services	247,714	358,251	373,384	373,774	373,774	357,561	346,038
Operating Expenses	91,767	100,163	96,359	121,267	141,355	89,204	93,101
Capital Outlay	420	9,828	183	13,100	13,100	9,531	15,700
TOTALS	339,901	468,242	469,926	508,141	528,229	456,297	454,839

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	61,934
TOTALS	0	0	0	0	0	0	61,934

9660 TRANSFERS TO OTHER FUNDS

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	883	883	1,038	1,038	1,038	1,038	1,052
TOTALS	883	883	1,038	1,038	1,038	1,038	1,052

TOTAL GEOGRAPHICAL INFORMATION SYSTEMS

Personnel Services	247,714	358,251	373,384	373,774	373,774	357,561	346,038
Operating Expenses	91,767	100,163	96,359	121,267	141,355	89,204	93,101
Capital Outlay	420	9,828	183	13,100	13,100	9,531	15,700
Miscellaneous	883	883	1,038	1,038	1,038	1,038	62,986
TOTAL EXPENDITURES	340,784	469,125	470,964	509,179	529,267	457,335	517,825

FUND: 650 – Technical Services - GIS Fund
DEPARTMENT: Technical Services
ACTIVITY: 1738 – Geographical Information Systems (GIS)

STRATEGIC NARRATIVES

The Geographic Information Systems division of the Technical Services Departments maintains and develops land based computer layers for the City Business processes, creates desktop and web applications for end user information retrieval and provides mapping services for departmental uses.

FY 2010/2011 GOALS AND OBJECTIVES

1. Integration of information from various sources and formats to enhance efficiency and promote better decision making for governmental policy makers.
 - a. Integrate crime-reporting software for enhanced incident mapping capabilities.
 - b. Provide new technology to Police department.

	2010 Actual	2011 Projected	2012 Target
Create a real time connection in NET RMS for instant crime mapping through Google apps	80%	100%	100%

- c. Provide sustainable atmosphere for intergovernmental cooperation.

	2009 Actual	2010 Projected	2011 Target
Saginaw Area GIS Authority website and application redesign. Provide enhanced capabilities and new look.	25%	100%	100%

- d. Enhance public access to governmental services and resources through Internet portals.

	2009 Actual	2010 Projected	2011 Target
Create e-government online credit card payment application	75%	100%	100%

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

650-1738 Technical Services GIS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	183,247	Technical Services	
Overtime	7,000	Director	0.50 39,868
Fringe Benefits	155,791	GIS Analyst	1.00 54,959
		Info. Technology Analyst	1.00 49,628
		GIS Technician	1.00 38,793
TOTAL	346,038	Total Personnel	3.50 183,247
OPERATING EXPENSES			
Supplies	14,000	Overtime	7,000
Internal Services	48,016		
Other Services		FICA	14,554
Professional Fees	18,905	Healthcare Benefits - Active	51,851
Maintenance Fees	2,680	Healthcare Benefits - Retirees	0
Other Contracted Fees	9,500	Pension	89,386
TOTAL	93,101	Total Fringe Benefits	155,791
CAPITAL OUTLAY	15,700		
TOTAL	15,700	TOTAL	3.50 346,038
TOTAL APPROPRIATION	454,839		

**DEPARTMENT OF TECHNICAL SERVICES
 INFORMATION SERVICES (IS) (658)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
<hr/>			
CHARGE FOR SERVICES	1,324,077	INFORMATION SERVICES	1,319,981
		TRANSFERS OUT	4,096
TOTAL RESOURCES	<u>1,324,077</u>	TOTAL APPROPRIATIONS	<u>1,324,077</u>

**TECHNICAL SERVICES - IS (658)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Services - Sales	2,905	0	0	0	0	0	0
Charge for Services	1,572,383	1,368,350	1,350,307	1,488,678	1,488,678	1,533,222	1,324,077
Interest and Rents	9,840	7,563	0	5,000	5,000	0	0
Other Revenues	1,300	0	0	0	0	0	0
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	1,586,428	1,375,913	1,350,307	1,493,678	1,493,678	1,533,222	1,324,077

EXPENDITURE ANALYSIS SUMMARY							
<u>1720 INFORMATION SERVICES</u>							
Personnel Services	737,811	720,232	739,656	757,333	757,333	714,159	691,988
Operating Expenses	855,046	717,035	600,989	732,302	726,480	612,578	605,368
Capital Outlay	37,536	55,068	10,263	0	5,822	5,783	22,625
TOTALS	1,630,393	1,492,335	1,350,908	1,489,635	1,489,635	1,332,520	1,319,981
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	3,441	3,441	4,043	4,043	4,043	4,043	4,096
TOTALS	3,441	3,441	4,043	4,043	4,043	4,043	4,096
TOTAL INFORMATION SERVICES							
Personnel Services	737,811	720,232	739,656	757,333	757,333	714,159	691,988
Operating Expenses	855,046	717,035	600,989	732,302	726,480	612,578	605,368
Capital Outlay	37,536	55,068	10,263	0	5,822	5,783	22,625
Miscellaneous	3,441	3,441	4,043	4,043	4,043	4,043	4,096
TOTAL EXPENDITURES	1,633,834	1,495,776	1,354,951	1,493,678	1,493,678	1,336,563	1,324,077

FUND: 658 – Technical Services - Information Services Fund
DEPARTMENT: Information Management Services
ACTIVITY: 1720 – Technical Services - IS

STRATEGIC NARRATIVE

Technical Services - Information Services provides Information Technology services for all City of Saginaw’s 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.

The ultimate goal is to provide citizens, the business community and City employees with timely, appropriate and convenient access to information and services through the use of technology. 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 the City’s technical infrastructure, widen the ability to communicate internally and with the community, allow easy access to data and services and streamline bureaucratic processes. Careful planning and cautious acceptance are necessary to maximize the benefits of technology. 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 2010/2011 GOALS AND OBJECTIVES

1. Provide a stable, reliable, secure and cost effective computing environment.

a. Reduce the turn around time for end-of-lease computer equipment return to IBM

	2009 Actual	2010 Projected	2011 Target
Average number of additional days before equipment is shipped to IBM after end-of-lease date	219	160	100

b. Increase system availability

	2009 Actual	2010 Projected	2011 Target
Percentage uptime of major computer systems	99.72%	99.85%	99.90%

c. Complete a Disaster Recovery / Business Continuity Plan.

	2009 Actual	2010 Projected	2011 Target
Formal Disaster Recovery / Business Continuity Plan	N/A	Define scope and analysis with all Departments	Formal Disaster Recovery / Business Continuity Plan document

- d. Reduce telephone costs through contract consolidation and disconnection of underutilized telephone lines.

	2009 Actual	2010 Projected	2011 Target
Total cost for City of Saginaw landline telephone service	\$163,511	\$142,000	N/A
Total number of landline telephone lines / circuits	541 lines 5 circuits	535 lines 5 circuits	N/A

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

658-1720 Technical Services IS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	315,983	Technical Services	
Overtime	25,000	Director	0.50 39,868
Fringe Benefits	351,005	Assistant Director of Technical Services	1.00 69,904
TOTAL	691,988	Application Analyst	2.00 118,739
		Tech. Support Specialist	2.00 87,472
OPERATING EXPENSES		Total Personnel	5.50 315,983
Supplies	42,823		
Internal Services	92,461	Overtime	25,000
Other Services			
Professional Fees	296,465	FICA	23,936
Maintenance Fees	146,279	Healthcare Benefits - Active	81,444
Other Contracted Fees	27,340	Healthcare Benefits - Retirees	66,565
TOTAL	605,368	Pension	179,060
		Total Fringe Benefits	351,005
CAPITAL OUTLAY	22,625		
TOTAL	22,625	TOTAL	5.50 691,988
TOTAL APPROPRIATION	1,319,981		

**RADIO OPERATIONS (660)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	213,310	RADIO OPERATIONS	94,921
INTEREST	10,000	INCREASE IN FUND EQUITY	127,865
		TRANSFERS OUT	524
TOTAL RESOURCES	<u>223,310</u>	TOTAL APPROPRIATIONS	<u>223,310</u>

RADIO OPERATIONS (660)
2010/2011 APPROVED BUDGET

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	216,180	216,181	216,181	216,181	216,181	213,300	213,310
Interest and Rents	45,366	35,286	0	10,000	10,000	0	10,000
Other Revenues	0	17	86	0	0	0	0
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	261,546	251,484	216,267	226,181	226,181	213,300	223,310

EXPENDITURE ANALYSIS SUMMARY							
<u>4422 RADIO OPERATIONS</u>							
Personnel Services	6,593	12,804	8,203	3,230	3,230	5,288	3,230
Operating Expenses	62,540	64,407	78,971	86,030	86,030	29,751	81,691
Capital Outlay	0	0	0	10,000	10,000	0	10,000
TOTALS	69,133	77,211	87,174	99,260	99,260	35,039	94,921
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	126,404	126,404	0	127,865
TOTALS	0	0	0	126,404	126,404	0	127,865
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	440	440	910,517	517	517	517	524
TOTALS	440	440	910,517	517	517	517	524
TOTAL RADIO OPERATIONS							
Personnel Services	6,593	12,804	8,203	3,230	3,230	5,288	3,230
Operating Expenses	62,540	64,407	78,971	86,030	86,030	29,751	81,691
Capital Outlay	0	0	0	10,000	10,000	0	10,000
Miscellaneous	440	440	910,517	126,921	126,921	517	128,389
TOTAL EXPENDITURES	69,572	77,651	997,691	226,181	226,181	35,556	223,310

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

660-4422 Radio Operations

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	3,000	Total Personnel	<u>0</u>
Fringe Benefits	230		
TOTAL	<u>3,230</u>	Overtime	<u>3,000</u>
OPERATING EXPENSES			
		FICA	230
Supplies	30,500	Healthcare Benefits - Active	0
Internal Services	7,203	Healthcare Benefits - Retirees	0
Other Services		Pension	0
Professional Fees	36,788	Total Fringe Benefits	<u>230</u>
Maintenance Fees	4,600		
Other Contracted Fees	2,600		
TOTAL	<u>81,691</u>	TOTAL	<u><u>0.00</u></u> <u><u>3,230</u></u>
CAPITAL OUTLAY	10,000		
TOTAL	<u>10,000</u>		
TOTAL APPROPRIATION	<u><u>94,921</u></u>		

**MOTOR POOL OPERATIONS (661)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,541,354	GARAGE OPERATIONS	2,254,127
OTHER REVENUES	723,529	TRANSFERS	10,756
TOTAL RESOURCES	<u>2,264,883</u>	TOTAL APPROPRIATIONS	<u>2,264,883</u>

**MOTOR POOL OPERATIONS (661)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	1,517,397	2,966,328	2,051,202	1,680,736	1,680,736	728,593	1,541,354
Interest and Rents	0	0	0	0	0	0	0
Other Revenues	3,326	1,134,529	308,444	1,164,935	900,963	964,232	723,529
Transfers from Other Funds	0	5,301	0	0	0	0	0
TOTAL RESOURCES	1,520,723	4,106,158	2,359,646	2,845,671	2,581,699	1,692,826	2,264,883
EXPENDITURE ANALYSIS SUMMARY							
<u>4480 GARAGE OPERATIONS</u>							
Personnel Services	706,656	767,833	828,649	1,116,223	1,116,223	960,818	1,136,420
Operating Expenses	924,854	792,556	925,037	1,028,185	1,013,040	682,897	1,117,707
Capital Outlay	1,526	1,190	10,636	0	134,278	0	0
Miscellaneous	5,297	22,085	6,979	362,513	307,513	38,494	0
TOTALS	1,638,333	1,583,664	1,771,301	2,506,921	2,571,054	1,682,208	2,254,127
<u>9660 TRANSFERS TO OTHER FUNDS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	9,037	9,037	10,618	10,618	10,618	10,618	10,756
TOTALS	9,037	9,037	10,618	10,618	10,618	10,618	10,756
TOTAL MOTOR POOL OPERATIONS							
Personnel Services	706,656	767,833	828,649	1,116,223	1,116,223	960,818	1,136,420
Operating Expenses	924,854	792,556	925,037	1,028,185	1,013,040	682,897	1,117,707
Capital Outlay	1,526	1,190	10,636	0	134,278	0	0
Miscellaneous	14,334	31,122	17,597	373,131	318,131	49,112	10,756
TOTAL EXPENDITURES	1,647,370	1,592,701	1,781,919	2,517,539	2,581,672	1,692,826	2,264,883

FUND: 661 – Motor Pool Operation Fund
DEPARTMENT: Public Services
ACTIVITY: 4480 – Motor Pool Operation

STRATEGIC NARRATIVES

The primary function of the Motor Pool Operation 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 Fire Department.

FY 2010/2011 GOALS AND OBJECTIVES

1. To implement a vehicle replacement revolving funds to finance vehicle replacement.

- a. To maintain the Motor Pool fleet

	2009 Actual	2010 Projected	2011 Target
Number of Completed Job Orders	2,828	3,000	3,100

- b. Increase the number of Lube Oil and Filter (LOF)

	2009 Actual	2010 Projected	2011 Target
Complete LOF's	329	350	350

2. Make preventative maintenance a priority.

- a. Advise all divisions of need for preventative maintenance

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

661-4480 Motor Pool Operations

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	427,674	Fleet Administrator	1.00 65,590
Overtime	50,000	Labor Foreman Garage/Stre	1.00 52,458
Fringe Benefits	658,746	Adminstrative Professional	0.20 8,361
		Mech Equip Repairperson II	1.00 43,981
TOTAL	1,136,420	Mech Equip Repairperson II	5.00 216,472
		Parts Stock Clerk II	1.00 40,812
OPERATING EXPENSES		Total Personnel	9.20 427,674
Supplies	482,445	Overtime	50,000
Internal Services	327,497	FICA	37,636
Other Services		Healthcare Benefits - Active	178,841
Professional Fees	122,294	Healthcare Benefits - Retirees	234,648
Maintenance Fees	184,971	Pension	207,621
Other Contracted Fees	500	Total Fringe Benefits	658,746
TOTAL	1,117,707		
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	9.20 1,136,420
MISCELLANEOUS	0		
TOTAL	0		
TOTAL APPROPRIATION	2,254,127		

**SELF-INSURANCE FUND (677)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

The Self Insurance Fund was established by City Council to serve as a general insurance reserve for liabilities and claims not covered by commercial carriers 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.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	915,567	SELF INSURANCE	1,176,135
OTHER REVENUES	591,099	OPERATING TRANSFERS	330,531
TOTAL RESOURCES	1,506,666	TOTAL APPROPRIATIONS	1,506,666

**SELF-INSURANCE FUND (677)
2010/2011 APPROVED BUDGET**

	2006 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	1,930,676	800,131	3,097,522	785,198	785,198	831,276	915,567
Interest and Rents	15,912	13,463	0	15,000	15,000	0	0
Other Revenues	0	0	140,325	994,368	994,368	477,808	591,099
Transfers from Other Funds	0	0	0	0	0	0	0
Current Reserve GF	0	0	0	0	0	0	0
TOTAL RESOURCES	1,946,588	813,594	3,237,847	1,794,566	1,794,566	1,309,084	1,506,666

EXPENDITURE ANALYSIS SUMMARY							
<u>1762 SELF INSURANCE</u>							
Personnel Services	0	0	2,603	0	0	0	0
Operating Expenses	1,612,136	917,047	2,272,512	1,501,378	1,501,378	1,015,896	1,176,135
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	10,770	4,388	2,213	0	0	0	0
TOTALS	1,622,906	921,435	2,277,328	1,501,378	1,501,378	1,015,896	1,176,135
<u>9660 OPERATING TRANSFERS</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	293,188	293,188	293,188	330,531
TOTALS	0	0	0	293,188	293,188	293,188	330,531
TOTAL SELF INSURANCE							
Personnel Services	0	0	2,603	0	0	0	0
Operating Expenses	1,612,136	917,047	2,272,512	1,501,378	1,501,378	1,015,896	1,176,135
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	10,770	4,388	2,213	293,188	293,188	293,188	330,531
TOTAL EXPENDITURES	1,622,906	921,435	2,277,328	1,794,566	1,794,566	1,309,084	1,506,666

**INTERNAL SERVICE FUND
POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

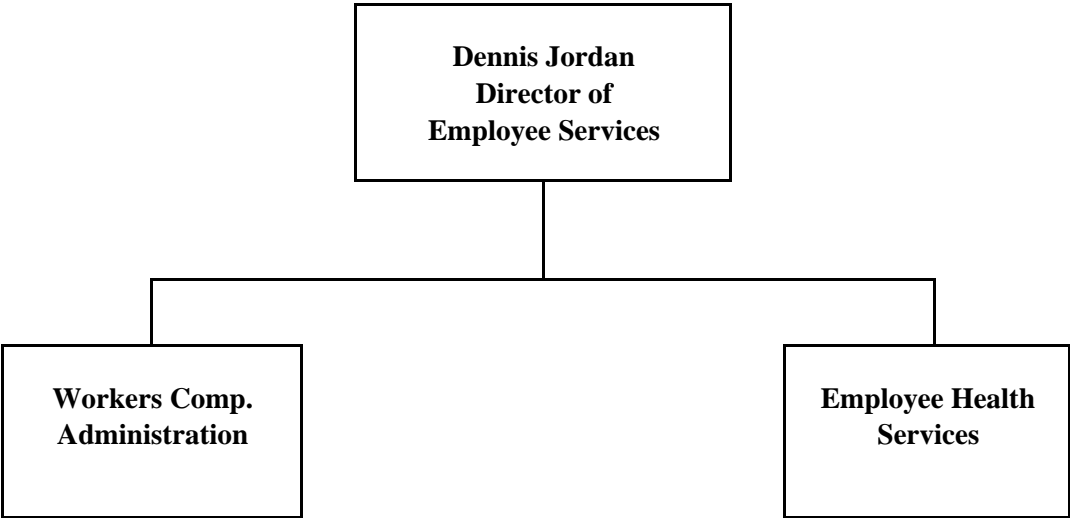
	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
INTERNAL SERVICE FUND							
Public Works Building	2.20	2.20	2.50	2.50	2.50	2.50	3.00
Technical Services GIS Fund	4.00	4.00	4.00	4.00	4.00	4.00	3.50
Technical Services IS Fund	7.00	7.00	7.00	7.00	7.00	7.00	5.50
Motor Pool Operations	9.20	9.20	9.20	10.20	10.20	10.20	9.20
Workers Compensation	0.60	0.60	0.60	0.60	0.60	0.60	0.60
TOTAL POSITIONS	23.00	23.00	23.30	24.30	24.30	24.30	21.80

The 2010/2011 Approved Budget for the Internal Service Fund will decrease, in total, by 2.50 from the 2010 budget levels. During FY 2010, the Director of Information Services and one Application Analyst positions were eliminated from the complement. This elimination was attributed to retirement by both individuals. As a result of these retirements, city administration reorganized the Department of Information Services and the Geographical Information System from the Department of Public Services into one department. This new department has been renamed to the Department of Technical Services. The GIS Administrator was elevated to department head status and re-titled Director of Technical Services. In addition, the Web Development Officer was reclassified to the Information Technology Analyst. The Director of Technical Services will report directly to the Assistant City Manager for Administrative Services and a portion of this position's salary has been split between the two areas.

Another change for the Internal Service Fund is the addition of the Fleet Administrator to the Motor Pool Operations Fund. This individual will report directly to the Director of Public Services. With the addition of this position, one Mechanic Equipment Repairperson II position will be eliminated from the complement. Also, in 2010 the Motor Pool Operations Fund had a Crossover Operator. This position has been allocated to the Streets Fund.

Finally, the Public Works Building Fund will increase by .50. The increase in this fund is due to the redistribution of the Building and Grounds Supervisor by 25% and the Labor Foreman for Streets/Building Operations by 25%.

CITY OF SAGINAW
WORKERS COMPENSATION FUND - INTERNAL SERVICE FUNDS



**WORKERS COMPENSATION (678)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,251,955	WORKERS COMPENSATION ADMINISTRATION	1,159,688
INTEREST	40,000	EMPLOYEE HEALTH SERV.	132,267
TOTAL RESOURCES	<u>1,291,955</u>	TOTAL APPROPRIATIONS	<u>1,291,955</u>

**WORKERS COMPENSATION (678)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
State Grants	0	0	0	0	0	2,416	0
Charge for Services	1,512,846	1,136,424	897,211	1,251,955	1,251,955	1,211,883	1,251,955
Interest and Rents	44,303	34,489	33,555	40,000	40,000	8,254	40,000
Other Revenues	0	0	0	0	0	0	0
Transfers from Other Funds	0	0	0	0	0	0	0
TOTAL RESOURCES	1,557,149	1,170,913	930,766	1,291,955	1,291,955	1,222,553	1,291,955

EXPENDITURE ANALYSIS SUMMARY							
<u>1750 WORKERS COMPENSATION ADMINISTRATION</u>							
Personnel Services	0	0	(208)	0	0	0	0
Operating Expenses	1,146,303	1,114,367	840,614	1,170,510	1,170,510	791,827	1,159,688
Capital Outlay	0	0	766	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	1,146,303	1,114,367	841,172	1,170,510	1,170,510	791,827	1,159,688
<u>1751 EMPLOYEE HEALTH SERVICES</u>							
Personnel Services	38,256	37,097	44,270	44,296	44,296	44,361	45,550
Operating Expenses	58,702	59,203	76,879	77,149	77,149	79,349	86,717
Capital Outlay	0	0	0	0	0	0	0
TOTALS	96,958	96,300	121,149	121,445	121,445	123,710	132,267
TOTAL WORKERS COMPENSATION							
Personnel Services	38,256	37,097	44,062	44,296	44,296	44,361	45,550
Operating Expenses	1,205,005	1,173,570	917,493	1,247,659	1,247,659	871,176	1,246,405
Capital Outlay	0	0	766	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	1,243,261	1,210,667	962,321	1,291,955	1,291,955	915,537	1,291,955

FUND: 678 – Worker’s Compensation Fund
DEPARTMENT/DIVISION: Worker’s Compensation
ACTIVITY: 1750 – Worker’s Compensation Administration

STRATEGIC NARRATIVES

The City of Saginaw is a self-insured employer governed by the Michigan Workers’ Disability Compensation Act. The program is coordinated with the Office of Employee Services, a third party administrator and medical treatment facilities. Occupational health services are provided by Covenant Occupational Medical Center. The City’s third party administrator, Cambridge Integrated Services, handles all medical and lost time claims by claims management, bill review and payment of all medical expenses and generates indemnity payments on behalf of the City.

The primary focus of the program is medical cost containment, along with aggressive case and risk management. The program elements include job hazard analysis, aggressive handling of injury and illness, and an early return to work program. Departments continue to promote a safety program by safety training, maintaining equipment and utilizing personal protective equipment. The team effort of our safety program with labor and management strive to improve the safety and health of employees and their working environment.

FY 2010/2011 GOALS AND OBJECTIVES

1. Provide a Healthy and Safe Work Environment for all employees
 - a. To reduce work related illnesses and injuries.

	2009 Actual	2010 Projected	2011 Target
Number of work related illnesses and injuries	74	70	< 70

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

678-1750 Worker's Comp Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2010/ 2011 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	0	Total Personnel	0
Fringe Benefits	0		
TOTAL	0	Overtime	0
OPERATING EXPENSES			
		FICA	0
		Healthcare Benefits - Active	0
Supplies	0	Healthcare Benefits - Retirees	0
Internal Services	0	Pension	0
Other Services		Total Fringe Benefits	0
Professional Fees	1,010,660		
Maintenance Fees	20,300		
Other Contracted Fees	128,728		
TOTAL	1,159,688	TOTAL	0
CAPITAL OUTLAY			
	0		
TOTAL	0		
TOTAL APPROPRIATION	1,159,688		

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

678-1751 Employee Health Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	28,009	Administrative Assistant I	0.60	28,009
Overtime	0			
Fringe Benefits	17,541	Total Personnel	<u>0.60</u>	<u>28,009</u>
TOTAL	<u>45,550</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	0	FICA		2,257
Internal Services	13,717	Healthcare Benefits - Active		3,063
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	73,000	Pension		12,221
Maintenance Fees	0	Total Fringe Benefits		<u>17,541</u>
Other Contracted Fees	0			
TOTAL	<u>86,717</u>	TOTAL	<u>0.60</u>	<u>45,550</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>132,267</u></u>			





FIDUCIARY FUNDS

UNFUNDED LIABILITIES FUND (674)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET

This fund was established to begin funding of the unfunded health insurance permiums that are fully paid for all City retirees. The unfunded liability is estimated to be over \$215 million. An actuarial valuation provides recommended funding levels over the next five years.

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

**UNFUNDED LIABILITIES FUND (674)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	47,062	40,406	51,490	30,000	30,000	18,912	30,000
Other Revenues	283,039	(194,206)	(555,700)	0	0	75,282	0
Charge to Other Funds	400,000	400,000	470,000	470,000	470,000	470,000	470,000
TOTAL RESOURCES	730,101	246,200	(34,210)	500,000	500,000	564,194	500,000

EXPENDITURE ANALYSIS SUMMARY							
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	131,448	0	0	0	0	0	0
Miscellaneous	0	112,503	0	500,000	500,000	0	500,000
TOTALS	131,448	112,503	0	500,000	500,000	0	500,000
TOTAL UNFUNDED LIABILITIES							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	131,448	0	0	0	0	0	0
Miscellaneous	0	112,503	0	500,000	500,000	0	500,000
TOTAL EXPENDITURES	131,448	112,503	0	500,000	500,000	0	500,000

**FOREST LAWN CEMETERY (711)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	19,000	INCREASE IN FUND EQUITY	19,000
TOTAL RESOURCES	19,000	TOTAL APPROPRIATIONS	19,000

The permanent fund is used to report resources that are legally restricted to the extent that only earnings, not principle, may be used for cemetery care purposes in support of the City's program.

**FOREST LAWN CEMETERY (711)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	28,961	0	0	19,000	19,000	0	19,000
Other Revenues	0	0	0	0	0	0	0
TOTAL RESOURCES	28,961	0	0	19,000	19,000	0	19,000

EXPENDITURE ANALYSIS SUMMARY							
<u>8559 INCREASE IN FUND EQUITY</u>							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	19,000	19,000	0	19,000
TOTALS	0	0	0	19,000	19,000	0	19,000
TOTAL FOREST LAWN CEMETERY							
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	19,000	19,000	0	19,000
TOTAL EXPENDITURES	0	0	0	19,000	19,000	0	19,000

**OAKWOOD CEMETERY (712)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	6,000	INCREASE IN FUND EQUITY	6,000
TOTAL RESOURCES	<u><u>6,000</u></u>	TOTAL APPROPRIATIONS	<u><u>6,000</u></u>

The permanent fund is used to report resources that are legally restricted to the extent that only earnings, not principle, may be used for cemetery care purposes in support of the City's program.

**OAKWOOD CEMETERY (712)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge for Services	0	6,000	0	6,000	6,000	0	6,000
Other Revenues	0	0	0	0	0	0	0
TOTAL RESOURCES	0	6,000	0	6,000	6,000	0	6,000

EXPENDITURE ANALYSIS SUMMARY

8559 INCREASE IN FUND EQUITY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	6,000	6,000	0	6,000
TOTALS	0	0	0	6,000	6,000	0	6,000

TOTAL OAKWOOD CEMETERY

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	6,000	6,000	0	6,000
TOTAL EXPENDITURES	0	0	0	6,000	6,000	0	6,000

POLICE AND FIRE PENSION FUND (732)
RESOURCE ALLOCATION
2010/2011 APPROVED BUDGET

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

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	4,931,700	POLICE AND FIRE PENSION	926,050
INTEREST AND RENTS	2,596,466	POLICE PENSION	6,610,000
OTHER REVENUES	5,807,884	FIRE PENSION	5,800,000
TOTAL RESOURCES	<u><u>13,336,050</u></u>	TOTAL APPROPRIATIONS	<u><u>13,336,050</u></u>

**POLICE AND FIRE PENSION (732)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Charge to Other Funds	4,842,384	4,740,074	4,931,700	5,250,000	4,453,364	4,453,364	4,931,700
Interest and Rents	3,619,500	3,343,055	3,485,175	3,600,000	3,600,000	2,752,386	2,596,466
Other Revenues	16,677,043	(10,407,788)	(22,154,327)	4,541,466	4,541,466	15,268,550	5,807,884
TOTAL RESOURCES	25,138,927	(2,324,659)	(13,737,452)	13,391,466	12,594,830	22,474,300	13,336,050

EXPENDITURE ANALYSIS SUMMARY

1765 POLICE AND FIRE PENSION

Personnel Services	0	0	38,478	41,341	41,341	41,407	44,324
Operating Expenses	818,202	666,782	613,431	870,125	870,125	676,683	881,726
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	818,202	666,782	651,909	911,466	911,466	718,091	926,050

1766 POLICE PENSION

Personnel Services	6,347,818	6,498,613	6,614,020	6,600,000	6,600,000	6,724,468	6,610,000
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	6,347,818	6,498,613	6,614,020	6,600,000	6,600,000	6,724,468	6,610,000

1767 FIRE PENSION

Personnel Services	5,434,880	5,790,217	5,792,959	5,880,000	5,880,000	5,875,027	5,800,000
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	5,434,880	5,790,217	5,792,959	5,880,000	5,880,000	5,875,027	5,800,000

TOTAL POLICE AND FIRE PENSION FUND

Personnel Services	11,782,698	12,288,830	12,445,457	12,521,341	12,521,341	12,640,903	12,454,324
Operating Expenses	818,202	666,782	613,431	870,125	870,125	676,683	881,726
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	12,600,900	12,955,612	13,058,888	13,391,466	13,391,466	13,317,586	13,336,050

**POSITION ANALYSIS
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
FIDUCIARY FUND - POLICE AND FIRE PENSION							
Police and Fire Pension	0.00	0.00	0.45	0.45	0.45	0.45	0.45
TOTAL POSITIONS	0.00	0.00	0.45	0.45	0.45	0.45	0.45

The Approved 2010/2011 personnel complement will remain the same. However, effective July 1, the Personnel Generalist position has been reclassified to Assistant Director of Employee Services. Beginning in FY 2009, .45 of a Personnel Generalist was allocated to the Police and Fire Pension Fund.

**EXPENDITURE ANALYSIS DETAIL
2010/2011 APPROVED BUDGET**

732-1765 Police & Fire Pension

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2010/ 2011 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	27,695	Assist. Dir. of Employee Serv.	0.45	27,695
Overtime	0			
Fringe Benefits	16,629	Total Personnel	0.45	27,695
TOTAL	44,324	Overtime		0
OPERATING EXPENSES				
Supplies	0	FICA		2,205
Internal Services	57,776	Healthcare Benefits - Active		2,331
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	676,250	Pension		12,093
Maintenance Fees	1,500	Total Fringe Benefits		16,629
Other Contracted Fees	146,200			
TOTAL	881,726	TOTAL	0.45	44,324
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	926,050			

**BLISS PARK EXPENDITURE ENDOWMENT (737)
 RESOURCE ALLOCATION
 2010/2011 APPROVED BUDGET**

Over the years, the City has accepted several bequests or donations to be held in trust to support some public purpose. Assets of these trusts are placed in non-expendable trusts and invested. Proceeds from these investments are credited to expendable trust funds and are available for expenditures as required to fulfill the terms of the trust.

Bliss Park Expenditure Endowment is such a fund. This fund 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).

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	8,700	BLISS PARK MAINTENANCE	8,700
TOTAL RESOURCES	8,700	TOTAL APPROPRIATIONS	8,700

**BLISS PARK EXPENDITURE ENDOWMENT (737)
2010/2011 APPROVED BUDGET**

	2007 Actual	2008 Actual	2009 Actual	2010 Approved Budget	2010 Adjusted Budget	2010 Projected	2011 Approved Budget
REVENUE ANALYSIS SUMMARY							
Interest and Rents	0	52	166	0	0	31	0
Other Revenues	0	0	0	8,700	8,700	4,429	8,700
TOTAL RESOURCES	0	52	166	8,700	8,700	4,460	8,700

EXPENDITURE ANALYSIS SUMMARY

7545 BLISS PARK MAINTENANCE

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	2,842	9,150	7,087	8,700	8,700	4,460	8,700
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTALS	2,842	9,150	7,087	8,700	8,700	4,460	8,700

TOTAL BLISS PARK EXPENDITURE ENDOWMENT

Personnel Services	0	0	0	0	0	0	0
Operating Expenses	2,842	9,150	7,087	8,700	8,700	4,460	8,700
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
TOTAL EXPENDITURES	2,842	9,150	7,087	8,700	8,700	4,460	8,700



DEBT SERVICE

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.

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.

The Saginaw-Midland Municipal Water Supply Corporation, 2009 Issue

On January 29, 2009, the corporation issued \$5,910,000 Water Supply System Revenue Refunding Bonds, Series 2009. These bonds were issued under the provision Act 94, Public Acts of Michigan 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, and the resolutions

and ordinances of the Saginaw-Municipal Water Supply Corporation for the purpose of refunding certain of the Cities' outstanding Water Supply System Refunding Bonds, 1998 Refunding Issue. These bonds are payable solely from net revenues of the System.

DIRECT DEBT:

<u>Dated</u> <u>Date</u>	<u>Purpose</u>	<u>Principal</u> <u>Outstanding</u>	
<i>General Obligation Bonds</i>			
06/27/91	Sewage Disposal (MMBA)*	\$2,405,000	
04/01/93	Sewage Disposal (MMBA)*	2,570,000	
04/01/93	Sewage Disposal (MMBA)*	6,080,000	
06/29/93	Sewage Disposal (MMBA)*	2,015,000	
09/30/93	Sewage Disposal (MMBA)*	3,605,000	
03/27/97	Sewer (MMBA)*	975,000	
06/25/98	Sewer 1998 (MMBA)*	4,175,000	
04/01/99	Sewer 1998-B (MMBA) 1	580,000	
06/24/99	Sewer 1999-A (MMBA) 1	10,230,000	
12/01/01	Sewer LT (CSO)	1,000,000	
09/22/05	Sewer LT (SRF)	2,970,000	
09/21/06	Sewer LT (SRF)	1,440,000	
09/20/07	Sewer LT (SRF)	<u>4,795,000</u>	42,840,000
<i>Revenue Bonds</i>			
12/01/07	Water (New Issue)	<u>11,100,000</u>	11,100,000
<i>Share of County Issued Bonds*</i>			
03/28/91	Drain, Weiss Street	2,779,920	
06/27/96	Drain, Weiss Street	<u>1,081,080</u>	3,861,000
<i>Share of Sag-Mid Water Corp. Bonds*</i>			
2/15/98	Water Revenue Refunding	660,577	
12/19/02	Water Supply Corp., Refunding	4,787,213	
04/24/06	Water Supply Corp., Series 2006	1,278,377	
01/29/09	Water, Revenue Refunding, LT	3,161,257	<u>9,887,424</u>
TOTAL DIRECT DEBT			67,688,424
Less:	Self-Supported Sewer Bonds*	(30,890,000)	
	Revenue Bonds	(10,850,000)	
	Share of Saginaw/Midland Water Supply	(8,876,386)	<u>(\$50,616,386)</u>
NET DIRECT DEBT			<u>\$17,072,038</u>

OVERLAPPING DEBT:

<u>Percent</u> <u>Share</u>	<u>Municipality</u>	<u>Net</u> <u>Debt</u>	<u>City's</u> <u>Share</u>
76.61%	Saginaw School District	\$64,950,000	\$49,758,195
13.58	Saginaw County	39,004,899	5,296,865
13.75	Saginaw I/S/D	3,200,000	440,000
6.19	Delta Community College	0	<u>0</u>
TOTAL OVERLAPPING DEBT			<u>\$55,495,060</u>
NET DIRECT & OVERLAPPING DEBT			<u>\$72,567,098</u>

* 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 2009 State Equalized Value	\$23,440.88
Per Capita 2009 True Cash Value	\$47,446.31
Per Capita Net Direct Debt	\$583,74
Per Capita Net Direct and Overlapping Debt	\$2,481.27
Percent of Net Direct Debt of 2009 SEV	2.49%
Percent of Net Direct and Overlapping of 2009 SEV	10.59%
Percent of Net Direct Debt of 2009 TCV	1.23%
Percent of Net Direct and Overlapping of 2009 TCV	5.23%

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.

Assessed valuation, December 31, 2008	\$748,435,274
Debt Limit (10% of SEV)	\$ 74,843,527
Debt applicable to limit: (1) \$26,040,000	
Less:	
Assets in Debt Service funds	
Available for payment of principal	0
Net Amount Subject to Legal Debt Limit	<u>26,040,000</u>
LEGAL DEBT MARGIN AVAILABLE	<u>\$48,804,000</u>

SCHEDULE OF BOND MATURITIES – (As of 06/30/10)

<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>
2010	4,795,000	200,000	1,113,882	819,720
2011	4,920,000	200,000	1,582,258	828,630
2012	5,025,000	200,000	1,600,751	837,540
2013	4,495,000	200,000	1,632,978	136,620
2014	4,620,000	200,000	1,672,118	139,590
2015	2,040,000	200,000	1,733,417	142,560
2016	2,085,000	300,000	1,801,472	145,530
2017	2,130,000	300,000	704,977	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>\$39,880,000</u>	<u>\$10,900,000</u>	<u>\$12,483,715</u>	<u>\$3,050,190</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.



CAPITAL IMPROVEMENT PLAN

CITY OF SAGINAW CAPITAL IMPROVEMENT PLAN

OVERVIEW

The City of Saginaw annually compiles a five-year plan of Capital expenditures. The plan is a comprehensive list of major capital projects supported by the resources of the respective governmental fund groups. The process involves all City departments, with requested capital projects submitted first to the Budget Office for general review and summation, then to the City Manager for prioritization and approval.

The City's objective is to work in partnership with others to maintain, improve, and develop the City-owned infrastructure. The City of Saginaw's intentions are to develop a Capital Improvement Plan that plans for and guides needed capital improvements and expenditures in a fiscally sound manner and to ensure that these improvements are consistent with the goals and policies of the City Council and the residents of Saginaw.

The multi-year capital improvement plan alternatives and financing options are not intended to preclude other combinations or initiatives, but rather may provide a framework within which beneficial solutions may be forged.

The Capital Improvement Plan is vital to the City because it provides for equipment acquisition, enables new construction or upgrades of public facilities and infrastructure, and has a positive impact on the local economy. In addition, this plan is a necessary step in an organized effort to strengthen the quality of public facilities and services as well as provide a framework for the realization of community goals and objectives. It also provides a sound basis on which to build a healthy and vibrant community. Recognition of this importance prompted City administration to propose additions to, and finance continuation of, the existing CIP. The City anticipates several new projects for consideration in FY 2010/2011.

PROCESS

The Capital Budget Procedure follows the same preparation schedule as the Operating Budget Procedure. This process begins as the department directors evaluate capital expenditure needs and identify priorities for the City Manager's review. The City Manager evaluates these requests and determines which capital expenditure project should be undertaken. The capital projects are then presented to City Council and the City's Planning Commission along with a capital financing strategy for review and approval. If City Council approves the action presented, then it is legally enacted through the passage of an ordinance.

FUNDING RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGETS

The operating budget includes expenditures that generally recur annually and are appropriated for a single year. These include personnel, utilities, professional services, supplies, and maintenance costs. It provides for all city services, but does not result in major physical assets in the City. Major sources to fund the operating budget are generated in taxes, state revenue sharing monies, user fees, fines and forfeitures, intergovernmental payments, one-time revenue sources, and appropriations of undesignated fund balance.

The capital budget, in contrast, usually includes one-time expenses 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 programs, 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 adjusted on an ongoing basis. Capital Improvement Budgets, on the other hand, will result in decreases in maintenance costs through the replacement or improvement of older less efficient facilities, equipment, or vehicles.

The operating budget also includes debt service appropriations for the payment of long-term debt, principal, interest and related costs. The majority of the City's capital improvement costs has been funded through the issuance of tax supported general obligation bonds, and utilities user fee supported revenue bonds, which are generally repaid over the useful life of the improvement being financed.

It must be mentioned that there are certain funds that are legally restricted to certain types of projects. For example, Major and Local Street Funds, wherein revenues are derived, for the most part, from the State of Michigan Gas & Weight Tax; the Water and Sewer Operations and Maintenance Funds, wherein revenues are derived from user fees; and the Rubbish Collection Fund wherein funding is received through a combination of user fees and property taxes. *[Any of these funds and other governmental funds projects may be purchased by using cash or through a bond issuance.]*

Projects are considered for financing through a bond issue if they meet certain criteria. These include projects of a significant dollar amount, which is over \$1 million, and a useful life exceeding the length of the bond issue. Another consideration for a capital project is to spread the annual cash requirements of a debt issue over time so future users share in the cost of the project.

CONCLUSION:

In fiscal year 2010/2011, the City's total capital budget is \$58,712,657. The repair, maintenance, and addition of infrastructure in the City require long-term planning. The Capital Improvement Plan outlines each project and its funding source and provides a detailed record of capital requests for each of the next five fiscal years; a summary of resources, appropriations, expenditures by type, and projects by type has been provided.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF RESOURCES
FY 2011 - FY 2015**

Projected Revenues	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
General Fund	1,945,200	588,420	3,430,181	766,376	297,817	7,027,994
Major/Local Street	302,772	0	390,791	40,000	0	733,563
Andersen Enrichment	0	32,000	38,800	0	0	70,800
Boat Launch Operations	0	0	45,000	0	0	45,000
Sewer Fund (user fees/bond)	1,317,000	4,725,000	1,710,000	710,000	2,135,000	10,597,000
Water Fund (user fees/bond)	6,812,477	15,131,000	11,646,000	10,390,000	7,180,000	51,159,477
Public Works Building	0	23,000	0	410,000	0	433,000
Technical Services	4,759	60,000	50,000	0	0	114,759
Motor Pool Operations	0	125,000	364,000	79,000	39,000	607,000
Federal Grant	30,666,148	6,547,674	12,755,662	1,530,000	1,290,000	52,789,484
State Grant	17,664,301	0	2,878,547	0	0	20,542,848
Local Grants	0	0	0	120,000	40,000	160,000
TOTAL RESOURCES	<u>58,712,657</u>	<u>27,232,094</u>	<u>33,308,981</u>	<u>14,045,376</u>	<u>10,981,817</u>	<u>144,280,925</u>

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF EXPENDITURES BY DEPARTMENT
FY 2011 - FY 2015**

Estimated Expenditures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
General Fund	1,945,200	588,420	3,430,181	766,376	297,817	7,027,994
Major/Local Streets	48,633,221	6,339,074	16,025,000	1,690,000	1,330,000	74,017,295
Andersen Enrichment	0	32,000	38,800	0	0	70,800
Boat Launch Operations	0	0	45,000	0	0	45,000
Sewer Fund	1,317,000	4,725,000	1,710,000	710,000	2,135,000	10,597,000
Water Fund	6,812,477	15,339,600	11,646,000	10,390,000	7,180,000	51,368,077
Public Works Building	0	23,000	0	410,000	0	433,000
Technical Services	4,759	60,000	50,000	0	0	114,759
Motor Pool Operations	0	125,000	364,000	79,000	39,000	607,000
TOTAL APPROPRIATIONS	58,712,657	27,232,094	33,308,981	14,045,376	10,981,817	144,280,925

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF EXPENDITURES BY TYPE AND PROJECT
FY 2011 - FY 2015**

Expenditure Types	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Architecture/Engineering	7,100,491	1,210,000	17,060,000	4,000,000	3,980,000	33,350,491
Construction/Acquisition	46,609,421	22,219,869	7,744,000	3,250,000	5,775,000	85,598,290
Equipment	2,277,000	2,228,000	4,118,000	1,295,000	142,000	10,060,000
Vehicles	677,500	852,225	898,181	360,376	319,817	3,108,099
Land Acquisition	75,000	0	0	0	0	75,000
Other	1,973,245	722,000	3,488,800	5,140,000	765,000	12,089,045
	58,712,657	27,232,094	33,308,981	14,045,376	10,981,817	144,280,925

Project Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total
Routine Replacement	35,946,559	892,195	1,069,000	1,828,000	358,000	40,093,754
Rehabilitation or Enhancement	16,207,628	23,247,874	29,919,800	10,265,000	10,170,000	89,810,302
Efficiency Project	1,030,200	65,000	65,000	65,000	0	1,225,200
New/Expansion	4,850,770	2,174,000	1,357,000	1,527,000	134,000	10,042,770
Vehicles	677,500	853,025	898,181	360,376	319,817	3,108,899
	58,712,657	27,232,094	33,308,981	14,045,376	10,981,817	144,280,925

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
<u>POLICE DEPARTMENT</u>									
3014	Replace Entire Roof on Police Department	GF	0	0	48,195	0	0		0
If deferred:	Deferred due to fiscal constraints.								
								TOTAL PROJECT COST	<u>48,195</u>
Operating Impact: Replacement of entire roof due to aging and multiple temporary repairs.									
3014	Bullet Trap in Gun Range	GF	0	0	20,000	0	0		0
If deferred:	Deferred due to fiscal constraints.								
								TOTAL PROJECT COST	<u>20,000</u>
Operating Impact: The bullet trap was originally built in 1978 and repaired in 1996. After 32 years of constant use this range must be rebuilt.									
3012	Police Patrol Vehicles	GF	257,500	0	265,225	273,181	281,376		289,817
If deferred:	Deferred due to fiscal constraints.								
								TOTAL PROJECT COST	<u>1,367,099</u>
Operating Impact: Normal replacement of 10 patrol vehicles, to ensure officer's safety and lower repair costs.									
								TOTAL POLICE DEPARTMENT	<u>1,435,294</u>

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		

FIRE DEPARTMENT

3751	Replace Roof Fire Station #2	GF	30,000	0	0	0	0	0	0
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If deferred: Deferred due to fiscal constraints.

TOTAL PROJECT COST 30,000

Operating Impact:

Building was re-roofed in the 1990's with numerous large and small patches being applied to repair leaks and weather damage. Roof leaks continue to cause interior wall and ceiling damage and could lead to mold infestation.

3751	Repair Heating & Cooling System Station #1	GF	26,000	0	0	0	0	0	0
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If deferred: Deferred due to fiscal constraints.

TOTAL PROJECT COST 26,000

Operating Impact:

The installation of solid-state electronic temperature controls for the steam heat registers and cleaning system piping and radiators. During the winter months the interior environment of the station becomes untenable due to excessive heat.

3751	Replace Roof Fire Station #1 (2-year project)	GF	15,000	0	15,000	0	0	0	0
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If deferred: Deferred due to fiscal constraints.

TOTAL PROJECT COST 30,000

Operating Impact:

Building was re-roofed in 1992 with numerous large and small patches being applied to repair leaks and weather damages through the years since. Roof leaks continue to cause interior wall and ceiling damage and could lead to mold infestation.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		
						FY 13	FY 14	FY 15
3751	Repair and Resurface Fire Station #1 Parking Area	GF	35,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>35,000</u>
Operating Impact:								
Employee and public parking areas have been patched and cracks sealed with partial lot replacement on numerous occasions. This facility is a polling place, a touring site for children of all ages, a civic meeting place, and an Emergency Operations Center. Resurfacing improves safety and reduces liability.								
3751	Repair and Resurface Fire Station #2 Parking Area	GF	20,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>20,000</u>
Operating Impact:								
Employee and public parking areas have been patched and cracks sealed with partial lot replacement on numerous occasions. This facility is a polling place, a touring site for children of all ages, and a civic meeting place. Resurfacing improves safety and reduces liability.								
3751	Repair and Resurface Fire Station #3 Parking Area	GF	15,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>15,000</u>
Operating Impact:								
Employee and public parking areas have been patched and cracks sealed with partial lot replacement on numerous occasions. This facility is a polling place, a touring site for children of all ages, and a civic meeting place. Resurfacing improves safety and reduces liability.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
3751	Repair and Resurface Fire Station #4 Parking Area	GF	10,000	0	0	0	0		0
If deferred:	Deferred due to fiscal constraints.								
								TOTAL PROJECT COST	<u>10,000</u>
Operating Impact:									
Employee and public parking areas have been patched and cracks sealed with partial lot replacement on numerous occasions. This facility is a polling place, a touring site for children of all ages as well as a civic meeting place. Resurfacing improves safety and reduces liability.									
3751	One Fire Pumper	GF	420,000	0	0	0	0		0
If deferred:	Deferred due to fiscal constraints.								
								TOTAL PROJECT COST	<u>420,000</u>
Operating Impact:									
Replacement of a 1980 Ford pumper. Due to age of existing apparatus, replacement parts are not readily available and operating expenses is high. Changes in technology have improved dependability and employee safety and reduced municipal liability.									
3751	Repair/Replace Fire Training Tower	GF	51,500	0	0	0	0		0
If deferred:	Deferred due to fiscal constraints.								
								TOTAL PROJECT COST	<u>51,500</u>
Operating Impact:									
The Fire training tower is a focal point for multiple areas of training that has been neglected concerning repairs for many years. Many areas are unusable due to rotting wood, unsafe stairway supports, and rusted and fatigued metal. The sprinkler system is inoperable and the structure is general unsafe. Fire training props are a safe, inexpensive way to train operations personnel and are necessary to maintain peak efficiency and performance.									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		FY 15
						FY 13	FY 14	
3751	Fire Station Modification for Aerial Apparatus Station #1	GF	35,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.							
							TOTAL PROJECT COST	<u><u>35,000</u></u>
Operating Impact:	Required if a fire apparatus replacement program is authorized to accommodate reserve/new aerial ladder truck							
							TOTAL FIRE DEPARTMENT	<u><u>672,500</u></u>
<u>CEMETERIES</u>								
1747	Pole Barn structure repair and roof replacement	GF	0	0	0	18,000	15,000	0
If deferred:	Deferred due to fiscal constraints.							
							TOTAL PROJECT COST	<u><u>33,000</u></u>
Operating Impact:								
1747	Chapel roof, ceiling, and wall repair	GF	0	0	0	100,000	0	0
If deferred:	Deferred due to fiscal constraints.							
							TOTAL PROJECT COST	<u><u>100,000</u></u>
Operating Impact:	Replacement of chapel roof, ceiling and wall repairs.							

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		FY 15
						FY 13	FY 14	
1747	Replacement of Service Barn	GF	0	0	0	0	300,000	0
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>300,000</u>
Operating Impact:								
1747	Structural repairs to roof supports	GF	0	0	25,000	0	0	0
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>25,000</u>
Operating Impact:								
1747	Road Repair	GF	0	0	20,000	20,000	20,000	0
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>60,000</u>
Operating Impact:								
						TOTAL CEMETERIES		<u>518,000</u>
<u>WATER OPERATIONS AND MAINTENANCE</u>								
4740/4741	Chemical Feed Upgrade and development	WF	424,529	424,529	0	0	0	300,000
4741	of Water System Master Plan							
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>724,529</u>
Operating Impact:								
	Ongoing project from previous fiscal years to upgrade the Water Systems chemical feed and to develop a water system master plan							

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4740	Interim Disinfections System	WF	43,108	41,000	0	0	0		0
	If deferred:								
								TOTAL PROJECT COST	<u>41,000</u>
	Operating Impact:								
	New disinfections system								
4740	Gratiot Ground Storage Tank Blast and Paint	WF	244,178	244,178	0	0	0		0
	If deferred:								
								TOTAL PROJECT COST	<u>244,178</u>
	Operating Impact:								
	Blast and Paint Project for Gratiot Road Storage Tank								
4740	Train Shed Structural Beam Repair	WF	100,000	100,000	0	0	0		0
	If deferred:								
								TOTAL PROJECT COST	<u>100,000</u>
	Operating Impact:								
	Structural repair to Train Shed beam support								
4740	Pressure Manhole Improvement Gatehouse	WF	100,000	100,000	0	0	0		0
	If deferred:				0	0	0		0
								TOTAL PROJECT COST	<u>100,000</u>
	Operating Impact:								
	Repair to deteriorating Pressure Manhole concrete structure								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4741	Gate House Cross Connection Mitigation	WF	300,000	300,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			<u>300,000</u>
Operating Impact: Gatehouse cross connection issue of concern.									
4741	Kochville Piping Corrosion Repairs	WF	100,000	100,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			<u>100,000</u>
Operating Impact: Engineering evaluation/design and subsequent construction for mitigation.									
4741	36" Water Main Loop Center to Davis Rd. Mains	WF	1,400,000	1,400,000	6,600,000	0	0		0
If deferred:						TOTAL PROJECT COST			<u>1,400,000</u>
Operating Impact: Hydraulic modeling and system operation indicates a loop is required to address redundancy, hydraulic and pressure problems related to these mains.									
4741	Kochville Padmount B/U Power Generator	WF	700,000	700,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			<u>700,000</u>
Operating Impact: Backup generator at Whitestone Pointer the Kochville Raw Water Storage Reservoirs									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		
						FY 13	FY 14	FY 15
4741/4740	Portable Generator and connections at 4 remote stations	WF	200,000	200,000	0	0	0	0
	If deferred:							
						TOTAL PROJECT COST		
								<u>200,000</u>
	Operating Impact:							
	Backup generator connections at 4 remote stations							
4741	Storage Building WTP	WF	100,000	100,000	0	0	0	0
	If deferred:							
						TOTAL PROJECT COST		
								<u>100,000</u>
	Operating Impact:							
	Vehicle and equipment storage building due to limited storage capacity with existing facilities							
4741	Security System Upgrades	WF	2,435,662	2,435,622	0	0	0	0
	If deferred:							
						TOTAL PROJECT COST		
								<u>2,435,622</u>
	Operating Impact:							
	Security Systems Upgrades							
4741	New Booster Station Property	WF	75,000	75,000	0	0	0	0
	If deferred:							
						TOTAL PROJECT COST		
								<u>75,000</u>
	Operating Impact:							
	New station property if purchase required due to location requirements.							

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4740	Northern Pumping Station Improvements	WF	0	0	300,000	0	0		0
If deferred:									
Deferred due to fiscal constraints.						TOTAL PROJECT COST			<u>300,000</u>
Operating Impact:									
Engineering design and construction administration as required for new station construction or modifications to existing station as determined by final master plan									
4741	WTP Window Replacement	WF	0	0	500,000	0	0		0
If deferred:									
						TOTAL PROJECT COST			<u>500,000</u>
Operating Impact:									
Window replacements as necessary from evaluations									
4741	Finished Water Reservoir Improvements	WF	0	0	170,000	680,000	0		0
If deferred:									
						TOTAL PROJECT COST			<u>850,000</u>
Operating Impact:									
Improvements related to finished water reservoirs as recommended by Sanitary Survey and Consulting Engineers									
4740/4741	36" Finished Transmission Main Analysis and Repairs	WF	0	0	750,000	2,500,000	0		0
If deferred:									
						TOTAL PROJECT COST			<u>3,250,000</u>
Operating Impact:									
Condition analysis including engineering, professional services, and subsequent construction for 36" finished water transmission main repair/replacement									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		
						FY 13	FY 14	FY 15
4740/4741	Kochville Reservoir/Boosting Station Improvements	WF	0	0	260,000	1,040,000	0	0
If deferred:						TOTAL PROJECT COST		<u>1,300,000</u>
Operating Impact: Improvements indicated by the master plan for blending raw water, smaller raw water pump with VFD, update sample pumps and bulbler systems, and masonry repairs to façade								
4741	Diesel Generators/Elevated Storage Analysis and Construction	WF	0	0	0	200,000	4,000,000	0
If deferred:						TOTAL PROJECT COST		<u>4,200,000</u>
Operating Impact:								
4740	Reese and Frankenmuth Station Upgrades	WF	0	0	60,000	60,000	240,000	0
If deferred:						TOTAL PROJECT COST		<u>360,000</u>
Operating Impact: Upgrades as necessary for upgrades to meet peak flow demands and fireflows								
4740/4741	Sedimentation & Sludge Collection System Upgrades	WF	0	0	0	270,000	1,350,000	0
If deferred:						TOTAL PROJECT COST		<u>1,620,000</u>
Operating Impact: Plate settlers for improved sedimentation processes and sludge removal system improvements								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		FY 15
						FY 13	FY 14	
4740/4741	High Service Pump Station Improvements	WF	0	0	0	320,000	1,390,000	440,000
If deferred:						TOTAL PROJECT COST		<u>2,150,000</u>
Operating Impact: Improvements to HS pump room, replace HSP #6 elbow, provide ground level access to pumps and repair Washington Valve Vault								
4740	Replacement Raw Water Meters	WF	0	0	0	0	20,000	0
If deferred:						TOTAL PROJECT COST		<u>20,000</u>
Operating Impact: Replacement of worn raw water meter equipment at WTP								
4740	Replacement of Screen Room Overhead Crane	WF	0	0	0	0	0	20,000
If deferred:						TOTAL PROJECT COST		<u>20,000</u>
Operating Impact:								
4741	Station Modifications - Portable Generator Connections	WF	100,000	100,000	0	0	0	0
If deferred:						TOTAL PROJECT COST		<u>100,000</u>
Operating Impact: Required station modification for connections at remote station locations								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4740	36" Transmission Main Condition Analysis	WF	20,000	20,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			<u>20,000</u>
Operating Impact: Non destructive condition analysis of 12 miles, 36" precast lined concrete cylinder pipe									
4740	WTP Window & Masonry Evaluation and Design	WF	80,000	80,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			<u>80,000</u>
Operating Impact: Evaluation and design as needed for necessary window improvements to the WTP buildings									
4740	WTP Vehicle and Equipment Storage Building	WF	80,000	80,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			<u>80,000</u>
Operating Impact:									
4740	WTP Parking Lot Improvements	WF	20,000	20,000	80,000	0	0		0
If deferred:						TOTAL PROJECT COST			<u>20,000</u>
Operating Impact: Evaluation of parking area asphalt condition and design									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4740	Settling Basin Sludge Collector Drive Chain	WF	40,000	40,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			40,000
Operating Impact:									
<hr/>									
4740	Bloomfield/Reese Pump Station Network Connect	WF	40,000	40,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			40,000
Operating Impact:						Addition of SCADA radio communication between Saginaw Water Plant and the Bloomfield/Reese Pumping station for system monitoring			
<hr/>									
4740	Frankenmuth Pump Station Network Connect	WF	40,000	50,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			50,000
Operating Impact:						Addition of SCADA radio communication between Saginaw Water Plant and the Frankenmuth Pumping station for system monitoring			
<hr/>									
4740	Freeland Pump Station Network Connect	WF	30,000	30,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			30,000
Operating Impact:						Addition of SCADA radio communication between Saginaw Water Plant and the Freeland Pumping station for system monitoring			

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4740	Card Access at Aqua, Gratiot, and Kochville	WF	40,000	40,000	0	0	0		0
If deferred:						TOTAL PROJECT COST			<u>40,000</u>
Operating Impact: Addition of a card door access system at above listed locations									
4741	East Genesee Streetscape	WF	0	0	1,300,000	0	0		0
If deferred:						TOTAL PROJECT COST			<u>1,300,000</u>
Operating Impact: Replacement of an 1890's ear water main with streetscape project									
4741	Woodbridge Water main	WF	0	0	671,000	0	0		0
If deferred:						TOTAL PROJECT COST			<u>671,000</u>
Operating Impact: Replace water main in conjunction with road reconstruction									
4741	Court Street Water main	WF	0	0	0	781,000	0		0
If deferred:						TOTAL PROJECT COST			<u>781,000</u>
Operating Impact: Replace early 1900's water main with road project									

**CITY OF SAGINAW
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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4741	Electrical Power Improvements	WF	0	0	0	0	0		1,700,000
If deferred:									
								TOTAL PROJECT COST	<u>1,700,000</u>
Operating Impact:									
Electrical improvements to WTP switchgear and electrical supply due to old age and master plan									
4741	Reese/Frankenmuth Station Upgrades/ Evaluations	WF	0	0	60,000	60,000	240,000		0
If deferred:									
								TOTAL PROJECT COST	<u>360,000</u>
Operating Impact:									
Upgrades as necessary to meet peak flow demands and fireflows as indicated									
4741	Engineering 36" Water main Loop Center to Davis Road	WF	0	0	1,400,000	0	0		0
If deferred:									
								TOTAL PROJECT COST	<u>1,400,000</u>
Operating Impact:									
Engineering for a loop to the transmission mains in Center and Davis Roads									
4741	Michigan Avenue Water main Connect	WF	0	0	0	1,600,000	1,600,000		0
If deferred:									
								TOTAL PROJECT COST	<u>3,200,000</u>
Operating Impact:									
Replace 10" water main that is 150 years old with a couple blocks consisting of AC piping									

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		
						FY 13	FY 14	FY 15
4741	Hamilton Street Water main	WF	0	0	0	0	530,000	0
If deferred:						TOTAL PROJECT COST		
						<u><u>530,000</u></u>		
Operating Impact:								
Replace deteriorating water main with road project								
4741	Second Street Relocate 24" Water main	WF	0	0	0	350,000	0	0
If deferred:						TOTAL PROJECT COST		
						<u><u>350,000</u></u>		
Operating Impact:								
Relocate 24" transmission main due to vacating of Second Avenue								
4741	Genesee Avenue Water main	WF	0	0	0	0	1,800,000	0
If deferred:						TOTAL PROJECT COST		
						<u><u>1,800,000</u></u>		
Operating Impact:								
Replace 1900's era water main in conjunction with road project								
						TOTAL WATER OPERATIONS AND MAINTENANCE		
						<u><u>33,682,329</u></u>		

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		FY 15
						FY 13	FY 14	
<u>SEWER OPERATIONS AND MAINTENANCE</u>								
4840	Replace Roof at Retention Treatment Basins	SF	25,000	25,000	25,000	25,000	25,000	25,000
	If deferred:							
							TOTAL PROJECT COST	<u>125,000</u>
	Operating Impact:							
	Replace un-repairable roofs at the retention treatment basins							
4840	Replace Sodium Hypochlorite Feed Pumps at RTBs	SF	25,000	25,000	25,000	25,000	25,000	25,000
	If deferred:							
							TOTAL PROJECT COST	<u>125,000</u>
	Operating Impact:							
	Replacement of the sodium hypochlorite feed pumps							
4840	Final Settling Tank Substructure Replacement	SF	100,000	0	100,000	100,000	0	0
	If deferred:							
							TOTAL PROJECT COST	<u>200,000</u>
	Operating Impact:							
4840	Update Plant Heating System	SF	125,000	125,000	0	0	0	0
	If deferred:							
							TOTAL PROJECT COST	<u>125,000</u>
	Operating Impact:							
	Replace 60 year old boiler for WWTP operations building							

**CITY OF SAGINAW
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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		FY 15
						FY 13	FY 14	
4840	Replace Primary Settling Tank Weirs and Baffles (1 each year)	SF	30,000	50,000	30,000	30,000	30,000	0
If deferred:						TOTAL PROJECT COST		<u>140,000</u>
Operating Impact:								
4840	Accusonic flow meter replacement/repair (Remote Facilities)	SF	70,000	70,000	75,000	80,000	80,000	85,000
If deferred:						TOTAL PROJECT COST		<u>390,000</u>
Operating Impact: Repair and replace where necessary the accusonic flow meters at the 7 rtbs								
4840	Engineering Services for Influent Bar Screen Replacement	SF	100,000	0	0	0	0	0
If deferred:						TOTAL PROJECT COST		<u>100,000</u>
Operating Impact:								
4830	Replace Influent diversion gate Mains	SF	20,000	20,000	20,000	0	0	0
If deferred:						TOTAL PROJECT COST		<u>40,000</u>
Operating Impact: Replace 60 year old influent flow diversion gates								

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4840	Aerator Replacement	SF	325,000		0	0	0		0
	If deferred:							TOTAL PROJECT COST	<u><u>325,000</u></u>
	Operating Impact:								
4840	Structural Repairs - Aeration Tanks	SF	400,000	400,000	0	0	0		0
	If deferred:							TOTAL PROJECT COST	<u><u>400,000</u></u>
	Operating Impact:								
4840	Lift and Storm Station Tower Installation	SF	27,000	27,000	0	0	0		0
	If deferred:							TOTAL PROJECT COST	<u><u>27,000</u></u>
	Operating Impact:								
	Purchase and installation of 6 monopoles for the lift and storm station SCADA network								
4741	Replacement of WWT SCADA Computers	SF	20,000	20,000	0	0	0		0
	If deferred:							TOTAL PROJECT COST	<u><u>20,000</u></u>
	Operating Impact:								
	Replacement of WWT and CSO Basin SCADA computers								

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4840/4741	Radio Read Upgrade	SF	0	0	400,000	550,000	550,000		0
		WF	0	0	400,000	550,000	550,000		0
If deferred:									
TOTAL PROJECT COST									<u>1,500,000</u>
Operating Impact:									
Upgrade water/sewer meter reading system to fixed base network									
4841	E. Genesee Avenue Sewers	SF	0	0	0	0	0		2,000,000
If deferred:									
TOTAL PROJECT COST									<u>2,000,000</u>
Operating Impact:									
Reline main sewers with road project									
4840	Replace 13 year old Vactor jet	SF	0	0	450,000	0	0		0
If deferred:									
TOTAL PROJECT COST									<u>450,000</u>
Operating Impact:									
4840	East Genesee Streetscape	SF	0	0	1,500,000	0	0		0
If deferred:									
TOTAL PROJECT COST									<u>1,500,000</u>
Operating Impact:									
Replacement of an elliptical double brick sewer installed in the 1860's									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
4840	Woodbridge Sewer	SF	0	0	550,000	0	0		0
If deferred:						TOTAL PROJECT COST			550,000
Operating Impact:						Replacement of a structurally deficient sewer mainline with road reconstruction			
4841	Court Street Sewer	SF	0	0	600,000	0	0		0
If deferred:						TOTAL PROJECT COST			600,000
Operating Impact:						Reline existing mainline sewer with road project			
4840/4741	Replace 3 tandem dumps w/front plow and hitch	WF SF	0 0	0 0	0 0	150,000 150,000	0 0		0 0
If deferred:						TOTAL PROJECT COST			300,000
Operating Impact:									
						TOTAL SEWER OPERATIONS AND MAINTENANCE			8,917,000
<u>MOTOR POOL OPERATIONS</u>									
4480	Facilities Maintenance Chevy Cab Utilities Truck	MP (BGM)	0	0	45,000	45,000	45,000		0
If deferred: Deferred due to fiscal constraints						TOTAL PROJECT COST			135,000
Operating Impact:						Purchase 3500 series utility maintenance truck for the Building and Grounds Maintenance Division			

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		
						FY 13	FY 14	FY 15
4480	Facilities Maintenance Chevy 3/4 Ton 4x4	MP (BGM)	0	0	32,000	32,000	34,000	0
If deferred:	Deferred due to fiscal constraints							
TOTAL PROJECT COST								<u>98,000</u>
Operating Impact: Vehicle use by Building and Ground Maintenance to haul and tow trailers								
4480	Facility Maintenance Case Loader	MP (BGM)	0	0	0	38,000	0	0
If deferred:	Deferred due to fiscal constraints							
TOTAL PROJECT COST								<u>38,000</u>
Operating Impact: New loader need to install and remove two sets of floating docks and for installing fencing								
4480	New Snow mobile	MP (BGM)	0	0	0	130,000	0	0
If deferred:	Deferred due to fiscal constraints							
TOTAL PROJECT COST								<u>130,000</u>
Operating Impact:								
4480	Backhoe	MP (BGM)	0	0	0	50,000	0	0
If deferred:	Deferred due to fiscal constraints							
TOTAL PROJECT COST								<u>50,000</u>
Operating Impact:								

**CITY OF SAGINAW
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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		FY 15
						FY 13	FY 14	
4480	4x4 Pickup Truck Heavy Duty	MP (BGM)	0	0	30,000	60,000	0	30,000
If deferred:	Deferred due to fiscal constraints							
TOTAL PROJECT COST								<u>120,000</u>
Operating Impact:								
4480	Utility Tractor (Diesel)	MP (WAB)	0	0	18,000	9,000	0	9,000
If deferred:	Deferred due to fiscal constraints							
TOTAL PROJECT COST								<u>36,000</u>
Operating Impact:								
TOTAL MOTOR POOL OPERATIONS								<u>607,000</u>
<u>ENGINEERING & TRAFFIC ENGINEERING</u>								
Engineering	East Genesee Avenue Reconstruction and Streetscape	FED	0	0	3,194,074	0	0	0
		WF	0	0	1,120,000	0	0	0
		SF	0	0	1,000,000	0	0	0
If deferred:								
TOTAL PROJECT COST								<u>5,314,074</u>
Operating Impact: Road reconstruction and streetscape amenities on from Franklin Street to Janes Avenue								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15	
						FY 13	FY 14			
Engineering	Woodbridge Street - Houghton to Davenport	FED	0	0	840,000	0	0		0	
		WF	0	0	608,600	0	0		0	
		SF	0	0	550,000	0	0		0	
If deferred:										
									TOTAL PROJECT COST	<u>1,998,600</u>
Operating Impact:										
Reconstruction and utility replacement on Woodbridget from Houghton to Davenport										
Engineering	Court Street resurfacing and water main replacement	FED	0	0	1,304,000	0	0		0	
		WF	0	0	1,036,000	0	0		0	
If deferred:										
									TOTAL PROJECT COST	<u>2,340,000</u>
Operating Impact:										
Court Street resurfacing and ADA ramp installation from Court Street Bridge to Bay Road										
Engineering	Michigan Avenue resurfacing and water main replacement	FED	0	0	56,000	1,620,000	0		0	
		WF	0	0	84,000	3,235,000	0		0	
If deferred:										
									TOTAL PROJECT COST	<u>4,995,000</u>
Operating Impact:										
Michigan Avenue resurfacing and ADA ramp installation from Stephens to State Street										
Engineering	East Genesee at Hess Street	FED	0	0	236,000	0	0		0	
		MSF	0	0	59,000	0	0		0	
If deferred:										
									TOTAL PROJECT COST	<u>295,000</u>
Operating Impact:										
Upgrade existing signal to box span signal with new pedestrian crossing signals and install sidewalks and ramps where required										

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CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		FY 15
						FY 13	FY 14	
Engineering	M-13 Hess to M-46	FED	6,000,000	0	0	0	0	0
		WF	50,000	0	0	0	0	0
		SF	50,000	0	0	0	0	0
If deferred:								
TOTAL PROJECT COST								<u>6,100,000</u>
Operating Impact:								
Reconstruction on M-13 from Hess to M-46, to include sanitary, storm and water main replacement								
Engineering	Bay Street from Court Street to Genesee Avenue	FED	0	0	400,000	0	0	0
If deferred:								
TOTAL PROJECT COST								<u>400,000</u>
Operating Impact:								
Add center turn lane on Bay Street from Court Street to Genesee Avenue								
Engineering	CDBG Ramps	FED	0	50,000	50,000	50,000	50,000	50,000
If deferred:								
TOTAL PROJECT COST								<u>250,000</u>
Operating Impact:								
Reconstruction of existing intersection ramps to make ADA compliant								
Engineering	CDBG Resurfacing	FED	150,000	150,000	200,000	200,000	200,000	200,000
If deferred:								
TOTAL PROJECT COST								<u>950,000</u>
Operating Impact:								
Resurfacing over 270 miles of major and local streets as well as ADA ramp improvements								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			
						FY 13	FY 14	FY 15	
Engineering	Ezra Rust from M-13 to Court Street	FED	0	0	0	0	560,000	0	
	Bridge	WF	0	0	0	0	740,000	0	
If deferred:						TOTAL PROJECT COST			<u>1,300,000</u>
Operating Impact:									
Remove and replace curb and gutters as well as mill and pave existing roadway									
Engineering	Fordney Street from M-46 to Ezra Rust	FED	0	0	0	0	640,000	0	
		WF	0	0	0	0	660,000	0	
If deferred:						TOTAL PROJECT COST			<u>1,300,000</u>
Operating Impact:									
Reconstruct existing roadway with three lane concrete pavement, replace existing water main and services									
Engineering	East Genesee - Harold to Hess	FED	0	0	0	40,000	0	440,000	
		WF	0	0	0	60,000	0	1,690,000	
If deferred:						TOTAL PROJECT COST			<u>2,230,000</u>
Operating Impact:									
Mill and pave with 2" asphalt, ADA ramp improvements, and replace water mains									
Engineering	East Genesee - Harold to Hess	FED	0	0	0	0	0	440,000	
		WF	0	0	0	0	0	1,210,000	
If deferred:						TOTAL PROJECT COST			<u>1,650,000</u>
Operating Impact:									
Mill and pave with 2" asphalt, ADA ramp improvements, and replace water mains									

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
Engineering	Weiss Street at Hermansau Street Signal	FED	0	0	0	0	0	160,000	
	Installation and left turn lane	LOC	0	0	0	0	0	40,000	
If deferred:									TOTAL PROJECT COST
									<u>200,000</u>
Operating Impact:									
Install left turn lane on Hermansau at Weiss and add traffic signals at intersection									
Engineering	Treanor Street from Williamson to Dixie	FED	0	0	0	0	640,000	0	
	Highway	LOC	0	0	0	0	120,000	0	
		MSF	0	0	0	0	40,000	0	
If deferred:									TOTAL PROJECT COST
									<u>800,000</u>
Operating Impact:									
Crush and shape asphalt paving									
Engineering	Niagara Street from railroad tracks to	FED	0	0	0	0	80,000	0	
	Davenport	WF	0	0	0	0	90,000	0	
If deferred:									TOTAL PROJECT COST
									<u>170,000</u>
Operating Impact:									
Reconstruction and water main replacement									
Engineering	EECBG and Clean Energy Coalition	FED	1,030,200	1,030,200	0	0	0	0	
If deferred:									TOTAL PROJECT COST
									<u>1,030,200</u>
Operating Impact:									
ARRA project to improve City facilities									

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			
						FY 13	FY 14	FY 15	
Engineering	Interchange at I-675 and Warren Avenue	FED	0	0	0	9,304,986	0	0	
		STA	0	0	0	2,594,842	0	0	
		MSF	0	0	0	350,262	0	0	
If deferred:						TOTAL PROJECT COST			<u>12,250,090</u>
Operating Impact:									
Reconstruction of existing bridges at Fifth and Sixth Street on I-675 as well as the installation of new ramps at Fitzhugh and Wadsworth, and removal of roadways at 2nd and Weadock for installation of ramps									
Engineering	Interchange at I-675 at Veteran Memorial Parkway	FED	0	0	170,000	1,540,766	0	0	
		STA	0	0	0	283,705	0	0	
		MSF	0	0	0	40,529	0	0	
If deferred:						TOTAL PROJECT COST			<u>2,035,000</u>
Operating Impact:									
Deck replacement, substructure repairs, paint and approach work on Veteran Memorial Parkway									
Engineering	I-675 Ramp throughout City limits	FED	3,240,458	3,240,458	0	0	0	0	
		STA	360,051	360,051	0	0	0	0	
		MSF	15,002	15,002	0	0	0	0	
If deferred:						TOTAL PROJECT COST			<u>3,615,511</u>
Operating Impact:									
Joint repairs, patches, overlay, and shoulders along I-675									

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			FY 15
						FY 13	FY 14		
Engineering	I-675 North and South Bound Lighting	FED	2,172,000	2,172,000	0	0	0		0
		MSF	9,300	9,300	0	0	0		0
If deferred:									
					TOTAL PROJECT COST				<u>2,181,300</u>
Operating Impact:									
Upgrade freeway lighting on I-675									
Engineering	I-675 over Michigan Avenue	FED	1,749,440	1,749,440	0	0	0		0
		MSF	8,470	8,470	0	0	0		0
If deferred:									
					TOTAL PROJECT COST				<u>1,757,910</u>
Operating Impact:									
Deck patching, replace joints, partial paint, pier repair, pin and hanger replacement on I-675									
Engineering	I-675 throughout City limits	FED	14,653,500	14,653,500	0	0	0		0
		MSF	180,000	180,000	0	0	0		0
If deferred:									
					TOTAL PROJECT COST				<u>14,833,500</u>
Operating Impact:									
Deep concrete overlay, pin and Hanger replacement, zone painting, deck fascia repair, substructure repairs, slope paving repairs, barrier wall repair, beam end repairs, pedestrian fence, concrete surface sealers, and approach work									
Engineering	I-675 Bridge replacement - 21st and 11th street pedestrian bridge	FED	1,639,000	1,639,000	0	0	0		0
		MSF	20,000	20,000	0	0	0		0
If deferred:									
					TOTAL PROJECT COST				<u>1,659,000</u>
Operating Impact:									
Replace existing pedestrian bridge at 21st and removal of existing bridge at 11th Street over I-675									

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		
						FY 13	FY 14	FY 15
Engineering	I-675 Bridge replacement over river, M-13, railroad, and east bound ramp	FED	18,316,000	0	0	0	0	0
		MSF	70,000	0	0	0	0	0
If deferred:								
						TOTAL PROJECT COST	18,386,000	
Operating Impact:								
	Miscellaneous bridge work							
						TOTAL ENGINEERING AND TRAFFIC	88,041,185	
<u>PARKS AND FACILITIES</u>								
7540	Site Improvement	AND	0	0	0	38,800	0	0
If deferred: Deferred due to fiscal constraints.								
						TOTAL PROJECT COST	38,800	
Operating Impact:								
7540	Repave Parking Lot	AND	0	0	32,000	0	0	0
If deferred:								
						TOTAL PROJECT COST	32,000	
Operating Impact:								
7575	1420 Series II w/Deck	GF	0	0	36,000	38,000	17,000	0
If deferred:								
						TOTAL PROJECT COST	91,000	
Operating Impact:								
	Two trim mowers							

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Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years		
						FY 13	FY 14	FY 15

7575	City Hall HVAC	GF	0	0	0	2,685,000	0	0
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If deferred:

TOTAL PROJECT COST 2,685,000

Operating Impact:

City Hall twin gas boilers were installed in 1979 and 1980 to heat the building. Both boilers have reached their life span and dependability. With the replacement of the steam heating system to an HVAC roof top system the building will be more dependable, uniformed heating and cooling for each floor.

7575	City Hall Energy Efficient Windows	GF	0	0	65,000	65,000	65,000	0
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If deferred:

TOTAL PROJECT COST 195,000

Operating Impact:

The windows in City Hall are single pane glass and are over 60 plus years old. They provide very poor insulation and are causing massive heat loss. With the purchase of new energy efficient windows thousands of dollars will be saved in utility costs for years to come.

7575	City Hall New Roof	GF	0	0	0	135,000	0	0
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If deferred:

TOTAL PROJECT COST 135,000

Operating Impact:

New Roof for City Hall

4439	PSB Roof Replacement	PWB	0	0	23,000	0	0	0
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If deferred:

TOTAL PROJECT COST 23,000

Operating Impact:

Repair Roof at Public Services Building

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			
						FY 13	FY 14	FY 15	
7575	City Hall Heater Units	GF	0	0	0	0	210,000	0	
If deferred:						TOTAL PROJECT COST			<u>210,000</u>
Operating Impact:									
Replace five roof top heater units at City Hall									
7575/7571	Weed Abatement - Flail Mower TRF - 75c	GF	0	0	16,000	8,000	0	8,000	
If deferred:						TOTAL PROJECT COST			<u>32,000</u>
Operating Impact:									
Weed cutting lawn mower									
7546	Rust Street Boat Launch Repairs	BL	0	0	0	45,000	0	0	
If deferred:						TOTAL PROJECT COST			<u>45,000</u>
Operating Impact:									
Upgrade boating access to the Saginaw River to include handicap access, redesign parking lot, and repair docks									
4439	Employee Parking Lot Re-pavement	PWB	0	0	0	200,000	0	0	
If deferred:						TOTAL PROJECT COST			<u>200,000</u>
Operating Impact:									

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 11	Manager Approved FY 11	FY 12	Future Years			
						FY 13	FY 14	FY 15	
7575	580D Wing Mower (TORO)	GF	0	0	68,000	68,000	68,000	0	
If deferred:						TOTAL PROJECT COST			204,000
Operating Impact:									
Purchase of three mowers									
						TOTAL PARKS AND FACILITIES			3,890,800
<u>TECHNICAL SERVICES</u>									
1720	Switch/Firewall Replacement	TE	4,759	4,759	60,000	50,000	0	0	
If deferred: Deferred due to fiscal constraints.						TOTAL PROJECT COST			114,759
Operating Impact:									
Replacement of multiple switches and firewalls									
1711	Mounted Projector/Screen	TE	0	0	10,000	20,000	0	0	
If deferred: Deferred due to fiscal constraints.						TOTAL PROJECT COST			30,000
Operating Impact:									
						TOTAL TECHNICAL SERVICES			144,759



CITY OF SAGINAW



COMMUNITY PROFILE 2010 – 2011

RELIVE THE HISTORY OF SAGINAW



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.

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.

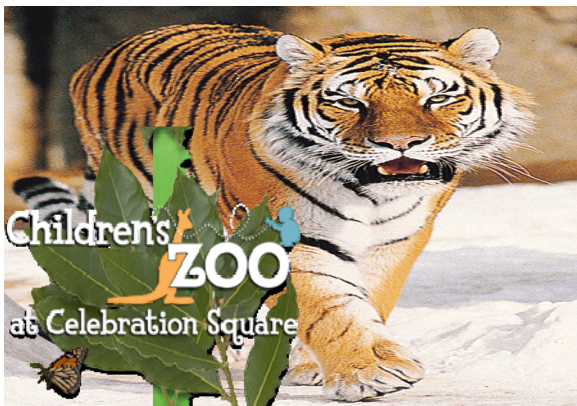


Temple Theater was built by the Elf Khurafeh Shrine and opened its doors on July 28, 1927. At that time, it was the largest theater in Michigan outside of the Detroit area, seating 2,196. Featured Big Bands were Duke Ellington as well as Saginaw's own Eddy Band, which still plays some of its concerts 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



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.



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.



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.

Friends of Theodore Roethke are committed to promoting, preserving, and protecting the literary legacy of Saginaw's Pulitzer Prize winner, Theodore Roethke, by restoring his family residences and collaborating with other communities. The Roethke House is a center for educational opportunities, historical awareness, and cultural values.

Saginaw Code Enforcement Neighborhood Improvement Cooperative (SCENIC) was formed and implemented on June 1, 2008. The team is made up of City employees from a variety of departments including: police, fire, inspections, zoning, and public works. These groups of employees work together to address many types of situations that have a negative impact in our community, thereby preventing blight from gaining a greater foothold. SCENIC also provides a communication link between the residents of Saginaw and City Hall, by having at least one of our members at each of the many neighborhood organization meetings.

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 Rehmann Group is the second largest accounting firm in Michigan behind Plante & Moran, Inc.



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, Salary.com ranked the Saginaw area one of the “Top 5 Best Places to Live for Cost of Living”.



Recently, “*Forbes Magazine*” ranked the Saginaw area Number 51 for 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 Number 3 for 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.

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.



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 Saginaw Valley State University. During the 1950s, the demand for education beyond high school created tremendous support for a new community college to serve the Bay, Midland, and Saginaw Counties.

In September 1961, Delta College opened its doors to approximately 1,800 students who hoped for a brighter tomorrow.

It was founded in 1961 in a rural 640-acre campus. Current enrollment at Delta College is 10,387, of 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 community's first choice to learn, work and grow. From a foundation of leadership, Delta College uses innovation and teamwork to achieve excellence.

Today, Delta College enrolls an average of 10,000 students annually. These individuals range from high school students taking Delta classes to older adults returning to college to enhance their skills or wanting a fresh start.

The main campus has been expanded and renovated (with more than \$68 million in changes since 1999). Delta College 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.



Ross Medical Education Center was founded in 1976. Ross Medical Education Center has maintained a single focus. We are dedicated to providing quality curriculum and instruction that meets the needs of students in our health training programs. Ross provides medical training that is focused on the essentials that will establish you in your allied health career. Ross prepares graduates to begin rewarding careers in the healthcare industry in as little as 30 weeks! We provide focused, hands-on training that gives our students the skills they need to succeed in the fast-growing healthcare field. By eliminating general education and enrichment classes, you enter the job market ahead of the competition.

Many high school graduates and adults can attend other colleges and universities, which are considered extensions, such as: Northwood University (main campus located in Midland, MI), Davenport University (main campus located in Grand Rapids, MI), and Central Michigan (main campus located in Mount Pleasant, MI).

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.



The MBS International Airport Commission approved a design in the fall of 2008 for a new terminal. The building is expected to be complete in three to five years, and is designed with area travelers in mind. The new MBS terminal will cost approximately \$48 million to build, but it will be done without the use of current or new local taxes.

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

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.

SCENIC (Saginaw Code Enforcement Neighborhood Improvement Co-Operative): SCENIC is a combination of the Saginaw Fire Department, Department of Development, and Saginaw Police Department. Specific areas of the community have been designated, prioritized, and a cooperative effort among these departments has reduced the financial and workload burden on a single department, providing a broader base of expertise. In May 2010 the SCENIC team received the Environmental Crime Award of Excellence from the Michigan Association of Police.

City of Saginaw's Green Team: The Green Team was a recipient of the Region 4 Michigan Municipal League 2010 Community Excellence Award, which was held in Dewitt, MI on May 19, 2010. Our Green Team will now compete for the statewide Community Excellence Award against six other regions at the MML's Annual Convention in Dearborn, MI to be held September 24 – 24, 2010.

July 1, 2009 – June 30, 2010: Distinguished Budget Award – For the second year in a row, the City of Saginaw received the Government's Finance Officer's Association (GFOA) Distinguished Budget Award. The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's recommended practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

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 during the 2007-2008 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.

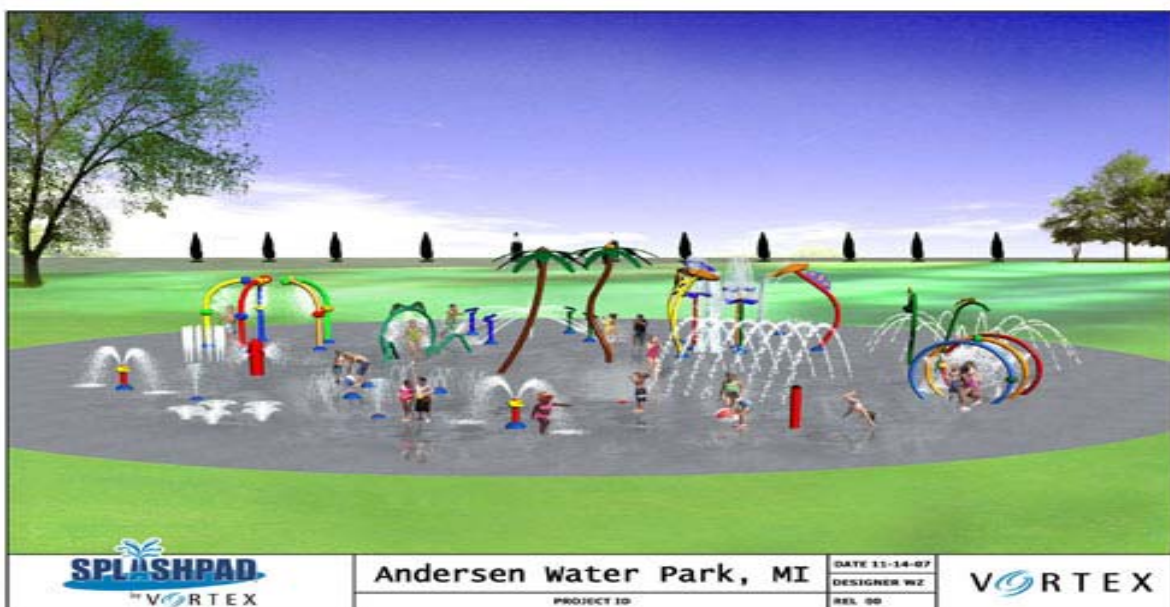
January 25, 2007: America's Promise – The Alliance for Youth announced Saginaw County as the winner of a national competition to identify the “*100 Best Communities for Young People.*” In partnership with Capital One, the *100 Best* competition honors communities, ranging from small towns to urban neighborhoods 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.

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.

The City of reinvented the Andersen Water Park now renamed “Frank N Andersen Celebration 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, Skate Park, boardwalk, play-scape, bocce ball court and picnic pavilion. Thus far the fund-raising team has raised the estimated goal of \$1,622,00.00. Construction began last spring on the splash park and the City is looking forward to a 2010 4th of July grand opening. Several goals for the reinventing of the “Frank N. Andersen Celebration Park” are as follows:

- 1 It will provide a safe, accessible place to play for people of all ages
- 2 It will provide a lower cost, lower maintenance, but higher use facility that will last 20-plus years
- 3 It will provide an attractive, unique, water-based recreation feature that will bring even more people to Celebration Square and the Riverfront



DEVELOPMENT PROJECTS

East Genesee Avenue Reconstruction and Streetscape

Cost: \$5,300,000 Completion Date: Scheduled for 2011/2012

Woodbridge Street – Houghton to Davenport

Cost: \$2,000,000 Completion Date: Scheduled for 2011/2012

Court Street Resurfacing and Water Main Replacement

Cost: \$2,340,000 Completion Date: Scheduled for 2011/2012

Michigan Avenue Resurfacing and Water Main Replacement

Cost: \$4,595,000 Completion Date: Scheduled for 2012/2013

East Genesee Avenue at Hess Street

Cost: \$295,000 Completion Date: Scheduled for 2011/2012

M-13 from Hess to M-46

Cost: \$6,100,000 Completion Date: Scheduled for 2010/2011

Bay Street from Court Street to Genesee Street

Cost: \$400,000 Completion Date: Scheduled for 2011/2012

Community Development Block Grant Ramps – CDBG

Cost: \$300,000 Completion Date: Scheduled for 2015/2016

Community Development Block Grant Resurfacing – CDBG

Cost: \$1,150,000 Completion Date: Scheduled for 2015/2016

Ezra Rust from M-13 to Court Street Bridge

Cost: \$1,300,000 Completion Date: Scheduled for 2013/2014

Fordney Street from M-46 to Ezra Rust

Cost: \$1,300,000 Completion Date: Scheduled for 2013/2014

East Genesee Avenue – Harold to Hess

Cost: \$2,230,000 Completion Date: Scheduled for 2014/2015

East Genesee Avenue – Janes to Hartsuff

Cost: \$1,650,000 Completion Date: Scheduled for 2014/2015

Weiss Street at Hermansau Street – Signal Installation and Right Turn Lane

Cost: \$200,000 Completion Date: Scheduled for 2014/2015

Treanor Street from Williamson to Dixie Highway

Cost: \$800,000 Completion Date: Scheduled for 2013/2014

Niagara Street from Railroad Tracks to Davenport

Cost: \$2,400,000 Completion Date: Scheduled for 2015/2016

BUILDING PERMIT SUMMARY 1999 – 2009

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
2008	\$184,037.00	1,406
2009	\$141,081.00	1,276

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
2008	154	397	262	421	172
2009	144	275	304	342	211

DP = Demolition Permits

EP = Electrical Permits

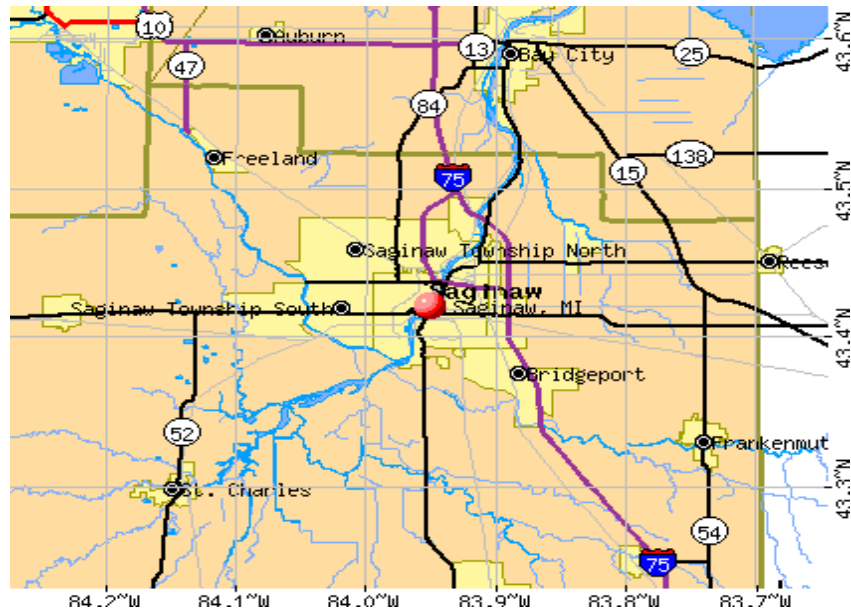
MP = Mechanical Permits

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 the Native Americans in 3,000 B.C.

By the Europeans in 1822

Incorporated

As a City in 1823

As a Village in 1854

Population

55,620

(Note: Population is for the year 2008)

Location

Eastern Mid-Michigan

Climate

Average High: 57.0 F

Average Low: 39.2 F

Annual High Extreme: 82.3 F

(Note: Temperatures based on 2009 Statistics)

Source: Wikipedia Website: http://en.wikipedia.org/wiki/Saginaw,_Michigan

A SNAPSHOT OF THE CITY OF SAGINAW

A comparison of the City of Saginaw's condition over a 19-year period includes:

	<u>Year Ended 1990</u>	<u>Year Ended 2009</u>
Number of Businesses on City Business Tax-rolls:	1,578	1,488
Number of Households:	23,182	20,127
	<u>December, 1990</u>	<u>December, 2009</u>
<i>Employment Data for the City of Saginaw:</i>		
Workforce:	27,034	25,750
Employed:	23,432	20,393
Unemployed:	3,602	5,357
Unemployment Rate:	13.3%	20.8%
Average Income (Personal & Per Capita)	\$27,980	\$40,806*

** Average income information provided is from 2008 Statistics*

GENERAL INFORMATION ABOUT THE CITY OF SAGINAW (2009 Statistics):

State Income Tax Rate:	4.35% (for the lowest bracket)*
State Property Taxes:	Average
Sales Tax:	6.00%
State Gas Tax Rate:	\$0.35 per gallon
Retirement Tax Break from State:	Yes
Cost of Living:	75.7 (low compared to U.S. average of 100)
Median Age:	30.7

Notes: Number of Businesses on City Business Taxrolls (1,578) is from year 1992. Number of households (23,182) is from year 2000

**The State Income Tax Rate is computed from the lowest tax bracket and uses the federal adjusted gross income with modification.*

Sources: (1) www.milmi.org

(2) U.S. Bureau of Census, Business and Employment Statistics

(3) City of Saginaw's Assessor's Office

MAJOR EMPLOYERS IN THE SAGINAW AREA
Top 20 Withholding Employers
For Year 2009

<u>Rank</u>	<u>Company/Organization</u>	<u>2009 Withholding Amount</u>
1	Covenant Medical Center Inc.	\$1,406,569.20
2	St. Mary's of Michigan	\$ 648,578.19
3	School District City of Saginaw	\$ 520,282.50
4	State of Michigan	\$ 324,610.50
5	General Motors Company	\$ 305,156.27
6	TRW Integrated Chassis Systems, LLC	\$ 290,752.91
7	City of Saginaw	\$ 276,516.59
8	General Motors Corporation	\$ 274,673.92
9	US MN Postal Data Center	\$ 266,738.98
10	Saginaw County Courthouse	\$ 236,608.35
11	Department of Veterans Affairs	\$ 224,462.66
12	Saginaw Veterans Administration Hospital	\$ 222,612.09
13	Delphi Automotive Systems Corp.	\$ 191,056.98
14	AT&T Services Incorporated	\$ 108,132.36
15	Michigan Cardiovascular Institute, PC	\$ 93,339.91
16	Health Delivery Incorporated	\$ 90,109.30
17	Steering Solutions	\$ 86,045.47
18	Michigan Bell Telephone Company	\$ 84,611.48
19	Dow Chemical Company	\$ 84,533.31
20	Synergy Medical Education Alliance	\$ 83,257.40
	2009 TOTAL:	\$ 5,818,648.37

*Sources: (1) Information provided by City of Saginaw's Income Tax Division of the Department of Fiscal Services
(2) Sperling's Best Places Website*

EMPLOYMENT / LABOR FORCE

<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%
2008	25,134	21,425	3,709	14.8%
2009	25,750	20,393	5,357	20.8%
Averages	26,463	23,264	3,199	12.12%

Unemployment Rate – City of Saginaw, 2009(Monthly Rate)

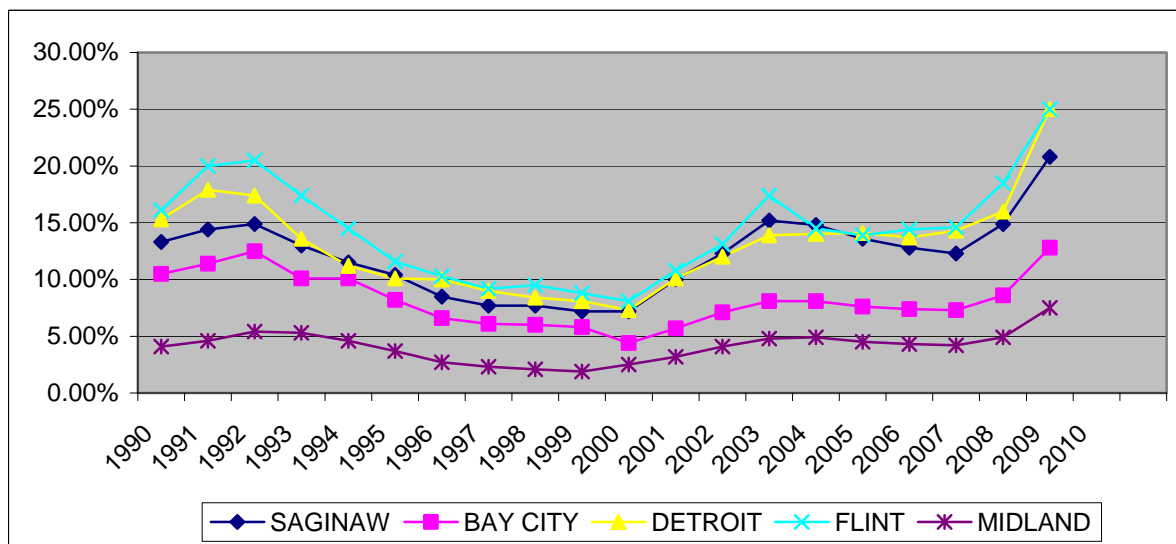
<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>
19.9%	19.9%	20.6%	19.2%	21.3%	22.4%
<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>
22.5%	19.9%	20.1%	20.0%	21.1%	22.5%

Source: Michigan Labor Market Information, Data Explorer (Labor & Economic Growth, Historical Statistics)

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%
2008	14.80%	8.50%	16.00%	18.40%	4.80%
2009	20.80%	12.80%	25.00%	25.00%	7.50%

UNEMPLOYMENT COMPARISON – SURROUNDING AREAS



Source: Michigan Labor Market Information, Data Explorer (Labor & Economic Growth, Historical Statistics)

BANKING INSTITUTIONS IN THE CITY OF SAGINAW

Bank of America elected four new directors, June 5, 2009, Susan S. Bies, William P. Boardman, D. Paul Jones, and Donald E. Powell. On April 21, 2009, Independent Bank associates throughout Michigan participated in Teach Children to Save Day, by visiting local schools and provided lessons to students on how to save and manage their manage.

Fifth Third Mortgage Company participated in the government's Homeowner Affordability and Stability Program (HASP). October 2008, National City Bank was bought by PNC Financial Services Group, Inc., which is headquartered in Cleveland, OH.

Within the corporate limits of the City of Saginaw are 9 different banking institutions with a total of 56 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.

Rank *	Banking Institute	# Of City-Based Offices	Total Assets	Total Deposits	Headquarters Location	Book Value Per Common Share
1	Community State Bank	1	\$268,939,000	\$219,085,000	St. Charles, MI	Not Publicly Traded
2	1 st State Bank	3	\$153,580,788	\$118,011,137	Saginaw, MI	Not Publicly Traded
3	Fifth Third Bank	2	\$111,505,000	\$80,096	Grand Rapids, MI	\$12.44
4	Citizens Bank	12	\$11,931,631	\$8,909,340	Flint, MI	\$2.69
5	Chemical Bank	3	\$4,250,712	\$3,418,125	Midland, MI	Not Publicly Traded
6	Independent Bank	6	\$2,965,364	\$2,565,768	Ionia, MI	\$1.69
7	Bank of America	7	\$2,223,299	\$991,611	Troy, MI	\$21.48
8	JP Morgan Chase	7	\$2,031,989	\$938,367	Columbus, OH	\$39.88
9	National City	15	\$269,863	\$186,922	Cleveland, OH	\$47.68
	Totals	56	\$557,697,646	\$354,186,366	-	\$20.98 (Average)

Source: www.communitystatebank.net, www.1ststatebank.com, www.53.com, www.citizensbanking.com, www.chemicalbankmi.com, www.independentbank.com, www.bankofamerica.com, www.chase.com, www.nationalcity.com

* Banking institutions are ranked by their total assets.

CITY OF SAGINAW



STATISTICAL SECTION

2009 DATA

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. This information is updated every ten (10) years.

**Tri-Cities include: Saginaw, Bay City, and Midland*

Source: U.S. Bureau of Census: Various Reports; Michigan Manual: Various editions

CITY OF SAGINAW, MICHIGAN

DEMOGRAPHIC STATISTICS
FOR YEAR ENDED 2009

Police Information

Police Bureau Complement:

	<u>2008</u>	<u>2009</u>	<u>% Change</u>
Officers by Rank:			
Police Chief	1	1	-
Deputy Chief	0	0	-
Lieutenants	5	5	-
Sergeants	14	14	-
Police Officers	<u>80</u>	<u>82</u>	<u>1.03</u>
Total Police			
Bureau Complement:	100	102	2
<i>Calls for Service:</i>	69,824	68,624	0.98

Crimes by Type:

	<u>2008</u>	<u>2009</u>	<u>% Change</u>
Homicide	23	13	0.57
Rape	51	47	0.92
Robbery	309	268	0.87
Assault- Aggravated	1,126	838	0.74
Burglary	1,486	1,589	1.07
Larceny	917	912	0.99
Motor Vehicle Theft	239	167	0.70
Arson	<u>225</u>	<u>134</u>	<u>0.60</u>
<i>Total Crimes by Type:</i>	4,376	3,968	0.91

Fire Information

Fire Bureau Complement:

	<u>2008</u>	<u>2009</u>	<u>Change</u>
Personnel by Rank:			
Fire Chief	1	1	-
Battalion Chiefs	3	3	-
Fire Captains	7	7	-
Lieutenants	13	12	0.92
Fire Marshall	1	1	-
Deputy Fire Marshall	1	1	-
Fire Engineer	20	20	-
Fire Training & Safety Officer	1	1	-
Firefighters	<u>22</u>	<u>22</u>	<u>-</u>
<i>Total Fire Bureau Complement:</i>	69	68	0.99

Calls for Service by Situation Found:

	<u>2008</u>	<u>2009</u>	<u>Change</u>
Fire	665	532	3.40
Rupture/Explosion	3	2	0.67
EMS/Rescue	73	86	1.18
Hazardous Condition	511	323	0.63
Service Call	390	216	0.55
Good Intent	376	299	0.80
False Call	276	270	0.98
Other	<u>8</u>	<u>3</u>	<u>0.36</u>
<i>Total Calls by Situation:</i>	2,302	1,731	0.75

Note: All positions listed for Police & Fire Departments are sworn in positions only.

*Source: (1) Fire & Police Bureau Complement information retrieved from the City of Saginaw's 08/09 Personnel Complement
(2) Police crimes by type information retrieved from Michigan.gov website, Uniform Crime Reports, 2009 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, 2009

OWNER (TAXPAYER)	# OF PARCELS	REAL AD VALOREM	SPECIAL ACT ROLLS	PERSONAL AD VALOREM	SPECIAL ACT ROLLS	TOTAL
Consumers Energy	57	282,679	-	17,851,800	-	18,134,479
General Motors LLC	6	-	-	7,204,500	6,113,500	13,318,000
TRW Integrated Chassis Systems	3	-	-	7,845,300	-	7,845,300
Linear Motion LLC	6	3,316,540	-	1,426,200	538,300	5,281,040
Enterprise Automotive Systems	1	-	-	4,671,400	-	4,671,400
General Motors Corp.	8	4,558,793	-	-	-	4,558,793
Means Industries, Inc.	7	406,460	-	-	-	406,460
Corvus Nodular Interests II, LLC	1	3,493,544	-	-	-	3,493,544
SSP Associates, Inc.	13	2,933,199	-	421,900	-	3,355,099
CMI-Schneible Co.	3	-	-	2,412,300	859,900	3,272,200
Fullerton Tool Co. Inc.	9	317,856	-	2,155,900	396,600	2,870,356
IRG Saginaw, LLC	2	2,829,568	-	-	-	2,829,568
Riverfront Medical Realty	2	2,562,167	-	248,200	-	2,810,367
Charter Communications II	1	-	-	2,667,600	-	2,667,600
Meredith Corporation	3	618,282	-	1,763,300	-	2,381,582
Hausbeck Pickle Co.	3	1,283,811	-	1,060,500	-	2,344,311
B & W Heat Treating	1	-	-	2,322,000	-	2,322,000
Rifkin Scrap Iron & Metal	16	343,475	-	950,300	927,300	2,221,075
Michigan Production Machine	2	692,610	-	1,095,100	-	1,787,710
Downtown Area Development, LLC	2	1,748,418	-	-	-	1,748,418
Citizens Bank of Saginaw	10	1,735,044	-	-	-	1,735,044
Central Foundry	5	1,729,043	-	-	-	1,729,043
Housing & Urban Development	71	1,591,185	-	-	-	1,591,185
Reardon Properties	5	970,931	407,606	131,700	-	1,510,237
Findlay Brookwood Park, LTD (DHALP)	1	1,487,134	-	-	-	1,487,134
TOTALS	238	\$ 32,900,739	\$ 407,606	\$ 54,228,000	\$ 8,835,600	\$ 96,371,945

Note: Information is listed in numerical order according to its rank for Top 25 Taxpayers in City of Saginaw

Source: Information provided by City of Saginaw's City Assessor of the Department of Fiscal Services

CITY OF SAGINAW



GLOSSARY ABBREVIATIONS AND TERMS

GLOSSARY OF ABBREVIATED TERMS

-A-

AASHTO	American Association of State Highway and Transportation Officials
AFSCME	American Federation of State, County & Municipal Employees
AG	Albert Gallatin
AMR	Automated Meter Reading
ARMS	Automated Record Management System
Asmt.	Assessment
ATPA	Automobile Theft Prevention Authority
Auth.	Authority
Avg.	Average
AWWA	American Water Works Association

-B-

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

-F-

FBI	Federal Bureau of Investigation
FICA	Federal Insurance and Compensation Act
FT	Full Time
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

GLOSSARY OF ABBREVIATED TERMS

-H-

HOME	Home Observation of Measurement of the Environment
H.R.	Human Resources
H.T.E.	Harvard Technology Enterprise

-I-

IFT	Industrial Facilities Tax
Inc.	Incorporated
ITS	Intelligent Transportation System

-J-

J.A.G.	Justice Assistance Grant
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-K-

KWH	Kilowatt Hour
-----	---------------

-L-

Lbs.	Pounds
LDFA	Local Development Finance Authority
L.E.I.N.	Law Enforcement Information Network
LELI	Law Enforcement Leadership Institute
LLC	Limited Liability Company

-M-

MBS	Midland, Bay City, and Saginaw
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
MSP	Michigan State Police
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

-P-

P.A.	Partial Agreement
P.C.	Professional Corporation
PEG	Public, Educational, and Governmental
PILOT	Payment in Lieu of Taxes

GLOSSARY OF ABBREVIATED TERMS

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
SCENIC	Saginaw Code Enforcement Neighborhood Improvement Cooperative
SEDC	Saginaw Economic Development Corporation
SEIU	Service Employees International Union
SGTV	Saginaw Government TeleVision
SMMWSC	Saginaw-Midland Municipal Water Supply Corporation
SONAR	Sound Navigation & Ranging
SRRF	Sepanta Robotic Research Foundation
STARS	Saginaw Transit Authority Regional Services
SVC	Service/Serviced/Servicing
SVSU	Saginaw Valley State University
-T-	
Temp.	Temporary
TIFA	Tax Increment Finance Authority
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
-W-	
WKCQ	Radio station network
WWII	World War Two
WWTP	Wastewater Treatment Plant
-Y-	
Yr.	Year

GLOSSARY OF TERMS

A –

ACCRUAL BASIS – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods or services are received (whether or not cash disbursements are made at that time.)

ACTIVITIES – Specific services performed to accomplish program objectives and goals.

AGENCY FUND – Permanently established endowments where the annual income is used at the discretion of the organization in pursuit of a particular mandate.

ALLOCATION – The assignment or distribution of available resources such as revenue, personnel, buildings, and equipment among various City departments, bureaus, divisions, or offices.

APPROPRIATION – An authorization made by City Council, which permits the City to incur obligations and to make expenditures or resources.

APPROVED (ADOPTED) BUDGET – The revenue and expenditure plan for the City for the fiscal year as enacted by City Council.

ARBITRAGE – Excess investment profits earned on the investment of lower-cost, tax-exempt bond proceeds.

ASSESSED VALUATION – The value placed upon real and personal property by the County tax assessor/appraiser as the basis for levying taxes.

ASSET – Property owned by the City which has monetary value.

AUDIT – Prepared by an independent certified public accounting firm, the primary objective of an audit is to determine if the City's general purpose financial statements present fairly the City's financial position and results of operations in conformity with the generally accepted accounting principles.

B –

BALANCED BUDGET – Proposed revenues and other resources equal proposed appropriations.

BOND – A long-term promise to repay a specified amount of money (the face value amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.

BUDGET – A plan of financial operation compromised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

BUDGET CALENDAR – The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT – A compilation of the spending and funding plans for the various funds, along with supporting narrative, schedules, tables, and charts which, in total, comprises the annual resource allocation plan.

BUDGET ORDINANCE – An ordinance considered and adopted by City Council to formally enact the proposed budget as amended.

BUDGET TRANSFER - Adjustment made to the budget during the fiscal year to properly account for unanticipated changes which occur in revenues and/or expenditures and for program initiatives approved during the fiscal year.

BUREAU – The largest organizational component within a department 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 –

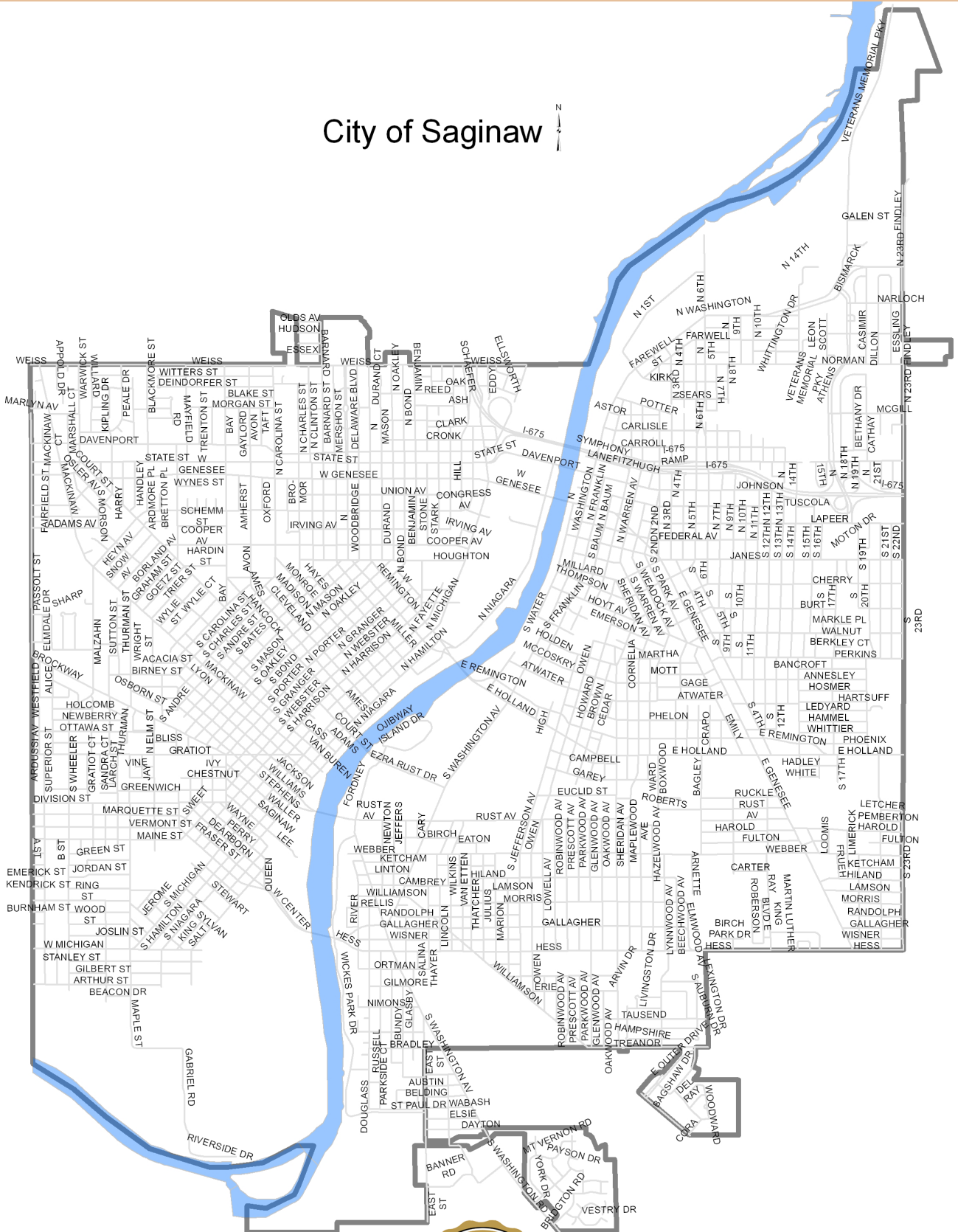
UNFUNDED LIABILITY – A liability that accrues to a fund for which there is no source of revenue.

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.

City of Saginaw



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