



CITY OF SAGINAW



Working Together for A Better Community

2011-2012
Approved Budget

CITY OF SAGINAW MICHIGAN

Honorable Greg Branch
Mayor



Darnell Earley
City Manager

Approved by City Council

May 23, 2011

Honorable Amos O'Neal, Mayor Pro-Tem

Dennis Browning, Council Member

Larry Coulouris, Council Member

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Amanda Kitterman-Miller, Council Member

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2011-2012 APPROVED BUDGET

CITY OF SAGINAW MICHIGAN

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2011-2012 APPROVED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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City of Saginaw

Michigan

For the Fiscal Year Beginning

July 1, 2010



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, 2010.

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.

**CITY OF SAGINAW
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INTRODUCTION



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

April 25, 2011

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 2012 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. Balancing this budget proved extremely challenging given the continued decline in revenues, and the expected increases in the cost of providing services. The decline in taxable value is also an issue that added to the difficulty, as will be discussed further herein.

The major highlights of the fiscal year 2011/2012 Approved Budget include:

A General Fund budget total of \$33,028,364 - This represents a “zero growth budget,” which actually equates to a decrease of \$1,173,555 from the FY 2011 General Fund budget of \$34,201,919.

A recommended tax levy of 14.2290 mills – In 2011, the tax levy is projected to decrease 1.0218 mills from 2010. The decrease can be attributed to the elimination of 2.9532 mills for rubbish collection. This elimination was possible because the funding method for rubbish was changed from a combined millage and fee to a fee only service. The decrease was somewhat offset by a 1.5 mill increase in the Police and Fire Special Assessment that was approved by voters last fall. The General Fund property tax receipts will be limited by the gross revenue ceiling limitation in the City Charter.

Millage Rate	2011
City Operating	6.7290
Police & Fire Special Asmt.	7.5000
Total	14.2290

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 2011 tax year, the Proposal A cap is 1.7%. As a result of all these factors, and the overall decrease to state equalized value, the net taxable value decreased by 6.4% from \$607,971,876 to \$568,991,998.

Staffing Complement - The General Fund complement is not anticipated to have as many changes as in the previous fiscal year. Last year's changes were extensive due to the implementation of the recommendations from the Staffing and Efficiency Study that was conducted by Plante and Moran. Following is a summary of the changes to the personnel complement for FY 2012: the Groundskeeper Mechanic in Buildings and Grounds Maintenance/Public Works Building will be reclassified to a Full Time Maintenance Person I; elimination of a Maintenance Person III in the Cemeteries Division; elimination of a Traffic Electrician I in the Streets Fund; elimination of a vacant Clerk/Typist position in the Andersen Enrichment Center. Additional general fund staffing changes for the Police and Fire Departments will be summarized in a presentation addressing the restructuring of the personnel and command structure in those departments.

Non-General Funds account for approximately 76% of the \$136,525,579, City budget. Water and Sewer Utility Enterprise Funds make up approximately 35.16% of the total Non-General Fund spending with a combined budget of \$47,994,304.

This year's budget message covers three major topic areas: Budget Preparation and Presentation, FY 2012 Budget Highlights, and a brief comment on the Public Safety Millage. The 2012 "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 three budget cycles. Except where inflationary differences, contractual obligations, and organizational changes have been noted, no other areas reflect significant budgetary changes.

The 2012 Approved Budget also reflects the strategic planning efforts and priorities as discussed in ongoing strategic planning sessions. Our intent for 2012 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 2012, approximately \$1 million of the undesignated fund balance will have to be appropriated to balance the budget. This is \$250,000 more than was projected to be used in the FY 2011 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.

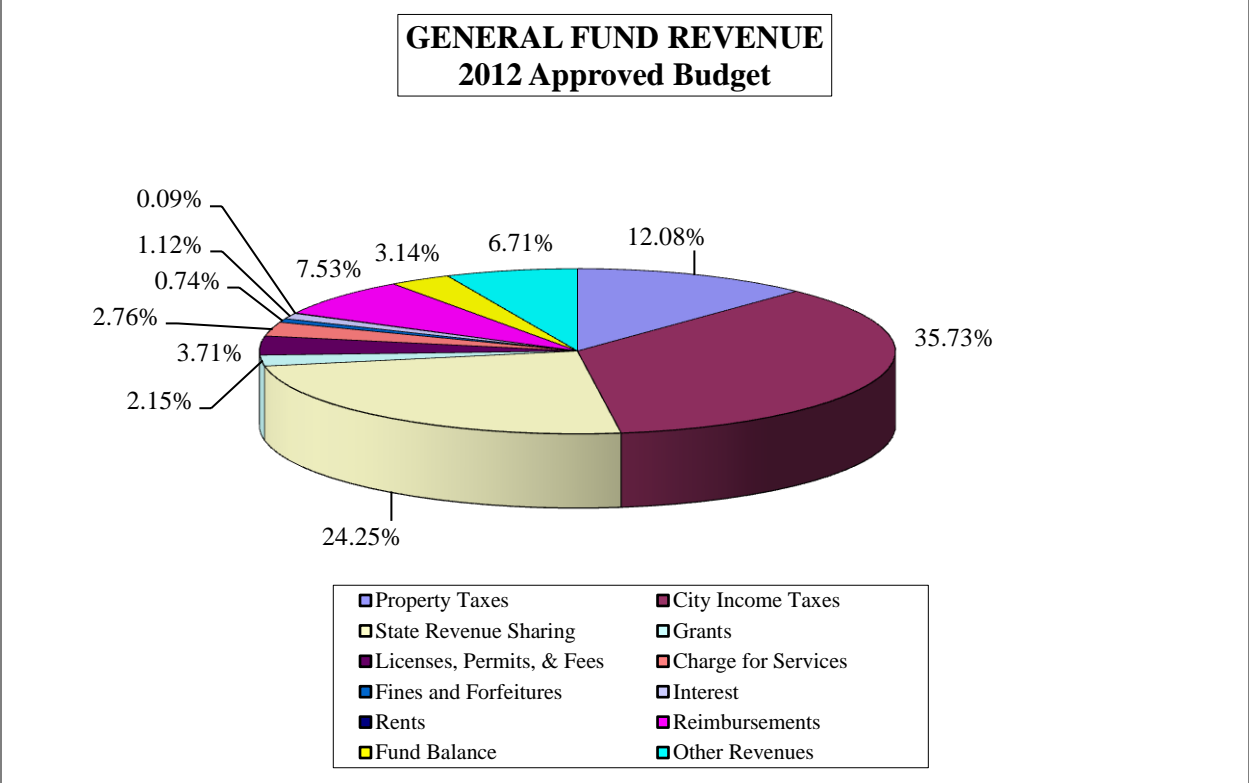
Budget Preparation and Presentation

The FY 2012 Budget uses a format recommended by the Government Finance Officers Association of the U.S. and Canada and is used by cities throughout the two countries. The document has been further refined for FY 2012 to make the budget useful as a management tool, communication device, and policy document.

FY 2012 Budget Highlights

General Fund Revenues

The following chart indicates the various General Fund Revenue Sources for 2011/2012 and the approved relative percentage supplied by each.



Tax Rate

The 2012 Budget calls for a total City tax levy of **14.2290** mills. This represents a 1.0218 decrease in the overall millage rate from 2010. The decrease can be attributed to the elimination of 2.9532 mills for rubbish collection. This elimination was possible because the funding method for rubbish was changed from a combined millage and fee to a fee only service. The decrease was somewhat offset by a 1.5 mill increase in the Police and Fire Special Assessment that was approved by voters last fall.

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 6.7290. 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 2011/2012 fiscal year, to levy a tax rate of up to 14.2290 without a vote of the citizens, as indicated below.

Millage Rate History	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
City Operating	5.2598	5.1701	5.3056	5.5849	6.2976	6.7290
Trash Collection	2.9532	2.9532	2.9532	2.9532	2.9532	0.0000
Police & Fire Special Asmt.	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>7.5000</u>
	14.2130	14.1233	14.2588	14.5381	15.2508	14.2290

Tax Shift

The taxable value of residential properties decreased from \$388,236,562 to \$350,887,163, a decrease of 9.6%. The total taxable value projected for FY 2012 is \$568,991,998 of which real property will be \$471,486,778, and personal property will be \$97,505,220.

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's residency status and/or place of employment. Income Tax revenue for FY 2012 is projected to be \$11,800,000 (a 2.31% decrease from the FY 2011 projection of \$12,079,000). Income tax revenue relies heavily upon the financial health of businesses operating in the Saginaw area.

It should be noted that \$950,000 of the projected income tax revenue for 2012 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 monies owed to the City are collected.

Cost Allocation Plan

In an effort to accurately reflect the cost of providing and administering services in all departments, the City began completing annual cost allocation plan 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 2012 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.

City Reorganization

In FY 2011, the City hired an Assistant City Manager (ACM) for Public Safety to manage both the police and fire departments and bring an integrated approach to community public safety with cooperative efforts from the Police Department, Fire Department, and the Inspections Division of the Development Department. Additionally, the ACM for Public Safety was charged with providing the management team

with a reorganization and efficiency plan for Fire and Police services. With the addition of the Assistant City Manager for Public Safety the City will take on a more community-driven approach to law enforcement, fire suppression, and the growing request of the citizens for community public safety. In FY 2012 the Departments of Police and Fire will be changed to Community Public Safety Police and Fire. The high cost of providing services for both police and fire must be addressed, beginning with this budget. Our integrated approach to managing both services is the first bold step necessary to figuring out a strategy for the long-term sustainability of these vital services. Future budgets will continue to reflect the ongoing modifications necessary to that end. At over two thirds of a majority of the General Fund and an additional 7.5 mils of special levy on an ever decreasing tax base, the cost for providing public safety has to be reduced!

In the FY 2012 Budget, the Assistant City Manager for Administrative Services will be reclassified as Deputy City Manager/CFO. This action is reflective of the need for more empowerment of the position and greater outreach beyond just the area of administrative services. It is also in keeping with the City's Strategic Plan as it speaks to empowering employees appropriately where the need exists. This action is further recommended due to the number of high-level projects currently being undertaken by the City in order to move us in the direction of a High Performance Organization. Moreover, the position as recommended will be critical in deciding the next phase of our facilities needs and implementing the decision regarding the current City Hall building. The current economic condition facing the City and the necessary day-to-day oversight of the financial condition of the City will often times require immediate decision making. The incumbent assistant has demonstrated managerial growth and development, as well as showing a proven ability to carry out these duties, responsibilities, and to meet my expectations of this executive level reclassification. This will not result in any increased budgetary impact relative to either financial or human resources.

Recycling Program

In an effort to follow the guidelines of community sustainability and green initiatives, the City will continue to operate a recycling site at the Public Services Building for one day a month. Funds have are included in the 2012 Budget for its operational needs.

Capital Improvements

General Fund capital improvement expenses have not been included in the FY 2012 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 2012. 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 current 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.

The City must address capital needs associated with City Hall and other City buildings. In FY 2011, the City engaged Plante and Moran - CRESA to complete an analysis of City facilities. At this time, that analysis has not yet been completed. However, we expect to have a final report prior by June 30, 2011. Once the report is received and reviewed by the management team, it will be presented to Council. During FY 2012 plans must be made to address the many issues facing the City with regard to facilities. We anticipate that addressing those issues will be a challenging project, but it will be directed and

accomplished by the management team with assistance from the Council. Further information will be available as the analysis progresses.

Public Safety Millage

During fiscal year 2011, the citizens approved the retention of the Public Safety Millage as well as an additional 1.5 mills. The retention of the millage and the additional funding is 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. The personnel complement for public safety has not changed since the millage was originally passed. Additionally, it should be noted that no guarantees were made regarding the staffing levels in conjunction with the passing of the millage last fall.

For FY 2012, the Public Safety Millage will generate approximately \$3,536,151 million in revenue, while the Public Safety Fund (205), which was established to account for personnel supported by the millage, will have budgeted expenditures of approximately \$4,049,710 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 three years, along with continued rising health, salary, and pension costs. The current expenditure level in the Public Safety Fund is a result of the seniority of the police officers and firefighters that are accounted for in the fund.

Over the past several years, 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. Funding for the police and fire departments is not only dependent upon the Public Safety Millage, but also relies on State Shared Revenue, City Income Tax, and the general operating property tax; the income tax and state shared revenue continue to decline while the general operating property tax remains stagnant due to the tax cap.

City Strategic Plan

The City has continued the practice of strategic planning sessions where City Council Members and Senior Staff 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 2012 budget, funding has been earmarked to meet these goals and objectives:

City of Saginaw – Goals and Objectives	Amount designated from 2012 Approved Budget
Crime and Public Safety Issues	\$26,322,348
Neighborhood Revitalization and City Beautification	\$11,477,318
Recreational Offering and Youth Activities	\$96,127
Maintain and Enhance City Revenue Efforts	\$67,346
Organizational Development	\$58,163

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 2011/2012 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 and updated to hold the line on expenditures.

The most significant unknown factor in the development of this budget was the level of State Shared Revenue that the City can expect to receive in FY 2012. As is widely known, the Governor announced his plan for restructuring the statutory portion of State Shared Revenue with the upcoming State fiscal year, which begins in October. The plan is currently working its way through the State legislature and we will know more as the year progresses. At this point, we know that there are three main areas of focus: transparency and accountability, employee benefits, and collaboration and cooperation. I have previously outlined the City's positions and accomplishments in these areas; however there is still work to be done as the requirements are further defined by the State.

As the City moves into a fiscal year of uncertainty due to changes in State Shared Revenue that are not fully implemented or defined at this time, managed financial planning will become one of the most important aspects for overall City management. To that end, we must focus on the reduction of expenditures throughout the fiscal year; that will include managed attrition as it relates to the overall staffing levels citywide. No longer can the City operate as it has in the past by simply filling positions as they become vacant. Every vacancy is an opportunity to reorganize and adapt service delivery. Our goal will be to provide the same, or even a higher level of service than the city has in previous years. I believe that this is a realistic goal, particularly with the changes in organizational structure that have been made and the management team that is currently in place.

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 those services more efficiently to further enhance savings. We must also work with the City's labor union leadership to address the employee benefit issues that the Governor is targeting. Their cooperation will be vital to meet those guidelines and ensure that the City continues to receive State Shared Revenue.

Further, we must consider ways that we can cooperate with other local units of government and form collaborative agreements. This cooperation will not only be required to receive funds from the State, but will also reduce expenses for the City and other local units. Additional revenues and reduced expenditures will be critical to the City to maintain an essential level of service delivery to its citizens.

As I have continually stressed to the Council and the citizens of the City, the management team and Council must continue to make the tough decisions to place the City in a position where we do not have to continually react to change, as many other Cities in Michigan are currently doing. We must continue to have the cooperation of the Council, management team, staff, labor unions, and the public to provide quality services and develop a high performing organization. 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 both manageable and achievable.

Respectfully submitted



Darnell Earley
City Manager

HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2011/2012 Approved Budget document. To find the exact location of this information, please refer to the ***Table of Contents***. The major sections of this document are described as follows:

City Manager’s Budget Message

The City Manager’s Budget Message highlights major changes in city services, policies, and requirements contained in the 2011/2012 Budget.

Policies and Initiative

This section illustrates City Manager and Councilmanic goals and objectives, which provide direction and budgetary decisions and allocations. New for FY 2012 is the development of the performance management section. This section reflects how city operations align their services with the City Manager and Council’s goals and objectives.

Additional Introductory Information

This introductory information consists of the **updated City Organizational Chart, an Elected Officials, Management Team, 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 2011/2012 and prior years.

Budget Detail

This section contains information on FY 2011/2012, as well as historical revenue and expenditure information for the General, Special Revenue,

Enterprise, Internal Service, and Fiduciary Funds operating budgets. This detail of fund and corresponding department budgets is represented according to:

- Description of individual programs
- Summary of resources (projected revenue) and appropriations (approved expenditures) – total fund budget.
- Line-item detail – provides detail of revenues and expenditures for FY 2008-2010 actual, FY 2011 Approved Budget, FY 2011 Adjusted Budget, 2011 Projected, and FY 2012 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, were established within the expenditure detail pages, under “Other Services”:
 - **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 organizations, subscriptions, and employee enhancement. Examples of these costs would be: subscriptions, dues, recruitment fees, right-to-know expenses, claims and judgments, council meals, travel/meal/lodging, training and development, education reimbursements and other reimbursements.

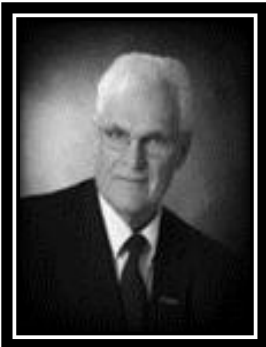
**CITY OF SAGINAW
ELECTED OFFICIALS**



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.



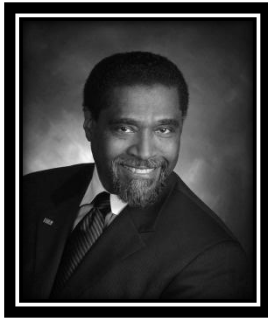
Council Member
Paul Virciglio



Council Member
Andrew Wendt



**CITY OF SAGINAW
MANAGEMENT TEAM**



Darnell Earley
City Manager



Timothy Morales
Deputy City Manager/CFO



Phillip Ludos
Asst. City Manager for Public Safety



Yolanda M. Jones
Assistant to the City Manager
/Budget Administrator



Thomas Fancher
City Attorney



Diane Herman
City Clerk



E. Dean Holland
Fire Chief



Gerald Cliff
Police Chief



Odail Thorn
Development Director



Dennis Jordan
Employee Services Director



Kimberly Mason
Water and Wastewater
Services Director



Jeff Klopic
Technical Services Director



Vacant
Public Services Director

CITY OF SAGINAW

Citizens

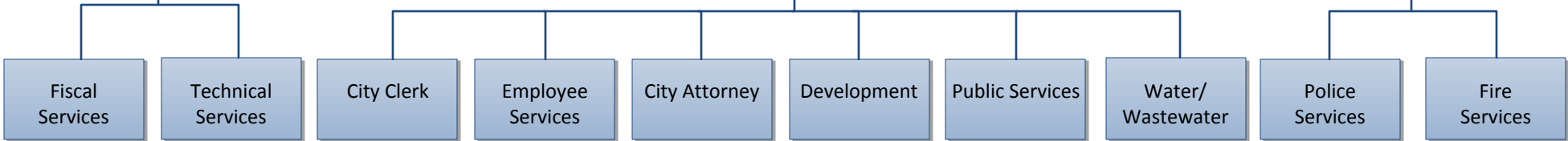
City Council

City Manager

City Manager/Budget Office

Deputy City Manager/CFO

Asst. City Manager for Public Safety



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, Community 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 approved 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. These funds include reporting entities to control resources and demonstrate 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, Clean Energy Coalition, Andersen Enrichment Center, and Boat Launch, Enterprise Funds – Celebration Park, Parking Operations and Maintenance, 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 Administrative/Budget Analyst, 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, evaluating, and facilitating the City's CitiStat and Performance Management programs; 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, Employee Benefits Coordinator, Administrative Assistant, and an Employee Services 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 Deputy City Manager/CFO, 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 Deputy City Manager/CFO 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.

The Assistant City Manager for Public Safety will oversee and manage the Office of Community Public Safety (CPS), which includes the Police and Fire Departments. In the CPS-Police, the Police Chief, who is a management employee, reports directly to the Assistant City Manager and oversees the Police Department. The total authorized number of sworn officers in the CPS-Police is 105. The divisions within this structure 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 2011, the City of Saginaw passed a public safety millage, which pays the salaries and benefits of 51 Police Officers and Firefighters. The CPS-Police has 31 Patrol Officers paid through this millage. The Public Safety millage is renewable in

FY 2016. The costs for these 51 individuals are reflected in the Public Safety Fund, which is a Special Revenue Fund.

Similar to the CPS-Police, the Assistant City Manager for Public Safety provides oversight to the CPS-Fire. The Fire Chief, reports directly to the Assistant City Manager, and oversees three Battalion Chiefs, and the daily activities of this structure. CPS-fire consists of four divisions: Fire Prevention, Fire Suppression, Fire Training, and Fire Apparatus Operations and Maintenance Divisions. The CPS-Fire has approximately 20 Firefighters who are paid from the Public Safety Mileage as with the CPS-Police. There are approximately 69 individuals authorized in CPS-Fire, 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 Assistant Director of Development, supervises 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 Assistant 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 Inspector and an Office Assistant. The primary goal of this division is to protect the general health, safety, and welfare of the public by administering and enforcing the City's building, electrical, plumbing, mechanical, and other property codes. The division is also responsible for managing the inspection staff assigned to the housing rehabilitation program demolitions, and all

ordinance enforcements, such as parking, weed, and environmental improvement.

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; six Special Revenue Funds: Major and Local Streets, Rubbish Collections, Clean Energy Coalition, 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.

The Director of Technical Services and an Assistant Director of Technical Services head the Technical Services Department. The Director of Technical Services reports directly to the Deputy City Manager/CFO. Technical Services operates the Geographical Information System and Information Technology services for all the departments in the City of Saginaw. Activities include telecommunications, cellular phones, computer networking services, software and hardware selection and installation, systems analysis and

design, programming, problem resolution, end-user training and on-line and batch processing. This department is also responsible for the Saginaw Government Television (SGTV), which has been on the air since January 1988. The purpose of the station is to provide residents with up-to-date information 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
2011/2012 APPROVED BUDGET
POLICIES AND VISIONING PLAN*

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 established budget control guidelines, establish tax levy and assessment valuations limits, and provide bonded debt limits. The City's resources and appropriations policies are extensions of these laws, and follow generally accepted accounting principles.

LEGAL REQUIREMENTS:

The City Charter (*Section 43*) states that by the last Monday 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 also provide a framework to assist the decision-making process for the Council and Administration.

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

- The budget will determine how much money is available. It will then allocate these resources among the highest priorities that have been established by City Council at the City's Strategic Planning Sessions.

- Expanding an existing service program or adding a new service or program will only be considered when a new revenue source has been identified or can be supported through the requesting department's identification of an existing service that can be reduced or eliminated. Programs that are financed through grant money shall be budgeted in special revenue funds, and when grant revenues are reduced or eliminated, the service program shall be adjusted accordingly.
- The budget is balanced and the City shall maintain a balanced budget in which estimated revenues and fund balance reserves are equal to or greater than estimated expenditures.
- The City will maintain a budgetary control system to ensure adherence to the budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.
- The City will integrate performance management strategies within the budget.
- The City will avoid budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.
- The budget will provide for adequate levels of funding for all retirement systems.
- The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
- The City will finance essential City services, which have a citywide benefit from revenue sources, which are generated from property taxes, special assessments, State Shared Revenues, and various fees.
- For Enterprise Funds, user fee rate structures will be reassessed to accurately charge the cost of services provided to the customers.

Operating Budget Policies:

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

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

Transfers of Appropriations:

City Council Authority - After the budget has been adopted, no money shall be drawn from the treasury of the city, nor shall 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 Management Team meet twice a year to discuss and prioritize the city's goals and objectives. In fiscal year 2011, the aforementioned team took the city's guiding goals and objectives and created a vision for the city which stretches ten years into the future, to 2021. With an intense focus on 1) Crime and Public Safety Awareness Efforts, 2) Neighborhood Revitalization and City Beautification, 3) Recreational Offerings and Youth Activities, 4) Revenue Enhancement, and 5) Organizational Development, this team has laid the foundation for improving, reforming, and reinventing the City of Saginaw. The City Council and Management Team envision a city in 2021 which has reclaimed its longtime position as the region's most inviting and attractive place to live, work, and play and have earmarked funding to meet these goals. This vision spotlights eight areas where the city can re-invent itself and transition to the next level of excellence in local governance.

1. World Class Public Services

The City of Saginaw is a high performance organization that provides exceptional customer friendly services to all of our citizens, visitors, and neighboring communities. We sustain state of the art, cost effective, and resource efficient delivery systems. Our goal is to utilize technology, training, and professionalism to meet the needs of our stakeholders while enhancing quality of life.

Priorities:

1. Implement innovative community public safety strategy.
2. Continue organizational development for reinventing government, including assessment of facilities.
3. Collaborate with private sector partners to review the organization for reorganizing and reinventing.
4. Infuse technology to enhance customer service and public safety.
5. Continue aggressive revenue enhancement measures.

2. New Opportunities are Real

Saginaw is a city with an entrepreneurial spirit. We are a diverse community that provides opportunities in jobs and wealth creation. We continue with new economic development successes largely because of our focus on unique and sustainable businesses. Our educational system produces excellent graduates who contribute to a foundation of skilled workers and professionals to supply our growing enterprises.

Priorities:

1. Enhance the performance of Saginaw Future, Inc. through measurable goals.

2. Collaborate with state and federal institutions to provide a variety of incentives for business growth.
3. Collaborate with the Saginaw County Land Bank to develop a more effective land use strategy for economic development (American Recovery Act).
4. Provide City support to the development of entrepreneurs and small business.
5. Enhance the efforts of the Downtown Development Authority through incentives and reinvestment opportunities.
6. Charge the Riverfront Commission to look for ways to leverage development opportunities to expedite our progress in this area.

3. What Neighborhoods Were Meant to Be

Saginaw is a large community of many small, safe, stable, individual neighborhoods, each with its own rich history and character, tree-lined streets, well-kept homes and yards, and local amenities. Parks, recreational activities, schools, shopping, health care, churches, and workplaces are nearby and easily accessible by walking, car, bike, or public transportation. They also have easy access to highways and air transportation that brings the region and world closer. Neighbors watch out for one another and work closely with public service providers, businesses and each other to assure a quality life that is second to none.

Priorities:

1. Work with neighborhood associations and establish new associations where necessary.
2. Continue to enhance and support code enforcement, community policing, and community public safety.
3. Continue to capture available revenue streams to eliminate blight and revitalize neighborhoods.
4. Refine ordinances and enforce codes that enable us to eliminate issues that affect quality of life in neighborhoods (i.e. dogs, trash, etc.).
5. Continue working with preservation organizations to identify and provide resources to enable families/individuals to preserve historic assets.
6. Complete and implement the City's Master Plan to address land use that encourages neighborhood growth, cohesiveness, and appropriate business development, to include regular 5 year reviews of the City Master Plan.

4. High Performance Educational Opportunities

The City of Saginaw delivers educational learning opportunities that provide graduates the skills necessary to enter the 21st century job market. Beginning with the Birth through Five Parent Partnership, students are prepared to begin their educational journey with Saginaw schools. Highly qualified educators create an atmosphere of academic excellence through innovative teaching techniques, strong curriculum, and business partnerships. High schools develop graduates with career and college readiness skills to attend one of our many community colleges, training programs, universities, or medical training facilities. The City's aggressive collaboration with educational institutions creates an environment where education is at the heart of the community.

Priorities:

1. Establish and pursue goals for the City County School Liaison Committee to insure high performance.
2. Support the Promise Zone Initiative.
3. Continue to collaborate and build relationship with the Saginaw School District.
4. Pursue collaborative opportunities with higher education institutions.

5. Saginaw – Our Health Care is Contagious – Spread the Word!!

Saginaw is a destination for the most modern, world class, and progressive health care facilities in Michigan. Our three modern, world-class hospitals, along with the Fields Neurosciences Institute –a nationally recognized neurosciences research facility, make us the premier center for cardio-vascular, cancer, orthopedics, and neurology care. Saginaw’s partnership with the Central Michigan University (CMU) College of Human Medicine assures our place in cutting edge technology and superior medical education. The Saginaw Valley State University College of Nursing leads Michigan in producing the very best in nursing care personnel. We care about the health of the citizens of Michigan and we strive to improve and expand our facilities and services to assure quality health care for all.

Priorities:

1. Collaborate with CMU and related parties to insure that the total development of the medical school is within the City of Saginaw.
2. Begin to position the City for changes in the delivery of health care in the future.
3. Continue to partner with Covenant Hospital and St. Mary’s Hospital on effective land use, blight elimination, neighborhood stabilization.
4. Build a stronger partnership and explore measures that will retain Veterans Hospital services in the City of Saginaw.

6. The City is a Center of Arts and Culture

Saginaw has a rich variety of art, social, and cultural activities for citizens of all ages. From the Event Center to the historic Temple Theater to multiple community theaters, the City provides a variety of live entertainment. The Old Towne District draws visitors for evening relaxation with live music and fine to casual dining. The Saginaw Celebration Square areas offers water activities, skateboarding, tennis, bocce ball, volleyball, a children’s zoo, and Japanese Cultural Center. Saginaw is the pride of its citizens and the envy of its visitors.

Priorities:

1. Continue to provide Community Development Block Grant (CDBG) funding for arts and culture.
2. Collaborate with private sector and nonprofit partners to help insure sustainability of arts and cultural organizations.

7. Be A Good Sport – Experience Saginaw’s Premier Recreational Attractions

Saginaw is sports and recreation. We provide park and recreation facilities and activities for participants of all ages to include organized football, softball, basketball, and hockey. Our unique natural resources provide world-class walleye fishing, boating, sledding, and the largest outdoor splash park in the area. Our sports venues are home to professional arena football, Old Time baseball and OHL hockey. We are also home to an All-American skateboard park. Whether you watch or play, Saginaw has it all.

Priorities:

1. Continue to enhance partnerships/groups to further recreation opportunities in the City.
2. Actively seek grants and private sector funding to continue development and upkeep for park facilities
3. Develop targeted public safety initiatives in recreational areas.
4. Update and revise the Recreation Master Plan.

8. Embracing our Heritage for the Future

Gathering-spot, fur-trading center, lumber capital, distribution and transportation hub, agribusiness focal point, auto industry leader, healthcare destination, Saginaw has played many roles. Each has been vital to the development of the region, the state and the nation; each has left behind its own mementos. They are as modest as an Ojibwa burial ground and as grand as a French Renaissance Chateau. They include a treasure trove of commercial, residential and institutional gems of Victorian, Edwardian, Art Deco and Modern architecture. They include monuments to events, leaders and patriots. They include natural and man-made features of timeless beauty. And they include a spirit of innovation, achievement and perseverance that is, and always has been, the hallmark of Saginaw and Saginawians.

Priorities:

1. Identify and secure resources for preservation and reuse of historic assets.
2. Maximize American Recovery Act funding for abandoned historic structures.
3. Charge the Historic District Commission to fulfill its role in the City’s successful preservation efforts and enhance the City’s efforts to work productively with them.

Please note that under the Performance Management section of this budget document, departmental goals are aligned with the overarching goals and objectives that were determined by Council and the Administration.





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 annual 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 Services, Operating Expenses, 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 the Administrative/Budget Analyst review all requests for accuracy and completeness. During the month of January, the Budget Office 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 and Deputy City Manager/CFO for their 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 and Administrative/Budget Analyst prepare the revenue projections for presentation to the City Manager and Deputy City Manager/CFO, who will evaluate the budget gap between revenue projections and expenditure requests. The City Manager provides guidance as to the most viable means to balance the budget. Decisions regarding revenues and expenditures, after the balancing of the budget, are then incorporated into the 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 and Deputy City Manager/CFO 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, Deputy City Manager, and Budget Office
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 and various analyses are performed by the Assistant to the City Manager/Budget Administrator and Administrative/Budget Analyst 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. Additionally, in accordance with the State of Michigan’s Uniform Budgeting and Accounting Act, all one-time revenue sources are given appropriate consideration.

Revenue Projection Methods

Method 1: 7 years Average Growth Rate x 2010 Actual Revenues at June 30, 2010

The seven-year average growth rate from 2003 – 2010 multiplied by 2010 actual revenues is used as a projection for the 2011 revenues. By utilizing the average growth rate for an additional year, the 2012 revenues are projected.

Method 2: 2011 Actual Revenues at December 31, 2010 / 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 2011 revenues, 2012 revenues are projected. (Please note as more information is provided the revenues are further altered).

Method 3: 2011 Actual Revenues at December 31, 2010 / (2010 Actual Revenues at December 31, 2009 / 2010 Actual Revenues at June 30, 2010)

A percent of 2011 revenues are determined from revenues receipts at December 31, 2010. The 2011 revenues at December 31, 2010, are divided by the percentage collected December 31, 2009, to project revenues for 2011. By reviewing revenue trends in conjunction with this method of projections for 2011 revenues, the 2012 revenues are projected.

Method 4: Percentage of 2010 Revenue budget collected at June 30, 2010 x 2011 Budget

2011 revenues can be projected by multiplying the percentage of 2010 Budget, which was collected at June 30, 2010, times the 2011 Budget. By reviewing the historical actual to budget ratios, assumptions can be determined to assist in 2012 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 Deputy City Manager/CFO 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 State of Michigan's Uniform Budgeting and Accounting Act, all encumbrances of the fund are cancelled and expenditures are assessed against the next year's budget should the fund end in a deficit.

The General, Community Development, Major Streets, Local Streets, Rubbish Collection, Police Grants, Drug Forfeiture, Andersen Center Operation, Boat Launch Operation, and all other Special Revenue Funds are under formal budgetary control as is required by Michigan Public Act 621. Budgets shown in the financial statements were prepared on the modified accrual basis. This is the same basis used to reflect actual results and consists only of those amounts contained in the formal budget approved by City Council. Special Revenue Funds are considered to be departments for budgetary purposes. All Enterprise, Internal Service, and Fiduciary Funds are budgeted annually for internal control purposes only. Budgetary information for these funds is not required in the financial statements. Furthermore, the City Charter requires that all funds except for Inventory and Trust and Agency Funds be approved by City Council.

One-time and Questionable Revenues

The City of Saginaw adheres to the State of Michigan's Uniform Budgeting and Accounting Act as it relates to the use of one-time revenues. In general, the City's policy on the use of one-time revenues has been to fund capital improvement or reserves. The use of one-time revenues to fund ongoing expenditures is discouraged. The Assistant to the City Manager/Budget Administrator and Deputy City Manager/CFO review these sources of revenues to determine whether they should be included in the budget.

Questionable revenues are budget in accordance with state law and conservatively. These revenues are only budgeted if they are certain. The City of Saginaw discloses all questionable revenues in its general appropriation act. Additionally, the City Manager requires that a plan for expenditures reductions be developed and enacted if it becomes apparent that the revenues will not be realized.

All potential grants shall be carefully examined for matching requirements. Some grants may not be accepted if the local matching funds cannot be justified. Grants may also be rejected if programs must be continued with local resources after grant funds have been exhausted.

Cash and Cash Equivalents

Cash and cash equivalents for all funds include amounts in demand deposits, petty cash, and certain investments which are payable upon the demand of the City and have an original maturity of three months or less. Cash balances in most of the City’s operating funds are pooled and invested in various investments throughout the year. Each fund’s cash balance is reported in a separate cash account and the City allocates interest earnings based on the average cash balance in each fund during the year. For purposes of the Annual Financial Report, the City considers all highly liquid investments held by trustees with maturity of three months or less when purchased to be cash equivalents. In addition, all cash and investments that are managed by the Deputy City Manager/CFO are also considered to be cash equivalents since they are available on demand.

Basis of Accounting:

Although the annual budget is prepared on cash basis with respect to revenues received and on an items invoiced basis with respect to expenditures incurred for all funds, the Governmental Funds and Expendable Trust Funds are reported on a modified accrual basis of account for financial statement purposes. Revenues of these funds are recognized in the year in which they become both measureable and available within 60 days after year end to pay current year liabilities. The major revenue sources accrued by the City include city income taxes; state shared revenues, some departmental earnings, and investment income. Revenues from other sources are recognized when received. Expenditures are general recognized in the year the related fund liability is incurred. Currently, the City does not have any general long-term obligations; however, the policy is to recognize the obligation when it is due. Inventory purchases are reported as expenditures in the year the items are used. Expenditures for claims, judgments, and employer pension contributions are reported as the amounts accrued during the year that normally would be liquidated with expendable available financial resources.

The full accrual basis of accounting is utilized by Enterprise Fund types for financial statement reporting purposes. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

Expenditure Policies

The City of Saginaw scrutinizes all expenditures that affect the budget. Budgeted funds are appropriated and are aligned with the City Council and City Administration’s five priorities, which are Crime and Public Safety Issues, Neighborhood Revitalization and Beautification, Recreational Offering and Youth Activities, Maintain and Enhance City Revenue Efforts, and Organizational Development. Listed below are the budget dollars for FY 2011/12:

City of Saginaw – Goals and Objectives	Amount designated from 2012 Approved Budget
Crime and Public Safety Issues	\$26,322,348
Neighborhood Revitalization and City Beautification	\$11,477,318
Recreational Offering and Youth Activities	\$96,127
Maintain and Enhance City Revenue Efforts	\$67,346
Organizational Development	\$58,163

An appropriate balance will be maintained between budgeted funds provided that directs efficient and effective public services, management, and legal compliance. Additionally, all externally mandated services for which reimbursement is available will be fully evaluated and calculated to allow for recovery of expenditures. Furthermore, it is City policy to compare budget to actual expenditures on a monthly basis. In compliance with the City of Saginaw City Charter’s

Chapter VII, Section 47 Budget Control, a quarterly budget adjustment is submitted to the legislative body for re-appropriation of approved funding.

Encumbrances

Encumbrances are commitments under purchase orders or contracts. Outstanding encumbrances at year-end are not recorded as expenditures until the goods or services are received. Only those encumbrances that are recorded as payables at June 30 are included as expenditures for budgetary presentations. Fund balance has been reserved for all outstanding encumbrances in the governmental fund types and will be recorded as expenditures in the subsequent fiscal year. In accordance with the Uniform Budgeting and Accounting Act, all encumbrances, of a fund that ends in a deficit, are cancelled and expenditures are assessed against the next year's budget.

Reservations and Designations of Fund Equities

Reservations of fund balance are established to identify (1) claims against resources of the entity that have not materialized as liabilities 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.

Citi-Stat and Performance Management

In an effort to align our City Council goals with departmental actions and to address Michigan's Governor Rick Snyder's call for increased transparency and accountability, the City of Saginaw has refocused the manner in which it tracks performance. The City's revised approach is separated into two parallel tracks: CitiStat and Performance Management. For the City the City of Saginaw's purposes CitiStat is defined as a problem solving mechanism, which is issue focused, inter-departmental, and accompanied by immediate action steps. The City defines its performance management strategy as an analysis and reporting tool, that is intra-departmental and mission focused and integral in long-term planning. The performance management process for the City of Saginaw begins in the month preceding the annual budget submission to City Council and concludes the following year with a comprehensive city-wide performance evaluation document.

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 and renewed in November of 2011, the City levied a special property tax earmarked to support Police Officers and Firefighters. This fund accounts for the tax levy proceeds.

Rubbish Collection Fund:

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.

Clean Energy Coalition Fund:

This fund accounts the promotion of clean energy technology, projects, and savings citywide. The State of Michigan through MSHDA provided the City of Saginaw with a grant that gives the City the ability to complete energy efficiency and renewable energy installations on municipal facilities.

Andersen Center Operation Fund:

This fund accounts for the operation and maintenance expenditures and building rentals for the Andersen Enrichment Center. 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.

Saginaw County Treatment and Prevention Services formerly known as 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, II, and III 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 expenditures related to the construction and operation of the Frank N. Andersen – Celebration Park are recorded in this fund. Assets of the facility are also recorded.

Parking Operations and Maintenance Fund:

Revenues and expenditures 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:

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

Financial Organization Chart

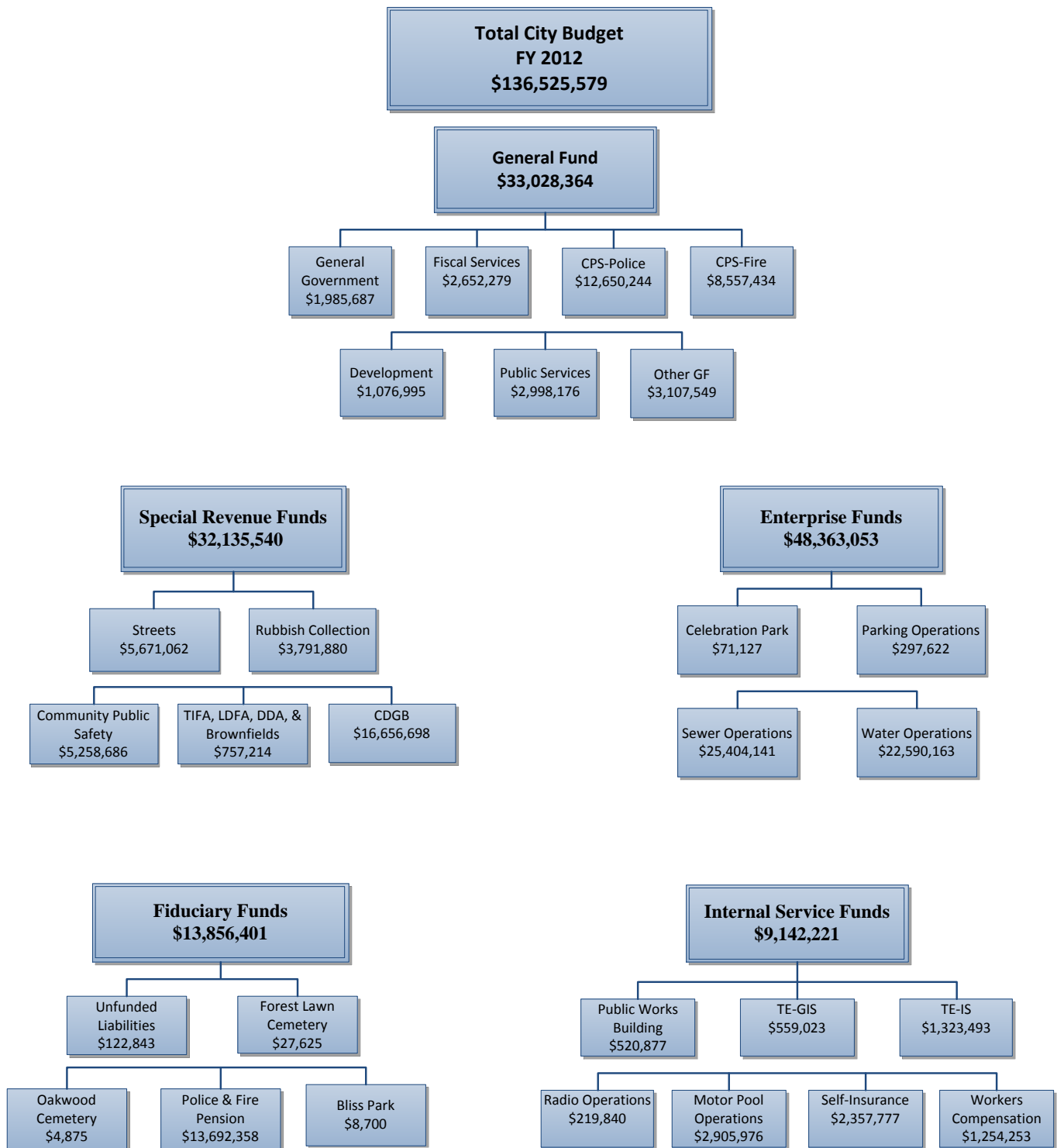
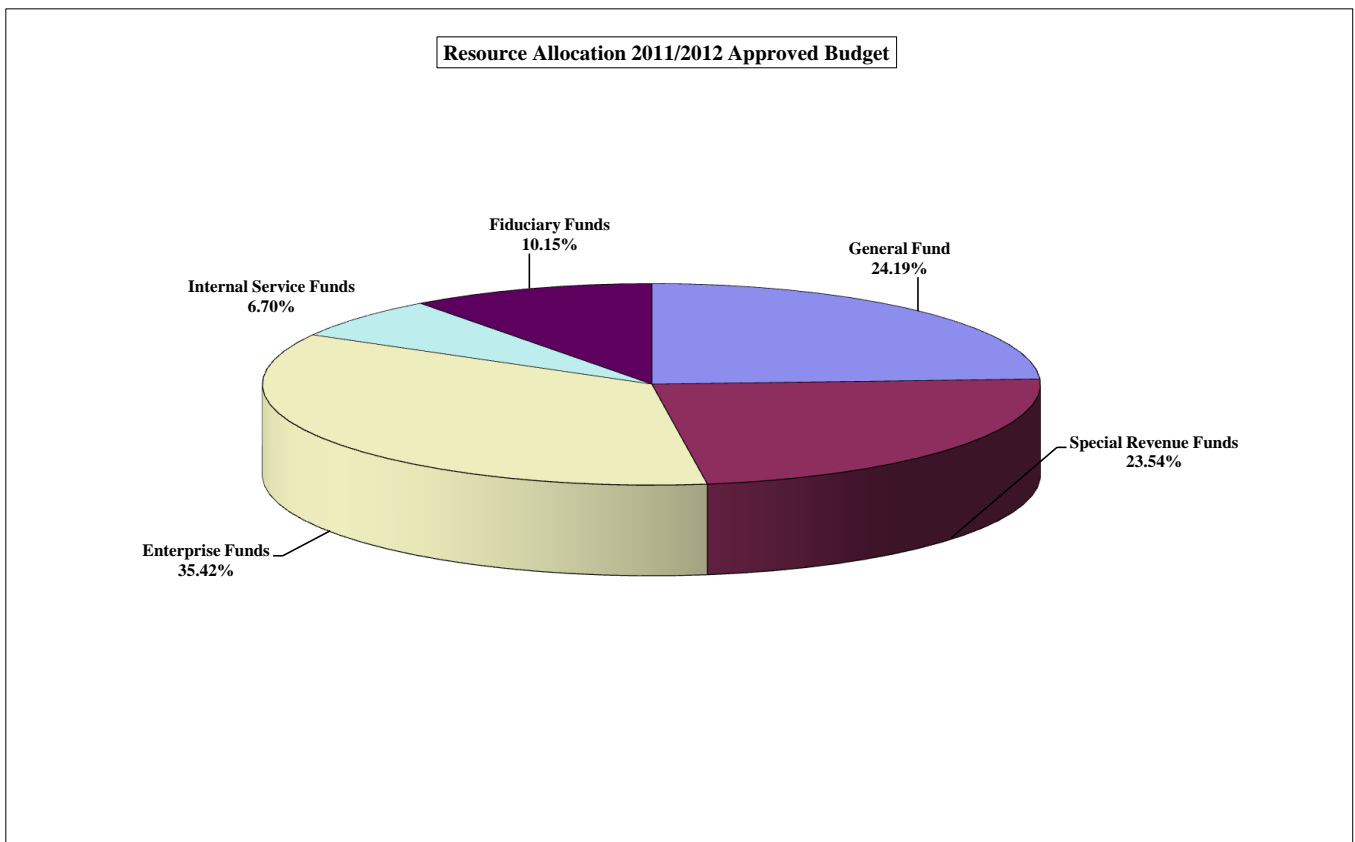


Chart figures correspond to budget tabs and include all transfers.

**RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

<u>RESOURCES</u>		<u>APPROPRIATION</u>	
GENERAL FUND	\$ 33,028,364	GENERAL FUND	\$ 33,028,364
SPECIAL REVENUE FUNDS	32,135,540	SPECIAL REVENUE FUNDS	32,135,540
ENTERPRISE FUNDS	48,363,053	ENTERPRISE FUNDS	48,363,053
INTERNAL SERVICE FUNDS	9,142,221	INTERNAL SERVICE FUNDS	9,142,221
FIDUCIARY FUNDS	13,856,401	FIDUCIARY FUNDS	13,856,401
TOTAL RESOURCES	<u>\$ 136,525,579</u>	TOTAL APPROPRIATION	<u>\$ 136,525,579</u>



SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to decrease by -\$1,173,555, or -3.43% from the 2010/2011 Approved Budget. Property Tax revenues are expected to decrease by -\$35,787, or -.86% from the previous year. This is primarily attributed to the reduction in the City's taxable value for real property as well as the reduction in the appropriation to the renaissance zones and capturing districts. Additionally, the FY 2012 Approved Budget reflects a decrease in the amount of monies received for payments –in-lieu of taxes. City Income Tax will decrease by -\$279,000, or -2.31% from FY 2011. This decrease is attributed to the steady decline of business in the City. State Shared revenues are projected to decrease by -\$788,341, or -8.96%. After the adoption of the 2012 Budget, the City of Saginaw was notified that the city will have to compete for their statutory portion of the revenue sharing dollars. These dollars are allocated in thirds, wherein the city would be governed based on three criteria: Accountability and Transparency, Consolidation of Services, and Employee Benefits. Furthermore, the City was notified that constitutional dollars will also decrease in FY 2012 based on a reduction in population. Grants are expected to decrease by -\$1,134,634, or -61.46% from the previous year. This decrease is attributed the reduction in federal monies for Community Public Safety- Police, Energy Efficiency Community Block Grant monies and one-time grants revenues for economic development. Licenses, Permits, and Fees will increase by \$3,300 in FY 2012. Charge for Services is projected to decrease by -\$65,364, or -6.70%. This decrease can be attributed to the reduction in the following: fees for grave spaces, hazmat clean-up fees, and Police Department Services fees. Fines and Forfeitures will also decrease by -.82% from the 2010/2011 budgeted levels. Interest revenues are expected to decrease by -\$65,300, or -14.97%. This anticipated decrease is based on the downward fluctuation in the market. The category of Other Revenues is expected to increase by \$1,925,450, or 145.01% from the 2011 budgeted levels. This increase can be attributed to the following: repayment of monies from healthcare insurance fees, replacement cost for vehicles from the Motor Pool Operations Fund, and reimbursement from the Radio Operations Fund for Community Public Safety, Non-owner Occupied Dwelling, Encroachment fees, and approximately \$250,000 increase in the use of fund equity.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' revenues will be \$32,135,540, for the 2011/2012 Approved Budget. This represents a \$5,459,228, or 20.46% increase from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Major and Local Streets

The Major and Local Streets revenues are expected to decrease by a net of \$291,657. This decrease is based on the reduction in the revenue sharing payments for the Gas and Weight Tax.

Public Safety Fund

The Public Safety Fund is expected to increase by \$173,509, or 4.48%. In November 2011, the citizens of the City of Saginaw approved the retention of the Public Safety Millage as well as an additional 1.5 mills. The additional revenues reflect the incorporation of this new millage.

Rubbish Collection Fund

Rubbish Collection revenue is expected to increase by \$168,371, or 4.48%. This can be attributed to the change in the fee structure from an approximate 3 mill levy, plus a \$50 household unit fee to a flat \$165 household unit fee.

Clean Energy Coalition Fund

New in the FY 2012 budget is the Clean Energy Coalition Fund. In 2011 the City became a recipient of grant monies from the State of Michigan for clean energy technology, and projects. This fund will be utilized for projects that are related to energy efficiency and renewable energy installations to municipal facilities.

Saginaw Tool and Die LDFAs, Sexton LDFAs, Thomson LDFAs, and Treasure Island LDFAs

All of these LDFAs will become inactive in the Approved 2011/2012 Budget.

Community Policing Fund

The Community Policing Fund revenues will decrease -\$279,458, or -25.79% in FY 2012. The decrease in this fund is attributed to the reduction in the Weed N Seed and the Crime Technology grants. Additionally, 25% of a Community Police Officer will be allocated to the Water Operations and Maintenance Fund – Treatment and Pumping Division.

Justice Assistance Grant

The Department of Justice - Justice Assistance Grant revenues will decrease by -\$240,806 in FY 2012. 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 on which the funds would be spent, by the end of the fiscal year, these funds were not expended in its entirety. FY 2011 and in FY 2012, the remaining unexpended monies will be utilized. Furthermore, the City has not yet received the regular JAG allocation for FY 2011.

Drug Forfeiture Fund

The Drug Forfeiture Fund will increase by 86.99%. This increase is attributed to the increase in the use of available and unrestricted fund balance.

Youth Initiative Grant Fund/Saginaw County TAPS

In FY 2012, the Youth Initiative Grant Fund will be replaced with the Saginaw County Treatment and Prevention Services Fund (TAPS). The City will receive approximately \$12,180 from the County Health Department to provide these services. Funding is expected to end by October of 2011.

Community Development Block Grant (CDBG)

CDBG revenues will increase 18.05% from the 2011 budgeted levels. This increase is due to the increase in the City's federal entitlement allocation.

Community Development Block Grant – Residential Loans

The CDBG – Residential Loans revenue will decrease -9.37% from the 2011 budget levels. This decrease is due to the decrease in the city's federal entitlement allocation.

Community Development Block Grant – Block Grant Home Program

The CDBG – Block Grant Home Program revenue will decrease -22.65% from the 2011 budget levels. This decrease is due to the decrease in the City's federal entitlement allocation.

Neighborhood Stabilization Program Fund (NSP)

In 2011, the city was a recipient of the NSP Fund. This fund is a combination of Neighborhood Stabilization Program I, II, and III. In FY 2012 the City expects to receive monies for all three programs for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures.

Section 108 Loan Fund

In FY 2012, the Section 108 Loan Fund will become inactive.

SEDC Revolving Loan Fund

The SEDC Revolving Loan Fund will increase \$757,165 or 189.29% from the 2011 budgeted levels. This increase is attributed to an increased allocation of entitlement monies.

ENTERPRISE FUNDS

The total Enterprise Funds' revenues will be \$48,363,053, for the 2011/2012 Approved Budget. This represents a -\$9,704,528, or -16.71% decreased from the previous fiscal year's budgeted levels. Listed below is a discussion on major variances within this fund type:

Celebration Park Fund

Celebration Park will decrease -\$814,873 or -91.97% from the 2011 budgeted levels. This reduction is due to the park being completed. New revenues will be generated through rental fees, concession fees, donations, and internal services fees.

Wave Pool Fund

This fund will become inactive in FY 2012.

Sewer Operations and Maintenance Fund

The Sewer Operations and Maintenance revenues will decrease by -10.03%. This reduction is primarily attributed to the reduction in the amount of fund balance and bond proceeds that will be utilized in FY 2012.

Water Operations and Maintenance Fund

In FY 2012, the Water Operations and Maintenance revenues will decrease by -\$6,036,254, or -14.30%. This decrease in revenues is attributed to the reduction in the amount of bond proceeds that will be utilized during the year.

INTERNAL SERVICE FUNDS

The total Internal Service Funds' revenues will be \$9,142,221, for the 2011/2012 Approved Budget. This represents a \$1,550,227, or 20.42% increase from FY 2011. Listed below is a discussion on major variances within this fund type:

Public Works Building Fund

The Public Works Building Fund will increase by 12.43% for the 2011/2012 Approved Budget. This revenue growth is attributed to an increase in the contribution to other funds for services provided.

Motor Pool Operations Fund

The Motor Pool Operations Fund will be \$642,093, or 28.35% higher than in FY 2011. This increase is due to a higher appropriation of fund equity for the repayment of vehicle replacement cost to other funds that have contributed replacement monies to this fund.

Self-Insurance Fund

The Self Insurance Fund will increase by \$851,111 or 56.49% from the 2011 budgeted levels. This revenue growth is attributed to the amount reallocated to repay other funds for contribution that were paid into the fund over the past years.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' revenues will be \$13,856,401, for the 2011/2012 Approved Budget. This represents a reduction of -\$13,349. Listed below is a discussion on major variances within this fund type:

Unfunded Liabilities Fund

The Unfunded Liabilities Fund will decrease \$377,157 or -75.43% from the 2011 budgeted levels. This decrease is due to the reduction in the amounts contributed by other funds for Other Post Employee Benefits.

Police and Fire Pension Fund

The Police and Fire Pension fund will increase \$356,208 or 2.67%. This revenue increase is due to a higher police and fire pension valuation that must be made by the employer because of the down turn in the market in FY 2009.

Overall, for fiscal year 2011/2012, the City of Saginaw's budgeted revenues will be \$136,525,579, which represents a -2.76% or -\$3,881,977, decrease from the Approved 2010/2011 Budget.

**SUMMARY OF REVENUES
2011/2012 APPROVED BUDGET**

FUND	2009/2010 ADJUSTED BUDGET	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
PROPERTY TAX	3,992,594	4,026,753	3,990,966	(35,787)	-0.89%
CITY INCOME TAX	12,025,000	12,079,000	11,800,000	(279,000)	-2.31%
STATE REVENUE SHARING	10,435,721	8,796,292	8,007,951	(788,341)	-8.96%
GRANTS	1,557,421	1,845,990	711,356	(1,134,634)	-61.46%
LICENSES, PERMITS, & FEES	1,119,150	1,221,850	1,225,150	3,300	0.27%
CHARGES FOR SERVICES & SALES	834,939	975,614	910,250	(65,364)	-6.70%
FINES AND FORFEITURES	200,000	245,000	243,000	(2,000)	-0.82%
INTEREST	536,100	436,100	370,800	(65,300)	-14.97%
RENTS	500	30,000	30,000	0	0.00%
REIMBURSEMENTS	3,058,260	3,217,539	2,485,660	(731,879)	-22.75%
OTHER REVENUES	1,725,451	1,327,781	3,253,231	1,925,450	145.01%
TOTAL GENERAL FUND	35,485,136	34,201,919	33,028,364	(1,173,555)	-3.43%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,238,740	4,740,422	4,445,726	(294,696)	-6.22%
LOCAL STREETS	1,261,340	1,222,297	1,225,336	3,039	0.25%
PUBLIC SAFETY FUND	3,790,449	3,876,201	4,049,710	173,509	4.48%
RUBBISH COLLECTION FUND	3,536,381	3,457,634	3,791,880	334,246	9.67%
CLEAN ENERGY COALITION	0	0	262,549	262,549	100.00%
ANDERSEN CENTER FUND	262,914	277,386	228,260	(49,126)	-17.71%
GM TOWER PAYMENT	108,500	108,500	102,500	(6,000)	-5.53%
BOAT LAUNCH FUND	25,550	25,550	36,939	11,389	44.58%
COMMERCE CENTER DDA	28,558	27,865	29,296	1,431	5.14%
DOWNTOWN DEVELOPMENT AUTH.	75,122	70,838	62,300	(8,538)	-12.05%
BROWNFIELD AUTHORITY SRRF	37,392	28,579	31,946	3,367	11.78%
BAKER PERKINS LDFA	18,603	0	0	0	0.00%
SILS ISLAND DDA	2,836	2,748	3,424	676	24.60%
SAGINAW TOOL & DIE LDFA	25,699	27,408	0	(27,408)	-100.00%
SEXTON LDFA	13,383	12,814	0	(12,814)	-100.00%
THOMSON LDFA	138,398	143,969	0	(143,969)	-100.00%
TREASURE ISLAND LDFA	9,207	9,337	0	(9,337)	-100.00%
COMMUNITY POLICING FUND	434,006	1,083,671	804,213	(279,458)	-25.79%
POLICING TRAINING FUND	21,000	21,000	22,500	1,500	7.14%
J.A.G. FUND	546,196	349,759	108,953	(240,806)	-68.85%
DRUG FORFEITURE FUND	70,503	70,503	131,836	61,333	86.99%
YOUTH INITIATIVE FUND	216,586	139,456	0	(139,456)	-100.00%
SAGINAW COUNTY TAPS	0	0	12,180	12,180	100.00%
COMM. DEV. BLOCK GRANT FUND	2,366,465	2,078,562	2,453,810	375,248	18.05%
CDBG RESIDENTIAL LOANS	513,212	513,212	465,139	(48,073)	-9.37%
CDBG RENTAL LOANS	37,412	30,412	30,412	0	0.00%
BLOCK GRANT HOME PROGRAM FUND	980,768	1,400,000	1,082,854	(317,146)	-22.65%
NEIGHBORHOOD STABILIZATION	0	6,428,000	11,467,318	5,039,318	78.40%
SECTION 108 LOAN	10,000	10,000	0	(10,000)	-100.00%
SEDC REVOLVING LOAN	400,000	400,000	1,157,165	757,165	189.29%
AUTO THEFT PREVENTION FUND	159,954	120,189	129,294	9,105	7.58%
TOTAL SPECIAL REVENUE FUNDS	19,329,174	26,676,312	32,135,540	5,459,228	20.46%

**SUMMARY OF REVENUES
2011/2012 APPROVED BUDGET**

FUND	2009/2010 ADJUSTED BUDGET	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
CELEBRATION PARK	780,000	886,000	71,127	(814,873)	-91.97%
PARKING OPERATION & MAINTENANCE	455,920	317,682	297,622	(20,060)	-6.31%
WAVE POOL	2,500	2,500	0	(2,500)	-100.00%
SEWER OPERATIONS & MAINTENANCE	26,288,844	28,234,982	25,404,141	(2,830,841)	-10.03%
WATER OPERATIONS & MAINTENANCE	42,224,612	28,626,417	22,590,163	(6,036,254)	-14.30%
TOTAL ENTERPRISE FUNDS	69,751,876	58,067,581	48,363,053	(9,704,528)	-16.71%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	465,508	463,278	520,877	57,599	12.43%
TECHNICAL SERVICES - GIS	509,179	517,825	559,023	41,198	7.96%
TECHNICAL SERVICES - IS	1,493,678	1,324,077	1,323,493	(584)	-0.04%
RADIO OPERATION FUND	226,181	223,310	219,840	(3,470)	-1.55%
MOTOR POOLS OPERATIONS	2,845,671	2,264,883	2,906,976	642,093	28.35%
SELF-INSURANCE FUND	1,794,566	1,506,666	2,357,777	851,111	56.49%
WORKERS' COMPENSATION FUND	1,291,955	1,291,955	1,254,235	(37,720)	-2.92%
TOTAL INTERNAL SERVICE FUNDS	8,626,738	7,591,994	9,142,221	1,550,227	20.42%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	500,000	500,000	122,843	(377,157)	-75.43%
FOREST LAWN CEMETERY	19,000	19,000	27,625	8,625	45.39%
OAKWOOD CEMETERY	6,000	6,000	4,875	(1,125)	-18.75%
POLICE AND FIRE PENSION FUND	13,391,466	13,336,050	13,692,358	356,308	2.67%
BLISS PARK EXPENDITURE ENDOW.	8,700	8,700	8,700	0	0.00%
TOTAL FIDUCIARY FUNDS	13,925,166	13,869,750	13,856,401	(13,349)	-0.10%
TOTAL REVENUES	147,118,090	140,407,556	136,525,579	(3,881,977)	-2.76%

SUMMARY OF EXPENDITURES

GENERAL FUND

General Fund expenditures are expected to decrease \$1,173,555, or -3.43%, from the 2011 Budget.

Department of General Government:

General Government expenditures will decrease -\$124,631, or -5.91%, in FY 2012. This decline is based on the reallocation of 15% of the Employee Services Support Staff and 25% of the Employee Benefits Coordinator from the Office of Employee Services to the Police and Fire Pension Fund. Additionally, 15% of the Assistant to the City Manager/Budget Administrator will be reallocated to the Department of Fiscal Services Administration Division from the Office of the City Manager. However, to offset this reduction will be an increase of 10% of the Assistant City Manager for Public Safety to the Office of the City Manager as well as the addition of one Election Assistant to the Election Division. Please note that the Election Assistant is an authorized position that has not been budgeted in the personnel complement in the past few years.

Department of Fiscal Services:

The Department of Fiscal Services will increase by \$51,650, or 1.99%. Similar to what was stated above, in FY 2012 15% of the Assistant to the City Manager/Budget Administrator will be allocated to the Administration Division. Additionally, in the Income Tax Division a new imaging project is scheduled that will digitize income tax returns.

Community Public Safety (CPS):

Community Public Safety expenditures will increase by a total of \$364,573, from the 2011 budgeted levels. Beginning in FY 2012, the Department of Public Safety will be restructured to Community Public Safety. With this change to the organizational structure, the Administration divisions of police and fire departments have been consolidated into one office – the Office of Community Public Safety. This office will consist of the following personnel: 90% of the Assistant City Manager for Public Safety, Fire Chief, Police Chief, Public Safety Support Specialist, Staff Professional, and an Administrative Professional. Furthermore, in Community Public Safety – Police an Assistant Chief will be added to the CPS – Patrol Division. This position will replace one of the Lieutenant positions. Furthermore, in FY 2012, the police and fire pension allocation will increase approximately 17% from the previous year's allocation. In addition, in Community Public Safety- Police monies will be allocated for outsourcing of transcription services and for the repayment to the Motor Pool Operations Fund for the purchase of 16 purchased vehicles that were previously leased.

Community Public Safety – Fire will decrease \$298,756, or 3.50% from the approved 2011 budget. This reduction is primarily attributed to the following reasons: consolidation of the Fire Administration Division into the Office of Community Public Safety, the retired Staff Professional position was reclassified to a beginning Administrative Professional position, and the reallocation of operating expenditures from the Fire Administration Division to the Office of Community Public Safety in the Community Public Safety – Police.

Department of Development:

The Department of Development will decrease by -\$117,277, or -9.81% from the 2011 budgeted levels. In FY 2012, the methodology in which the city allocated MERS pension cost will be based on per person, therefore due to this change the MERS Unfunded allocation will decrease significantly for this department. Additionally, demolition expenses were decreases as well.

Department of Public Services:

The Department of Public Services will decrease by -\$354,186, or -10.57%. This decrease in expenditures is based on the reductions in the following areas: utility costs in the Street Lighting Division and Traffic Engineering Division, radio rental fees, and information management charges. The addition of 50% of a Maintenance Person I position in the Building and Ground Maintenance Division will offset this savings. This position was formally the seasonal Groundskeeper/Mechanic position but was reclassified because of the need for mechanical assistance for weed abatement services. Additionally, this position will be shared with the Public Works Building Fund. In the Cemeteries Division, the Maintenance Person III position will be eliminated from the complement.

Other General Fund:

Other General Fund expenditures will decrease by -\$694,928, from the 2011 approved budget. This decrease will be attributed to the reduction in transfers to other funds from the general fund as well as the realignment of the retiree healthcare costs to historical averages.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' expenditures will be \$32,135,540, for the 2011/2012 Approved Budget. This represents a \$5,459,228, or 20.46% increase from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Major and Local Streets

Major and Local Streets expenditures are expected to decrease by a net of -\$291,651, for 2012. In 2012, the gas and weight tax is expected to be reduced therefore requiring a reduction to expenditures in each of these funds. Because of this reduction in revenues, a vacant Traffic Electrician I position will be eliminated from the personnel complement and several construction projects will be scaled back to meet budgetary constraints.

Public Safety Fund

The Public Safety Fund is expected to increase by \$173,509, or 4.48%. Expenditures are expected to increase due to the reallocation of more senior personnel into this fund from the General Fund's Community Public Safety.

Clean Energy Coalition Fund

New in the FY 2012 approved budget is the Clean Energy Coalition Fund. In 2011 the City became a recipient of grant monies from the State of Michigan for clean energy technology, and projects. This fund will be utilized for projects that are related to energy efficiency and renewable energy installations to municipal facilities.

Andersen Enrichment Center Fund

The Andersen Enrichment Center expenditures will decrease by -\$49,126, or -17.71%. This reduction is a direct result of the elimination of the Clerk Typist position, which has been vacant since 2008. Additionally, there is a decrease in expenditures requested by the Enrichment Commission for the FY 2012 budget year.

Boat Launch Fund

The Boat Launch Fund will increase by \$11,389, or 44.58%. This increase is attributed to an increase in water and sewer utility costs as well as an increase in the rate of pay for temporary staff utilized to maintain and staff the Boat Launch dock.

Saginaw Tool and Die LDFA, Sexton LDFA, Thomson LDFA, and Treasure Island LDFA

All of these LDFAs will become inactive in the Proposed 2011/2012 Budget

Community Policing Fund

The Community Policing Fund expenditures will decrease by -\$279,458, or -25.79%. This reduction is based on the decline in the grant allocation for the Weed N Seed program and Crime Technology Grant.

Justice Assistance Grant (JAG)

The Department of Justice - Justice Assistance Grant expenditures will decrease by -\$240,806. 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 fiscal years 2011 and 2012. Furthermore, the City has not yet received the regular JAG allocation for FY 2011.

Drug Forfeiture Fund

The Drug Forfeiture Fund will increase by 86.99%. This increase can be attributed to the purchase of police equipment such as Taser cameras and the control console at the new Raptor station in Celebration Park.

Youth Initiative Grant Fund/Saginaw County TAPS

In FY 2012, the Youth Initiative Grant Fund will be replaced with the Saginaw County Treatment and Prevention Services Fund (TAPS). The City will receive approximately \$12,180, from the County Health Department to provide these services. Funding is expected to end by October of 2011.

Community Development Block Grant (CDBG)

CDBG revenues will increase 18.05% from the 2011 budgeted levels. This increase is due to the increase in the City's federal entitlement allocation.

Community Development Block Grant – Residential Loans

The CDBG – Residential Loans revenue will decrease -9.37% from the 2011 budget levels. This decrease is due to the reduction in the City's federal entitlement allocation.

Community Development Block Grant – Block Grant Home Program

The CDBG – Block Grant Home Program revenue will decrease -22.65% from the 2011 budget levels. This decrease is due to the reduction in the City's federal entitlement allocation.

Neighborhood Stabilization Program Fund (NSP)

In 2011, the city was a recipient of the NSP Fund. This fund is a combination of Neighborhood Stabilization Program I and II. New in FY 2012 is the Neighborhood Stabilization III program. In FY 2012 the City expects to utilize all three programs for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures.

Section 108 Loan Fund

In FY 2012, the Section 108 Loan Fund will become inactive.

SEDC Revolving Loan Fund

The SEDC Revolving Loan Fund will increase \$757,165, or 189.29% from the 2011 budgeted levels. This increase is attributed to an increase allocation of entitlement monies.

ENTERPRISE FUNDS

The total Enterprise Funds' expenditures will be \$48,363,053, for the 2011/2012 Approved Budget. This represents a \$9,704,528, or -16.71% reductions in expenditures from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Celebration Park Fund

The Celebration Park Fund decreased by -\$814,873, or -91.97%. This reduction in expenditures can be attributed to the completion of construction and capital projects for the park in FY 2011. Celebration Park expenditures for FY 2012 only include reduced amounts for capital to replace and update park features.

Sewer Operations and Maintenance Fund

The Sewer Operations and Maintenance Fund will decrease by -10.03%. This decrease can be attributed to a reduction in the number construction projects that will be completed in 2012.

Water Operations and Maintenance Fund

The Water Operations and Maintenance Fund will decrease by -\$6,036,254, or -21.09% from the 2011 budgeted levels. This decrease is due to a reduction in construction projects scheduled for completion in FY 2012.

INTERNAL SERVICE FUNDS

The total Internal Service Funds' expenditures will be \$9,142,221, for the 2011/2012 Approved Budget, which is a \$1,550,227, or 20.42% increase from FY 2011. Listed below is a discussion on major variances within this fund type:

Public Works Building Fund

The Public Works Building Fund will increase by \$57,599, or 12.43%. This increase will be due to the addition of 50% of a Maintenance Person I to the personnel complement, approximately \$11,000 in capital funds to replace the parking lot drainage system, and increases in fleet charges.

Motor Pool Operations Fund

The Motor Pool Operations Fund will increase by \$642,093, or 28.35%, from FY 2011. This increase is attributed to the repayment of replacement monies to the General Funds for monies allocated in previous fiscal years to replace vehicles. Additionally, \$250,000 of restricted fund balance is allocated for capital purchases, which must be spent on capital needs.

Self - Insurance Fund

The Self-Insurance Fund will increase by \$851,111, or 56.49% from the 2011 budgeted levels. This is based on an increase in the general liability insurance fee from the City's February renewal.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' expenditures will be \$13,856,401, for the 2011/2012 Approved Budget. This represents a \$13,349, increase to expenditures from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Unfunded Liabilities Fund

The Unfunded Liabilities Fund will decrease \$377,157, or -75.43% from the 2011 budgeted levels. This decrease is due to the reduction in the amount contributed by other funds for Other Post Employee Benefits.

Police and Fire Pension Fund

The Police and Fire Pension fund will increase \$356,208, or 2.67%. This increase is due to a higher valuation cost that must be made by the employer because of the down turn in the market in FY 2009 as well as a reallocation of Employee Services staff for services provided to police and fire retirees.

Overall, for fiscal year 2011/2012, the City of Saginaw's budgeted expenditures will be \$136,525,579, which represents a -\$3,881,977, decrease from the Approved 2010/2011 Budget.

**SUMMARY OF EXPENDITURES
2011/2012 APPROVED BUDGET**

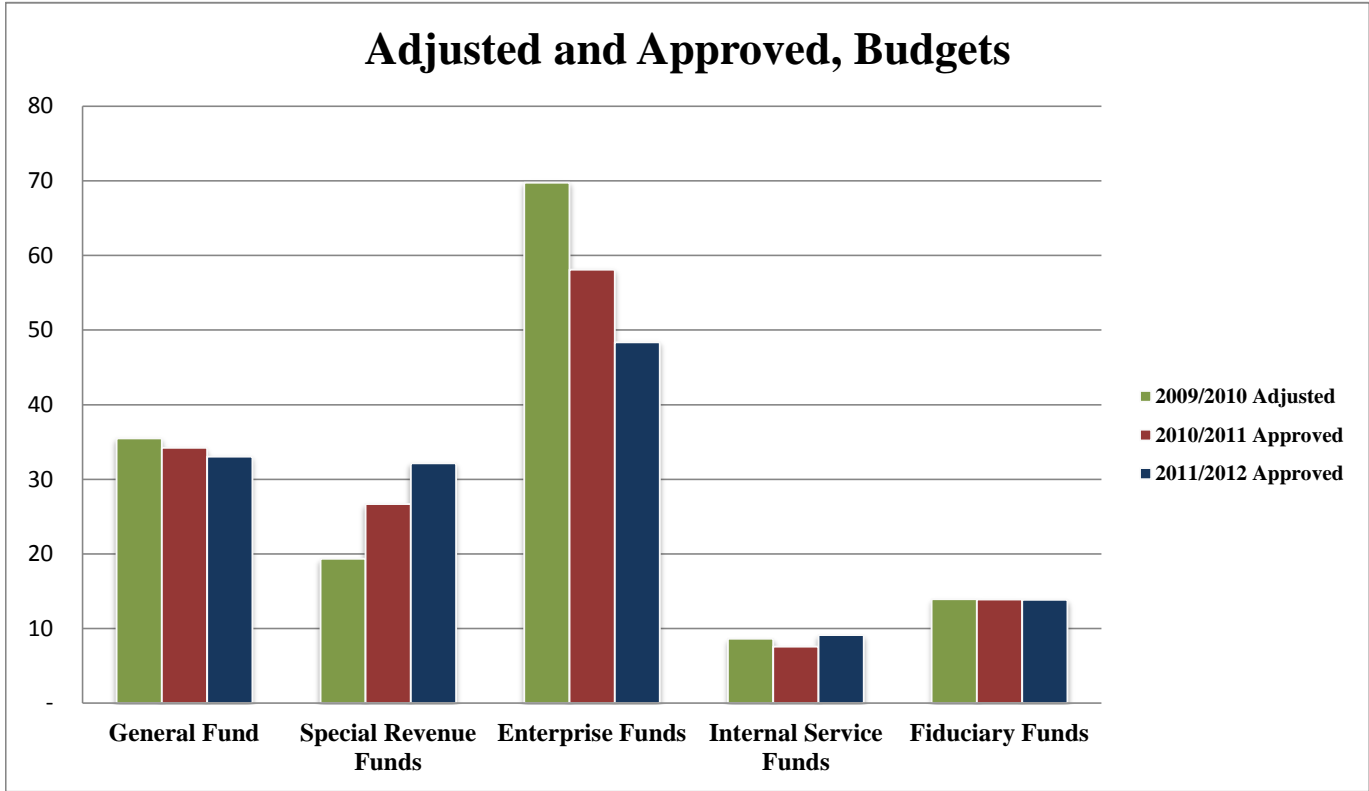
FUND	2009/2010 ADJUSTED BUDGET	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
GENERAL GOVERNMENT	2,095,089	2,110,318	1,985,687	(124,631)	-5.91%
FISCAL SERVICES	2,487,010	2,600,629	2,652,279	51,650	1.99%
COMMUNITY PUBLIC SAFETY POLICE	13,500,573	12,285,671	12,650,244	364,573	2.97%
COMMUNITY PUBLIC SAFETY FIRE	9,124,798	8,856,190	8,557,434	(298,756)	-3.37%
DEVELOPMENT	2,157,888	1,194,272	1,076,995	(117,277)	-9.82%
PUBLIC SERVICES (GF)	3,166,659	3,352,362	2,998,176	(354,186)	-10.57%
OTHER GENERAL FUND	2,953,119	3,802,477	3,107,549	(694,928)	-18.28%
TOTAL GENERAL FUND	35,485,136	34,201,919	33,028,364	(1,173,555)	-3.43%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,238,740	4,740,422	4,445,726	(294,696)	-6.22%
LOCAL STREETS	1,261,340	1,222,297	1,225,336	3,039	0.25%
PUBLIC SAFETY FUND	3,790,449	3,876,201	4,049,710	173,509	4.48%
RUBBISH COLLECTION FUND	3,536,381	3,457,634	3,791,880	334,246	9.67%
CLEAN ENERGY COALITION	0.00	0.00	262,549	262,549	100.00%
ANDERSEN CENTER FUND	262,914	277,386	228,260	(49,126)	-17.71%
GM TOWER PAYMENT	108,500	108,500	102,500	(6,000)	-5.53%
BOAT LAUNCH FUND	25,550	25,550	36,939	11,389	44.58%
COMMERCE CENTER DDA	28,558	27,865	29,296	1,431	5.14%
DOWNTOWN DEVELOPMENT AUTH.	75,122	70,838	62,300	(8,538)	-12.05%
BROWNFIELD AUTHORITY SRRF	37,392	28,579	31,946	3,367	11.78%
BAKER PERKINS LDFA	18,603	0	0	0	-100.00%
SILS ISLAND DDA	2,836	2,748	3,424	676	24.60%
SAGINAW TOOL & DIE LDFA	25,699	27,408	0	(27,408)	-100.00%
SEXTON LDFA	13,383	12,814	0	(12,814)	-100.00%
THOMSON LDFA	138,398	143,969	0	(143,969)	-100.00%
TREASURE ISLAND LDFA	9,207	9,337	0	(9,337)	-100.00%
COMMUNITY POLICING FUND	434,006	1,083,671	804,213.00	(279,458)	-25.79%
POLICING TRAINING FUND	21,000	21,000	22,500.00	1,500	7.14%
J.A.G. FUND	546,196	349,759	108,953.00	(240,806)	-68.85%
DRUG FORFEITURE FUND	70,503	70,503	131,836.00	61,333	86.99%
YOUTH INITIATIVE GRANT FUND	216,586	139,456	0	(139,456)	-100.00%
SAGINAW COUNTY TAPS	0	0	12,180.00	12,180	100.00%
COMM. DEV. BLOCK GRANT FUND	2,366,465	2,078,562	2,453,810.00	375,248	18.05%
CDBG RESIDENTIAL LOANS	513,212	513,212	465,139.00	(48,073)	-9.37%
CDBG RENTAL LOANS	37,412	30,412	30,412.00	0	0.00%
BLOCK GRANT HOME PROGRAM FUND	980,768	1,400,000	1,082,854.00	(317,146)	-22.65%
NEIGHBORHOOD STABILIZATION	0	6,428,000	11,467,318.00	5,039,318	78.40%
SECTION 108 LOAN	10,000	10,000	0	(10,000)	-100.00%
SEDC REVOLVING LOAN	400,000	400,000	1,157,165.00	757,165	189.29%
AUTO THEFT PREVENTION FUND	159,954	120,189	129,294.00	9,105	7.58%
TOTAL SPECIAL REVENUE FUNDS	19,329,174	26,676,312	32,135,540	5,459,228	20.46%

**SUMMARY OF EXPENDITURES
2011/2012 APPROVED BUDGET**

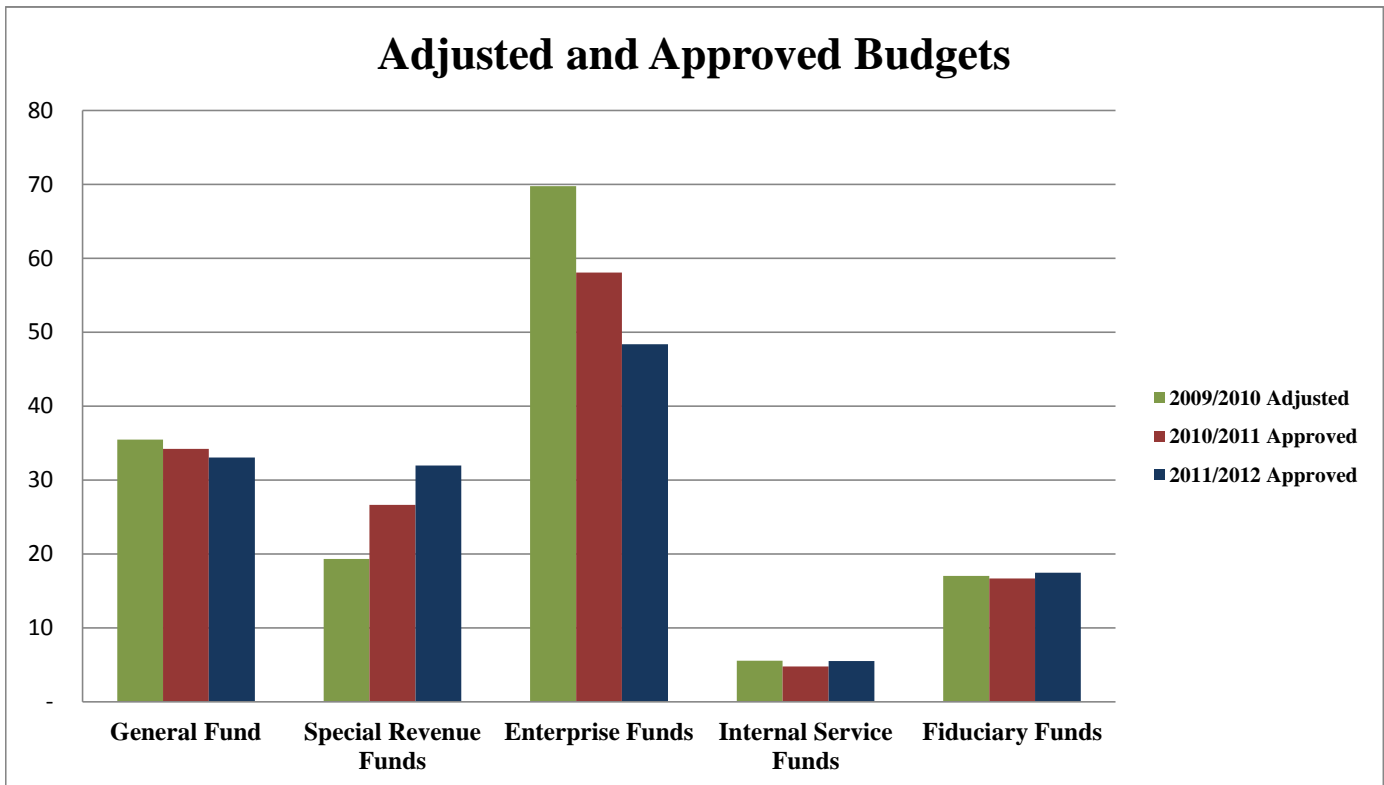
FUND	2009/2010 ADJUSTED BUDGET	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
CELEBRATION PARK	780,000	886,000	71,127	(814,873)	-91.97%
PARKING OPERATIONS & MAINT.	455,920	317,682	297,622	(20,060)	-6.31%
WAVE POOL	2,500	2,500	0	(2,500)	-100.00%
SEWER OPERATIONS & MAINTENANCE	26,288,844	28,234,982	25,404,141	(2,830,841)	-10.03%
WATER OPERATIONS & MAINTENANCE	42,224,612	28,626,417	22,590,163	(6,036,254)	-21.09%
TOTAL ENTERPRISE FUNDS	69,751,876	58,067,581	48,363,053	(9,704,528)	-16.71%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	465,508	463,278	520,877	57,599	12.43%
TECHNICAL SERVICES-GIS	509,179	517,825	559,023	41,198	7.96%
TECHNICAL SERVICES-IS	1,493,678	1,324,077	1,323,493	(584)	-0.04%
RADIO OPERATION FUND	226,181	223,310	219,840	(3,470)	-1.55%
MOTOR POOLS OPERATIONS	2,845,671	2,264,883	2,906,976	642,093	28.35%
SELF-INSURANCE FUND	1,794,566	1,506,666	2,357,777	851,111	56.49%
WORKERS' COMPENSATION FUND	1,291,955	1,291,955	1,254,235	(37,720)	-2.92%
TOTAL INTERNAL SERVICE FUNDS	8,626,738	7,591,994	9,142,221	1,550,227	20.42%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	500,000	500,000	122,843	(377,157)	-75.43%
FOREST LAWN CEMETERY	19,000	19,000	27,625	8,625	45.39%
OAKWOOD CEMETERY	6,000	6,000	4,875	(1,125)	-18.75%
POLICE AND FIRE PENSION FUND	13,391,466	13,336,050	13,692,358	356,308	2.67%
BLISS PARK EXPENDITURE ENDOW.	8,700	8,700	8,700	0	0.00%
TOTAL FIDUCIARY FUNDS	13,925,166	13,869,750	13,856,401	(13,349)	-0.10%
TOTAL EXPENDITURES	147,118,090	140,407,556	136,525,579	(3,881,977)	-2.76%

**CITY OF SAGINAW
SUMMARY OF REVENUES AND EXPENDITURES**

Summary of Revenues



Summary of Expenditures



EXPENDITURE BY CATEGORY ANALYSIS

The Expenditure by Category Analysis chart on the following page compares the 2010/2011 Approved Budget to the 2011/2012 Approved Budget by category for all fund types. The analysis below discusses the change in each of the categories.

Personnel Services is the largest expenditure type, representing 48.52% of the total 2011/2012 Approved Budget. In comparison to the FY 2011 Approved Budget, personnel services will increase by \$431,083 or .31%, for all fund types. In FY 2012, personnel services will be higher due to the following factors: 1% to 2% collective bargaining agreements wage increases and expected increases in healthcare cost for retirees, dental, and pension allocations for all employees, both Community Public Safety and MERS participants. However, to offset these increases will be reductions in the life insurance, short-term and long-term disabilities, and vision insurance. Also, beginning in the 2011/2012 Budget all city employees will begin contributing to the healthcare insurance. Currently, only Police and Fire have an employee contribution.

Operating Expenses, the second largest expenditure category, is 32.37%, of the total 2011/2012 Approved Budget. This category will decrease approximately \$7,716,102, or -14.87% from the previous fiscal year. This decrease in operating expenses is primarily attributed to reductions in information service charges, radio rental fees, equipment rental fees for the Community Public Safety – Police, employment agency fees, construction project costs for Celebration Park, Water and Sewer Operations and Maintenance Funds, and indirect cost or cost allocation for both Major and Local Streets, and Water and Sewer Operations and Maintenance Funds. These reductions will be offset by increases to insurance costs, and professional service fees for the Neighborhood Stabilization Program Fund III.

Miscellaneous expenditures represent 16.15% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2012, this category will increase by 22.69%, or \$4,076,850, from the 2011 budgeted levels. The increase in these costs is 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 2.97% of the total citywide budget, will decrease -\$673,808, or -14.27% from FY 2011. 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.

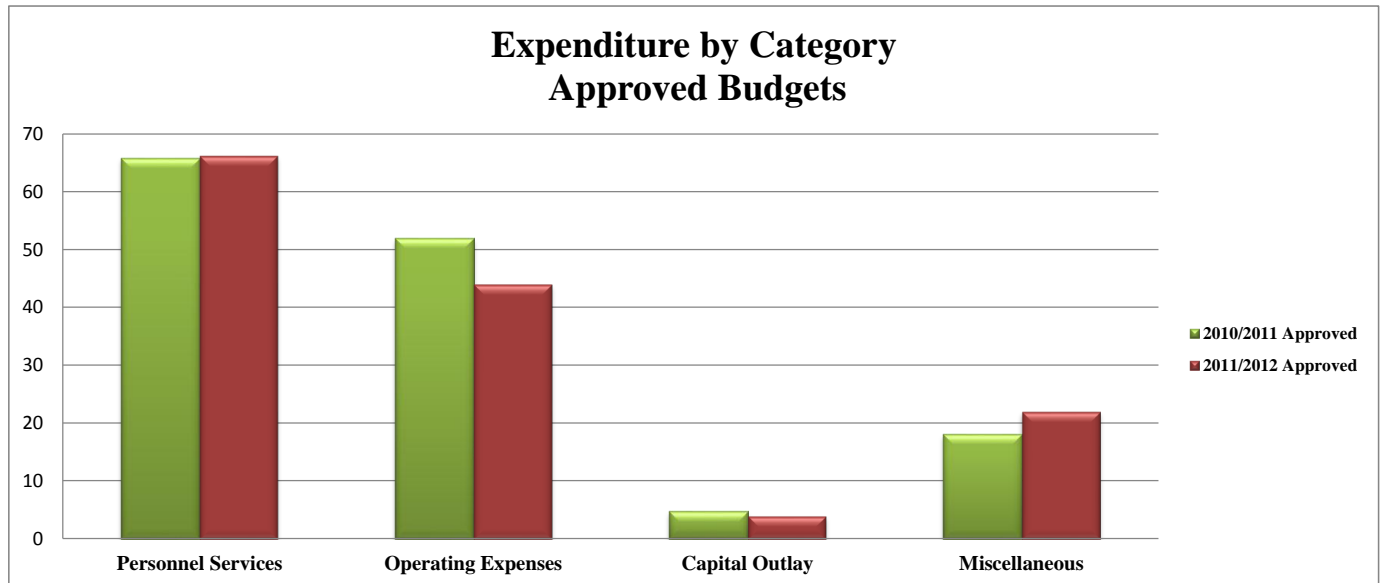
**EXPENDITURES BY CATEGORY ANALYSIS
2011/2012 APPROVED BUDGET**

<u>EXPENDITURE CATEGORY</u>	2010/2011 APPROVED BUDGET		2011/2012 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	65,814,076	46.87%	66,245,159	48.52%	431,083	0.31%	0.66%
Operating Expenses	51,904,075	36.97%	44,187,973	32.37%	(7,716,102)	-5.50%	-14.87%
Capital Outlay	4,722,938	3.36%	4,049,130	2.97%	(673,808)	-0.48%	-14.27%
Miscellaneous***	17,966,467	12.80%	22,043,317	16.15%	4,076,850	2.90%	22.69%
TOTAL FUNDS	140,407,556	100%	136,525,579	100%	(3,881,977)	-2.76%	N/A

* Change in each expenditure category as a percentage of the total 2010/2011 Approved Budget.

** Change in each expenditure category as a percentage of total 2010/2011 expenditure category.

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



SUMMARY OF (FTE) POSITIONS

The graph listed below summarizes and compares positions in the 2011 Approved Budget with those in the 2012 Approved Budget by offices, department, and divisions. Additionally, in each department, a positional page has been constructed that details changes within these specific areas. The total full time budgeted positions in 2011 were 446 compared to 447 in the 2012 approved budget. This equates to a net increase of 1 position.

General Government:

The Department of General Government will increase .55 FTE for the 2011/2012 Approved Budget. This increase can be attributed to the addition an Election Assistant in the Election Division. This has always been an authorized position that has not been budgeted. Additionally, in the Office of the City Manager, .15 of the Assistant to the City Manager/Budget Administrator will be reallocated to the Department of Fiscal Services' – Administration Division. This reallocation will be offset by the addition of .10 of the Assistant City Manager for Public Safety. Moreover, in the Office of Employee Services .25 of the Employee Benefit Coordinator and .15 of the Employee Services Support Staff will be reallocated to the Police and Fire Pension Fund. This reallocation is due in large part to the fact these individuals handle a lot of the retire Police and Fire clientele.

Fiscal Services:

The Department of Fiscal Services will increase by .15 FTE for the 2011/2012 Approved Budget. This increase is primarily attributed to the reallocation of .15 of the Assistant to the City Manager/Budget Administrator from the Office of the City Manager. Additionally, in FY 2012, the Assistant City Manager for Administrative Services will be retitled to Deputy City Manager/CFO.

Community Public Safety – Police and Fire:

Beginning in the 2011/2012 Budget, the Department of Public Safety will be restructured under the Assistant City Manager for Public Safety as Community Public Safety (CPS) Police and Fire. With this change in the organizational structure, the Administration divisions of both departments will be consolidated into the Office of Community Public Safety. This office will consist of the following personnel: .90 of the Assistant City Manager for Public Safety, Police Chief, Fire Chief, Public Safety Support Specialist, Staff Professional, and Administrative Professional. In addition, in the Community Public Safety – Police an Assistant Chief will be added to the CPS Patrol Division. This position will replace the vacant Lieutenant position. Furthermore, in the CPS - Technical Services a vacant Clerk I position will be eliminated and the Technical Services Supervisor will be reclassified to Support Staff Administrator. In CPS – Fire, the Staff Professional will be reclassified to an Administrative Professional.

Development:

The Department of Development's personnel complement will remain the same for FY 2012.

Public Services, Water, and Wastewater Treatment:

The Departments of Public Services and Water and Wastewater Treatment will decrease a total of 4 FTE. In the General Fund Cemeteries Division the Maintenance Person III position will be eliminated. However, to offset this reduction, in the Building and Grounds Maintenance Division, a seasonal Groundskeeper/Mechanic position will be reclassified to a full-time Maintenance Mechanic Person I. This position will be shared with the Public Works Building Fund. In Major Streets Fund's – Traffic Engineering Division the vacant Traffic Electrician I position will be eliminated. Additionally, .50 of the Traffic Foreman, .25 of the Transportation Engineer will be allocated to Local Streets Fund's Traffic Engineering Division. Furthermore, in Major Streets Fund's Engineering Division, .25 of the City Engineer, .25 of the Assistant City Engineer, .25 of the Administrative Professional, and .13 of the Engineering Office Supervisor will be reallocated to the Local Streets Fund's Engineering Division. Also, in the Andersen Enrichment Center Fund, the vacant Clerk Typist will be eliminated from the personnel complement. This position has not been filled since 2008.

In the Water and Sewer Operations and Maintenance Fund, the Office Assistant III in the Maintenance and Services Division will be reclassified to an Administrative Professional. This Office Assistant III position has been operating in the capacity of an Administrative Professional for many years, by reclassifying this position, the City will be fulfilling a collective bargaining issue. Also, in the Maintenance and Services Division, .5 of a Crossover Operator and .5 of a Utilities Person II position will be added.

In Water and Wastewater Treatment Department multiple positions have been reallocated. In the Sewer Operations and Maintenance Fund's Treatment and Pumping Division, .20 of the Assistant Superintendent of Wastewater Treatment and a temporary Laborer will be added. In previous fiscal years, the Assistant Superintendent of Wastewater Treatment was split with the Remotes Facilities Division. In addition, .30 of the Plant Maintenance Electrician B position will be added to the Remotes Facilities Division from the Treatment and Pumping Division. On the Water Operations and Maintenance side, .25 of a Police Officer has been added to the Water Treatment and Pumping Division. Currently, this Police Officer is providing surveillance of the Water Treatment Facility. Also, in the Water Operations and Maintenance Fund, .25 of a Utilities Person II and two Laborers will be eliminated from Meter Maintenance and Services and Treatment and Pumping Divisions, respectively.

Technical Services:

During FY 2011, the Department of Technical Services was created by combining the Department of Public Services – GIS Division with the Department of Technical Services. Through the consolidation of these areas the City has been able to realize significant savings and cost efficiencies. Because of these savings, the Director of Technical Services was able to implement a new Call Center Division in the 2012 Budget. With this addition, a part time Call Center Operator will be added the personnel complement for this department. Additional, during the course of FY 2011, the Director of Technical Services evaluated the current personnel in each area. Due to this evaluation, in the FY 2012 Budget, one of the Application Analyst position will be retitled to an Enterprise Analyst.

COMPLEMENT SUMMARY (FTE) 2011/2012 APPROVED BUDGET					
DEPARTMENT	2007/2008 Actual	2008/2009 Actual	2009/2010 Actual	2010/2011 Actual	2011/2012 Approved
General					
Government	15.00	15.00	15.00	13.00	14.00
Fiscal Services	32.00	28.00	26.00	28.00	28.00
CPS - Police	110.00	110.00	116.00	115.00	115.00
CPS - Fire	65.00	68.00	68.00	68.00	68.00
Technical					
Services	7.00	7.00	6.00	9.00	10.00
Development	22.00	22.00	20.00	21.00	21.00
Public Services	218.00	217.00	205.00	104.00	103.00
Water & Wastewater	0.00	0.00	0.00	88.00	88.00
Totals	469.00	467.00	456.00	446.00	447.00

The chart above is based solely on full-time personnel by departments.

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 2012, the General Fund has appropriated \$1,035,987, of its undesignated fund balance. This is approximately \$285,987 higher than what was appropriated in FY 2011.

The Special Revenue Funds is projected to end FY 2011 in a budgetary surplus. The primary reason for this is due to the amount of monies received exceeds the amount of monies spent by approximately \$1,358,092. The projected estimated undesignated fund balance as of June 30, 2012 is \$329,585. This is due in large part to the change in the fee structure in the Rubbish Collection Fund and the City by the vote of the people, increased the public safety millage from 6 mills to 7.5 mills. Expenditures within these funds will be monitored closely to ensure a savings by year-end.

Enterprise Funds for year-ending FY 2011 is projected to have a surplus of \$24,823,771. This positive ending balance is a direct result of the 2011 Water Revenue Bonds proceeds. Additionally, the City has imposed a rate increase to both Water and Sewer Operations and Maintenance Funds for a five year period. This will allow for the city to continue in its effort to update the Water and Wastewater Treatment Facilities. The Parking Operations and Maintenance Fund by end of fiscal year 2011, has ended in small surplus of \$11,774. Currently, the City is evaluation the parking structure operations to determine the feasibility in maintaining these operations or divesting these facilities to private owners. Overall, the estimated undesignated fund balance or net assets for this fund type is projected to be \$24,823,781 by year-ending June 30, 2012.

Internal Services Fund's June 30, 2012 undesignated fund balance is projected at \$7.8 million. This is due to an the realignment and increases to Charges for Services for the Motor Pool Operations, Technical Services – Information Services, Technical Services – Geographical Information System costs, Workers Compensation, and Self-Insurance Funds.

Fiduciary Fund projects an \$113,470,070 estimated undesignated fund balance for June 30, 2012. Favorable market conditions have produced significant gains in the Police and Fire Pension and the Unfunded Liabilities Funds.

**UNDESIGNATED FUND BALANCE ANALYSIS
2011/2012 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Undesignated Fund Balance (Deficit) - June 30, 2010	748,489	2,079,350	25,831,240	8,187,830	96,073,530
FY 2011 Projected Revenues	34,171,160	22,908,554	38,199,854	6,596,630	30,767,386
FY 2011 Projected Expenditures (w/ Encumb)	34,903,224	23,629,812	39,207,323	6,922,460	13,493,689
Est. Undesignated Fund Balance (Deficit) - June 30, 2011	16,425	1,358,092	24,823,771	7,861,999	113,347,227
FY 12 Estimated Revenues:					
Property Taxes	3,990,966	5,014,826	0	0	0
City Income Taxes	11,800,000	0	0	0	0
State Revenue Sharing	8,007,951	3,444,778	0	0	0
Grants	711,356	4,037,786	238,900	0	0
Licenses, Permits, and Fees	1,225,150	0	800	0	0
Charge for Services	910,250	1,756,040	35,435,922	6,524,313	5,461,844
Fines and Forfeitures	243,000	0	182,622	0	0
Interest	370,800	18,500	624,000	5,850	2,982,624
Rents	30,000	0	0	0	0
Reimbursements	2,485,660	0	0	0	0
Other Revenues	3,253,231	483,790	11,880,809	2,612,058	5,370,733
Total FY 12 Estimated Revenues	33,028,364	14,755,720	48,363,053	9,142,221	13,815,201
Total Resources Available for Appropriation	33,044,789	16,113,812	73,186,824	17,004,220	127,162,428
FY 12 Expenditure Appropriations:					
General Government	1,985,687	0	0	0	0
Fiscal Services	2,652,279	0	0	0	0
Police	12,650,244	3,566,335	0	0	7,692,358
Fire	8,557,434	1,692,351	0	0	6,000,000
Highways and Streets	0	4,445,726	0	0	0
Garbage and Rubbish	0	3,626,005	0	0	0
Public Works	0	0	47,994,294	520,877	0
Development	1,076,995	2,453,810	0	0	0
Public Services (GF)	2,998,176	0	0	0	0
Other General Services	3,107,549	0	368,749	8,621,344	0
Total FY 12 Expenditure Appropriations	33,028,364	15,784,227	48,363,043	9,142,221	13,692,358
Estimated Undesignated Fund Balance - June 30, 2012	16,425	329,585	24,823,781	7,861,999	113,470,070





GENERAL FUND REVENUES

**RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	3,990,966	GENERAL GOVERNMENT	1,985,687
CITY INCOME TAXES	11,800,000	FISCAL SERVICES	2,652,279
STATE REVENUE SHARING	8,007,951	COMMUNITY PUBLIC SAFETY - POLICE	12,650,244
GRANTS	711,356	COMMUNITY PUBLIC SAFETY - FIRE	8,557,434
LICENSES, PERMITS, & FEES	1,225,150	DEVELOPMENT	1,076,995
CHARGE FOR SERVICES	910,250	PUBLIC SERVICE (GF)	2,998,176
FINES AND FORFEITURES	243,000	OTHER GENERAL FUND	3,107,549
INTEREST	370,800		
RENTS	30,000		
REIMBURSEMENTS	2,485,660		
FUND BALANCE	1,035,987		
OTHER REVENUES	2,217,244		
TOTAL RESOURCES	<u><u>33,028,364</u></u>	TOTAL APPROPRIATIONS	<u><u>33,028,364</u></u>

CITY OF SAGINAW
SCHEDULE OF TAXABLE VALUE

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	118,773	98,362	99,786	102,078	105,157
Commercial	85,587,616	90,909,193	93,217,849	95,061,305	95,064,902
Industrial	44,668,255	44,860,660	45,112,282	49,008,656	48,980,153
Residential	403,269,702	413,964,808	428,229,633	442,314,586	461,076,412
Total Real	<u>533,644,346</u>	<u>549,833,023</u>	<u>566,659,550</u>	<u>586,486,625</u>	<u>605,226,624</u>
Personal Property					
Commercial	47,149,374	45,770,900	41,335,600	42,377,998	41,796,637
Industrial	88,485,700	71,968,600	68,297,000	62,754,000	65,211,400
Utility	18,720,800	14,844,100	14,669,100	14,982,400	15,691,400
Total Personal	<u>154,355,874</u>	<u>132,583,600</u>	<u>124,301,700</u>	<u>120,114,398</u>	<u>122,699,437</u>
Total Real & Personal	<u>688,000,220</u>	<u>682,416,623</u>	<u>690,961,250</u>	<u>706,601,023</u>	<u>727,926,061</u>

BY TAXPAYER CLASS					
Agricultural	118,773	98,362	99,786	102,078	105,157
Commercial	132,736,990	136,680,093	134,553,449	137,439,303	136,861,539
Industrial	133,153,955	116,829,260	113,409,282	111,762,656	114,191,553
Residential	403,269,702	413,964,808	428,229,633	442,314,586	461,076,412
Utility	18,720,800	14,844,100	14,669,100	14,982,400	15,691,400
Total	<u>688,000,220</u>	<u>682,416,623</u>	<u>690,961,250</u>	<u>706,601,023</u>	<u>727,926,061</u>

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	77,958	95,631	114,440	109,851	112,395
Commercial	96,361,425	96,304,235	94,999,826	93,930,967	89,997,662
Industrial	48,939,004	47,738,218	47,161,286	32,053,496	30,489,558
Residential	477,680,156	471,601,430	445,170,091	388,236,562	350,887,163
Total Real	<u>623,058,543</u>	<u>615,739,514</u>	<u>587,445,643</u>	<u>514,330,876</u>	<u>471,486,778</u>
Personal Property					
Commercial	45,810,753	43,787,288	40,897,871	36,550,100	36,309,220
Industrial	55,373,600	45,371,600	39,775,400	39,087,100	41,319,400
Utility	16,306,500	16,742,300	17,433,000	18,003,800	19,876,600
Total Personal	<u>117,490,853</u>	<u>105,901,188</u>	<u>98,106,271</u>	<u>93,641,000</u>	<u>97,505,220</u>
Total Real & Personal	<u>740,549,396</u>	<u>721,640,702</u>	<u>685,551,914</u>	<u>607,971,876</u>	<u>568,991,998</u>

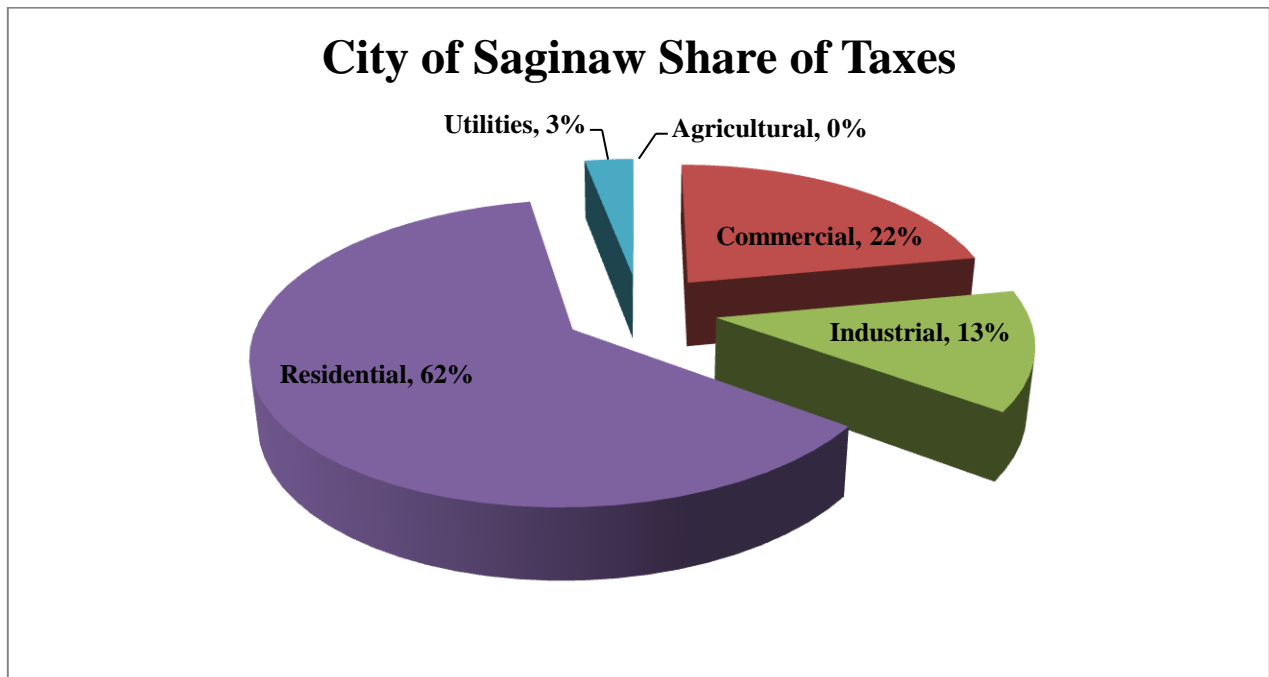
BY TAXPAYER CLASS					
Agricultural	77,958	95,631	114,440	109,851	112,395
Commercial	142,172,178	140,091,523	135,897,697	130,481,067	126,306,882
Industrial	104,312,604	93,109,818	86,936,686	71,140,596	71,808,958
Residential	477,680,156	471,601,430	445,170,091	388,236,562	350,887,163
Utility	16,306,500	16,742,300	17,433,000	18,003,800	19,876,600
Total	<u>740,549,396</u>	<u>721,640,702</u>	<u>685,551,914</u>	<u>607,971,876</u>	<u>568,991,998</u>

General Fund Revenues

Total 2011/2012 Approved General Fund resources are budgeted at \$33,028,364, which represents a decrease of \$1,173,555, or -3.56%, from 2011, approved resources of \$34,201,919.

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, 2011 levy will be assessed at \$471,486,778 and personal property taxable value will be assessed at \$97,505,220.



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

The City of Saginaw's operating tax rate for FY 2012 is projected to be 6.7290 mills (limited to 7.50 mills). A special assessment of 7.5000 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 35.73% of its General Fund revenue from local income tax. Economic conditions continue to have a negative impact on this revenue source. For the 2011/2012 Approved Budget, the revenue from income taxes is expected to decrease -\$279,000, or -2.31%. The decrease is primarily due to the continued loss of business within the city.

STATE SHARED REVENUES

The City of Saginaw receives approximately 24.25% 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. Governor Snyder released a preliminary plan on how statutory funding will be allocated and distributed. The State is just now forming the criteria on how to comply with the governor's proposal. The City of Saginaw will be notified later in the state's budget cycle of the impact of this proposal. The City's 2011/2012 Approved Budget reflects an overall decrease of -8.96%.

GRANTS

For FY 2012, the City budgeted \$711,356 for federal grant funding related to police overtime, gas reimbursements for drug enforcement, and riverfront. This is an \$861,561, or -121.12% reduction from the 2011 approved budget levels. In FY 2012, the City will no longer receive general fund grants for police and development activities.

LICENSES, PERMITS, & FEES

The City anticipates \$1,221,850, for licenses, permits, and fees for FY 2012. This represents an increase of \$102,700, over the projected 2011 revenue. This includes business licenses, building permits, and cable television franchise fees.

CHARGE FOR SERVICES

The total projected charges for services for FY 2012 is \$910,250. 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 is 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 decrease from the 2011 approved revenue by \$3,000.

INTEREST REVENUE

Interest revenue is projected to decrease by \$65,300, or -17.61% from 2011 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, 2010, and 2011 the City hired Maximus to prepare a cost allocation plan. For FY 2012, a total of \$2,212,534 is budgeted for the indirect cost allocation plan.

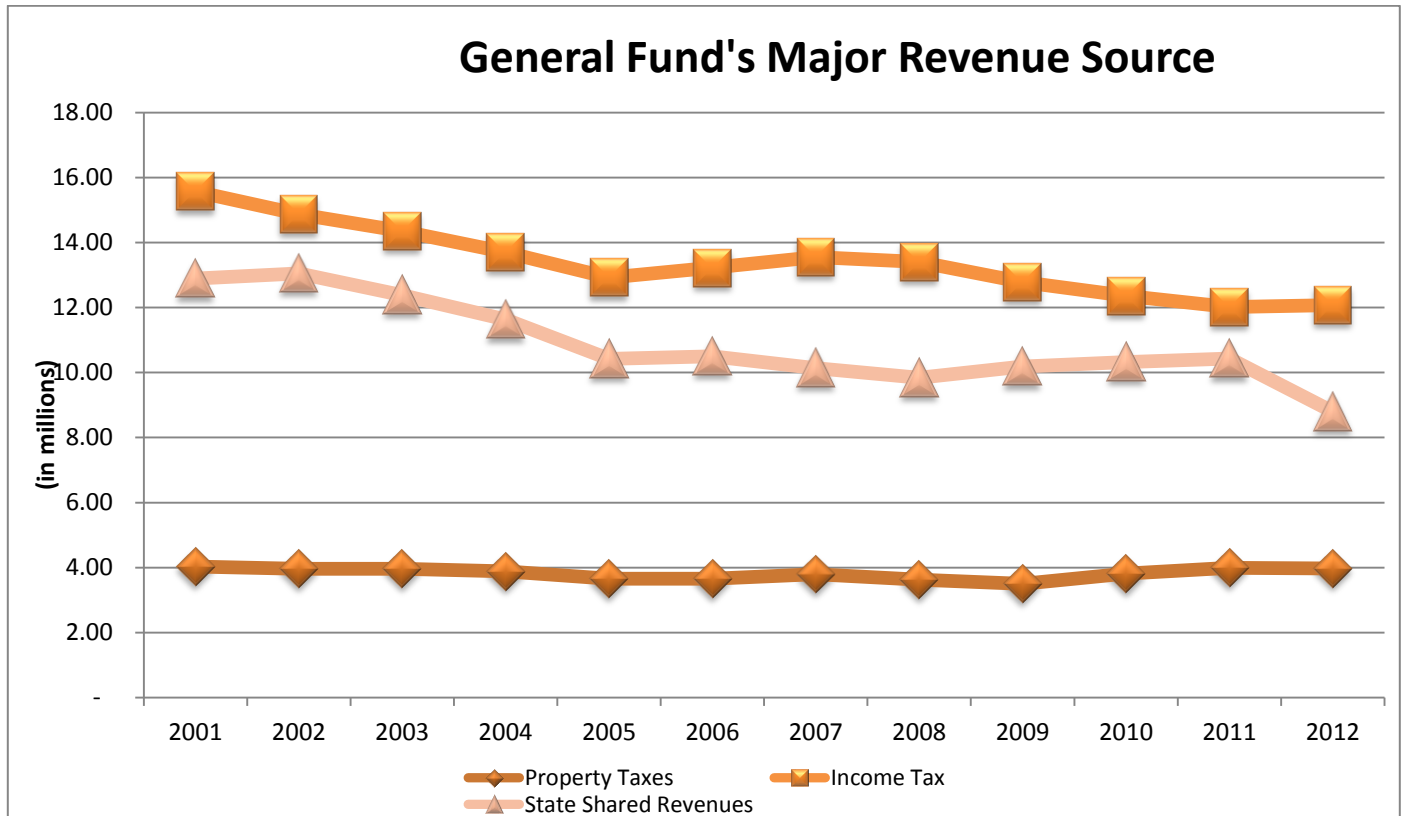
OTHER REVENUES

Other revenues will increase \$1,639,463, from 2011 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 revenues sources from FY 2001 through the budgeted FY 2012.

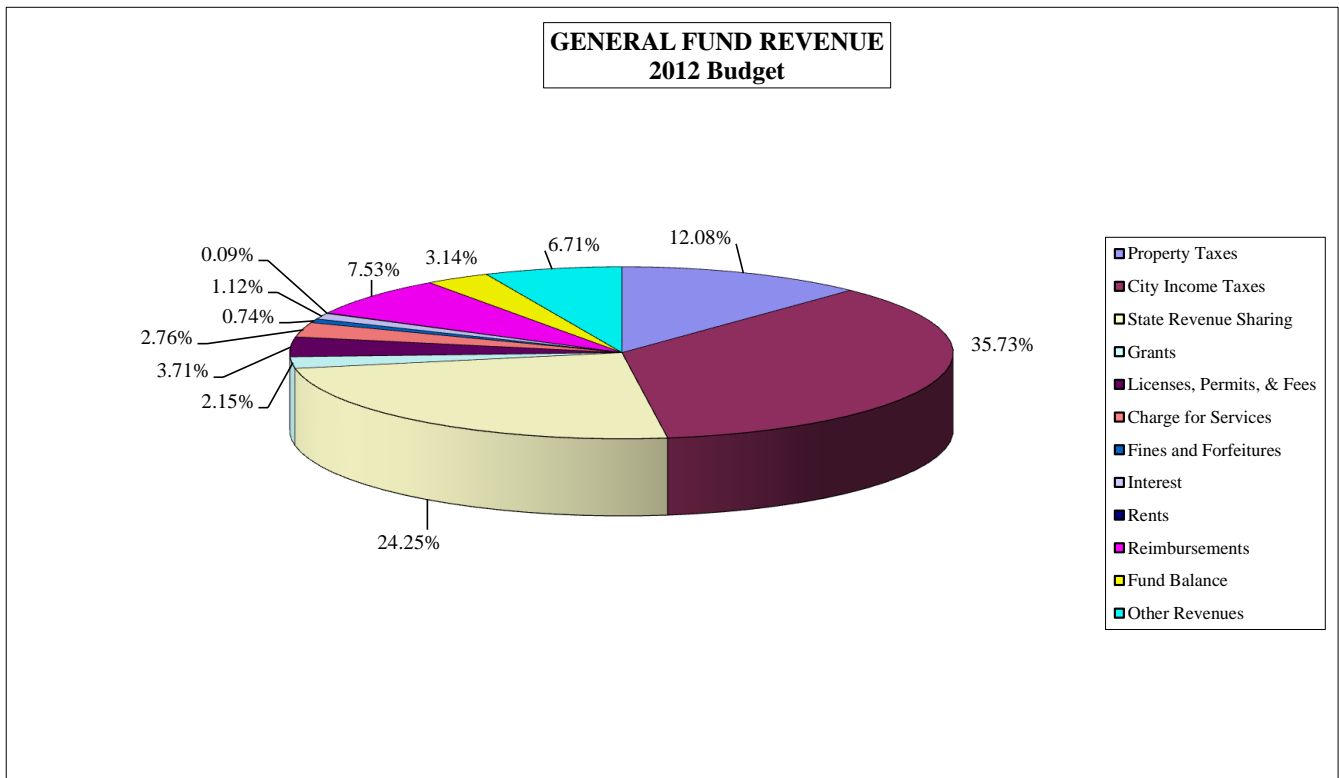
The chart below reveals that the amount of revenues received from property taxes has changed little since 2001. As a result the City of Saginaw has become more reliant on Income Tax and State Shared revenues, both of which have declined in recent years.



After the adoption of the 2011/2012 Budget, the City of Saginaw was notified by the state that both Statutory and Constitutional Revenue Sharing monies would be decreased in FY 2012. The City's statutory allocation will be reduced by one-third of its original 2011 budgeted amount, and the remaining portion the city would have to compete and fulfill specific criteria established by the State of Michigan. Criteria are: Transparency and Accountability, Consolidation of Services, and Employee Benefits. Lack of compliance in these areas will result in a further reduction in revenue sharing. The constitutional portion of state shared revenues will be reduced by approximately \$440,000. This reduction is based in population since 2000.

**REVENUE ANALYSIS SUMMARY
2011/2012 APPROVED BUDGET**

	2008 Actual	2009 Actual	2010 Actual	2011 Approved Budget	2011 Adjusted Budget	2011 Projected	2012 Approved Budget
Property Taxes	3,947,494	3,807,995	3,806,008	4,026,753	4,026,753	4,027,440	3,990,966
City Income Taxes	12,776,297	12,359,364	11,802,819	12,079,000	12,079,000	12,610,812	11,800,000
State Revenue Sharing	10,190,127	10,321,778	8,965,403	8,796,292	8,828,292	9,198,609	8,007,951
Grants	406,812	514,869	834,934	1,845,990	2,758,466	2,004,034	711,356
Licenses, Permits, & Fees	924,840	1,104,670	1,187,143	1,221,850	1,221,850	1,227,299	1,225,150
Charge for Services	763,822	925,659	1,043,869	975,614	986,724	881,114	910,250
Fines and Forfeitures	184,337	243,135	260,507	245,000	245,000	271,487	243,000
Interest	506,623	381,913	403,166	436,100	436,100	443,741	370,800
Rents	104,073	31,218	32,360	30,000	30,000	22,512	30,000
Reimbursements	2,404,612	2,679,919	3,158,152	3,217,539	3,217,539	3,391,891	2,485,660
Fund Balance	0	0	0	750,000	1,041,541	0	1,035,987
Other Revenues	0	1,582,404	441,620	577,781	915,896	711,357	2,217,244
TOTAL RESOURCES	32,209,036	33,952,924	31,935,981	34,201,919	35,787,161	34,790,296	33,028,364



**REVENUE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

	2008 Actual	2009 Actual	2010 Actual	2011 Approved Budget	2011 Adjusted Budget	2011 Projected	2012 Approved Budget
TAXES							
Real Property	3,027,151	3,054,522	3,048,773	2,930,034	2,930,034	3,484,803	2,882,345
Real Property - IFT	5,341	3,961	0	3,151	3,151	2,870	2,985
Personal Property	437,543	406,318	407,339	533,453	533,453	525,697	596,080
Personal Property - IFT	85,614	29,160	0	28,115	28,115	25,394	11,826
Personal Property - DPPT	0	0	0	0	0	0	5,000
Property Taxes - Chargeback	(83,174)	(251,240)	(219,551)	0	0	(481,894)	0
Penalties & Interest	72,000	178,953	283,371	135,000	135,000	130,000	135,000
Tax Administration Fees	375,005	346,628	286,076	345,000	345,000	340,570	345,000
PROPERTY TAX	3,919,480	3,768,302	3,806,008	3,974,753	3,974,753	4,027,440	3,978,236
Housing Commission	11,283	0	0	15,000	15,000	0	0
Birch Park	20,534	39,693	0	37,000	37,000	0	12,730
Bancroft Eddy	12,712	0	0	0	0	0	0
P. I. L. O. T. TAXES	44,529	39,693	0	52,000	52,000	0	12,730
City Income Taxes	12,776,297	11,406,487	10,837,940	11,125,000	11,125,000	11,661,408	10,850,000
Delinq City Income Tax	0	954,642	969,624	954,000	954,000	954,000	950,000
425 Agreement Refund	0	(1,765)	(4,745)	0	0	(4,596)	0
INCOME TAXES	12,776,297	12,359,364	11,802,819	12,079,000	12,079,000	12,610,812	11,800,000
TOTAL TAXES	16,740,306	16,167,359	15,608,827	16,105,753	16,105,753	16,638,252	15,790,966
INTERGOVERNMENTAL							
Statutory	5,945,785	5,955,258	4,997,074	4,970,054	4,970,054	5,493,416	3,970,054
Constitutional	4,260,144	4,034,558	3,887,868	3,748,488	3,748,488	3,603,759	4,001,497
Inventory Tax Reimb.	(467,289)	0	0	0	0	0	0
Liquor Licenses	41,635	38,087	36,414	44,000	44,000	35,085	36,400
State Grants	0	293,875	44,047	33,750	65,750	66,349	0
STATE SHARED REV.	9,780,275	10,321,778	8,965,403	8,796,292	8,828,292	9,198,609	8,007,951
FEMA	0	96,803	(292)	0	173,320	110,806	50,000
Homeland Security Training	0	1,978	632	1,800	1,800	712	5,000
Federal Grants	43,160	18,349	320,083	1,124,759	678,366	0	35,941
EECBG	0	0	31,396	316,000	534,197	534,804	0
Police Drug Overtime	111,377	134,968	149,985	133,431	133,431	120,044	120,415
Miscellaneous	0	22,795	0	0	0	315	0
Reimbursement/Medicare	1,800	239,976	333,130	270,000	1,237,352	1,237,353	500,000
GRANTS	156,337	514,869	834,934	1,845,990	2,758,466	2,004,034	711,356
TOTAL INTERGOV'TAL	9,936,612	10,836,647	9,800,337	10,642,282	11,586,758	11,202,643	8,719,307
LICENSES, PERMITS & FEES							
Occupational	23,364	27,900	32,784	30,200	30,200	32,583	33,000
General Business License	70,000	84,568	76,145	79,500	79,500	83,655	80,000
TOTAL LICENSES	93,364	112,468	108,929	109,700	109,700	116,238	113,000

**REVENUE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

	2008 Actual	2009 Actual	2010 Actual	2011 Approved Budget	2011 Adjusted Budget	2011 Projected	2012 Approved Budget
Housing Registration Fees	166,998	279,609	333,562	303,000	303,000	276,405	303,000
Building Permits	108,209	97,555	114,037	150,000	150,000	138,654	150,000
Electrical Permits	28,185	23,585	24,137	36,000	36,000	32,953	36,000
Mechanical Permits	25,309	20,555	29,189	35,000	35,000	69,273	35,000
Plumbing Permits	22,335	18,035	13,075	35,000	35,000	25,780	35,000
Sign Permits	1,250	2,800	3,030	1,500	1,500	2,075	1,500
Street Cut Permits	1,680	2,235	465	500	500	1,270	500
Curb Cut Permits	255	435	300	300	300	375	300
Fire Department Permits	75	211	75	700	700	114	700
Barricade Permits	1,800	1,267	150	150	150	285	150
TOTAL PERMITS	356,096	446,287	518,020	562,150	562,150	547,184	562,150
Telecommunications Fees	500	0	0	0	0	0	0
Cable TV Franchise Fees	467,434	494,485	518,793	500,000	500,000	515,741	500,000
Cable TV PEG Fees	0	51,430	41,401	50,000	50,000	48,136	50,000
TOTAL FEES	467,934	545,915	560,194	550,000	550,000	563,877	550,000
TOTAL LIC./PERM/FEES	917,394	1,104,670	1,187,143	1,221,850	1,221,850	1,227,299	1,225,150
CHARGE FOR SERVICES							
Tea House Fees	6,983	1,109	0	7,000	7,000	0	0
RECREATION	6,983	1,109	0	7,000	7,000	0	0
PILOT Application Fee	0	2,500	0	2,500	2,500	0	0
Witness Fees	19,473	23,421	10,534	20,000	20,000	1,813	10,000
Board of Appeal Case Fees	0	0	50	0	0	0	0
Zoning Code Fees	6,430	5,625	5,005	7,000	7,000	7,385	7,000
Fire System Plan Review	50	200	700	200	200	125	700
Attorney Collections	2	0	6	0	0	0	0
Traffic Engineering	1,000	0	0	0	0	6,834	0
Fire False Alarm	0	0	0	0	0	400	0
Police False Alarm	0	0	0	0	0	1,280	0
Dog Registration Fees	0	0	0	0	0	4,400	7,500
Public Act 425	118,000	244,089	283,689	244,000	244,000	206,278	244,000
Election Services	23,780	(1)	0	0	11,110	11,110	50
Special Events Services	25,000	41,740	35,424	30,000	30,000	38,266	34,000
Special Events Ojibway	5,942	11,850	5,940	7,500	7,500	3,320	7,200
Engineering Plans	1,535	4,256	3,893	750	750	1,620	750
Sale of Junk	624	1,632	176	250	250	311	0
Traffic Signs	50	25	4	50	50	93	50
Materials and Services	14,230	14,031	15,555	14,000	14,000	16,861	14,600
TOTAL GENERAL GOVT.	216,116	349,368	360,976	326,250	337,360	300,096	325,850

**REVENUE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

	2008 Actual	2009 Actual	2010 Actual	2011 Approved Budget	2011 Adjusted Budget	2011 Projected	2012 Approved Budget
Gun Registration Fees	1,815	1,845	1,825	1,800	1,800	1,695	1,800
Vehicle Storage Fees	30	0	0	0	0	0	0
Hazmat Clean Up Fees	2,291	1,092	16,447	27,000	27,000	14,283	15,000
False Alarm Fees	1,680	6,425	2,675	8,500	8,500	0	1,500
Police Department	36,163	47,710	80,136	88,064	88,064	103,771	76,000
Fire Department	1,957	1,763	3,785	2,000	2,000	3,421	2,600
TOTAL POLICE & FIRE	43,936	58,835	104,868	127,364	127,364	123,170	96,900
Internment Services	247,909	252,221	300,011	275,000	275,000	271,960	280,000
Markers and Bases	34,549	52,315	39,471	30,000	30,000	27,514	34,000
Grave Spaces	127,689	133,827	159,574	133,000	133,000	94,064	97,500
Materials and Services	87,651	77,984	78,969	77,000	77,000	64,310	76,000
TOTAL CEMETERIES	497,798	516,347	578,025	515,000	515,000	457,848	487,500
TOTAL CHARGE SVC.	764,833	925,659	1,043,869	975,614	986,724	881,114	910,250
FINES & FORFEITURES							
Ordinance Fines	123,594	178,994	215,293	170,000	170,000	228,695	180,000
Parking Violation Fines	893	546	238	0	0	51	0
Civil Infractions	0	100	3,050	25,000	25,000	815	25,000
Dog Fines (Civil Infraction)	0	0	0	0	0	0	5,000
Transfer Affidavit Fines	59,850	63,495	41,926	50,000	50,000	41,926	33,000
TOTAL FINES & FORFEIT.	184,337	243,135	260,507	245,000	245,000	271,487	243,000
INTEREST							
Andersen Loan	0	0	576	52,800	52,800	11,230	21,000
Interest on Investments	179,374	80,656	33,933	110,000	110,000	13,931	18,500
Interest on City Income Taxes	224,263	262,784	284,372	230,000	230,000	414,941	300,000
Interest on Spec Asmts	3,187	5,796	3,166	3,000	3,000	284	3,000
Interest and Penalties	300	1,994	78,024	300	300	31	300
Cemetery Int on Investments	98,984	30,683	3,095	40,000	40,000	3,324	28,000
TOTAL INTEREST	506,108	381,913	403,166	436,100	436,100	443,741	370,800
RENTS & PRIVILEGES							
Land and Building Rentals	104,073	31,218	32,360	30,000	30,000	22,512	30,000
TOTAL RENTS & PRIV.	104,073	31,218	32,360	30,000	30,000	22,512	30,000

**REVENUE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

	2008 Actual	2009 Actual	2010 Actual	2011 Approved Budget	2011 Adjusted Budget	2011 Projected	2012 Approved Budget
OTHER REVENUES							
Recreation Programs-Grant	0	0	20,000	10,000	10,000	0	0
City/Cty/School Liaison	10,000	100,000	10,000	10,000	5,000	10,000	5,000
Saginaw County	0	0	0	0	0	0	130,000
Riverfront Comm Donations	950	2,000	1,445	0	0	1,100	0
Contributions	0	6,000	0	6,000	16,000	0	6,000
CONTRIBUTIONS	10,950	108,000	31,445	26,000	31,000	11,100	141,000
Sale of Land/Buildings	87,729	85,296	334	0	332,864	209,000	0
Sale of Property Items	0	0	31	0	0	10,050	20,000
SALES OF PROPERTY	87,729	85,296	365	0	332,864	219,050	20,000
Sale of Firearms	0	0	0	0	0	24,477	10,000
Special Assessments	83,207	357,576	159,928	100,000	100,000	100,584	150,000
TOTAL SPECIAL ASSESS.	83,207	357,576	159,928	100,000	100,000	125,061	160,000
Nuisance Clean Up	0	0	(6)	0	0	0	0
Surplus Receipts	17,798	64,033	65,145	40,000	40,000	14,769	40,000
Demolition Contracts	15,362	5,366	99,169	50,000	50,000	8,180	50,000
Gain/Loss on Equipment	0	0	0	0	0	195	20,000
Cash Over and Short	(13,310)	14,827	3,224	0	0	(7,788)	0
Smoke Detectors	4,098	0	0	5,000	5,000	0	0
Clerk's Dept Fees	0	0	300	900	900	0	0
Police Donations	0	1,000	0	250	250	0	0
Fire Donations	0	110	0	351	351	700	500
Non-Owner Occupied Dwelling	0	0	0	0	0	0	285,000
Encroachment	0	0	0	0	0	0	7,500
Pawn Shop	4,543	16,024	17,262	24,000	24,000	9,390	24,000
TOTAL SURPLUS RECEIPT	28,491	101,360	185,094	120,501	120,501	25,446	427,000
Indirect Costs	2,737,821	2,483,939	2,929,843	2,920,772	2,920,772	3,015,783	2,212,534
Weed and Seed Admin	0	0	0	16,688	16,688	15,700	0
Insurance Proceeds	63,973	33,444	8,385	24,116	24,116	82	24,000
Insurance Premiums	6,900	7,201	14,159	7,500	7,500	7,313	7,500
Reimbursements	1,096	12,948	21,121	50,000	50,000	71,213	30,000
Saginaw Housing Comm	0	142,387	144,609	158,463	158,463	155,840	167,626
Demolition - FS & ES Indirect	0	0	0	0	0	84,912	0
Pagers/Cell Phones	0	0	35	0	0	371	0
Inspections	0	0	40,000	40,000	40,000	40,677	44,000
TOTAL REIMBURSEMENTS	2,809,790	2,679,919	3,158,152	3,217,539	3,217,539	3,391,891	2,485,660

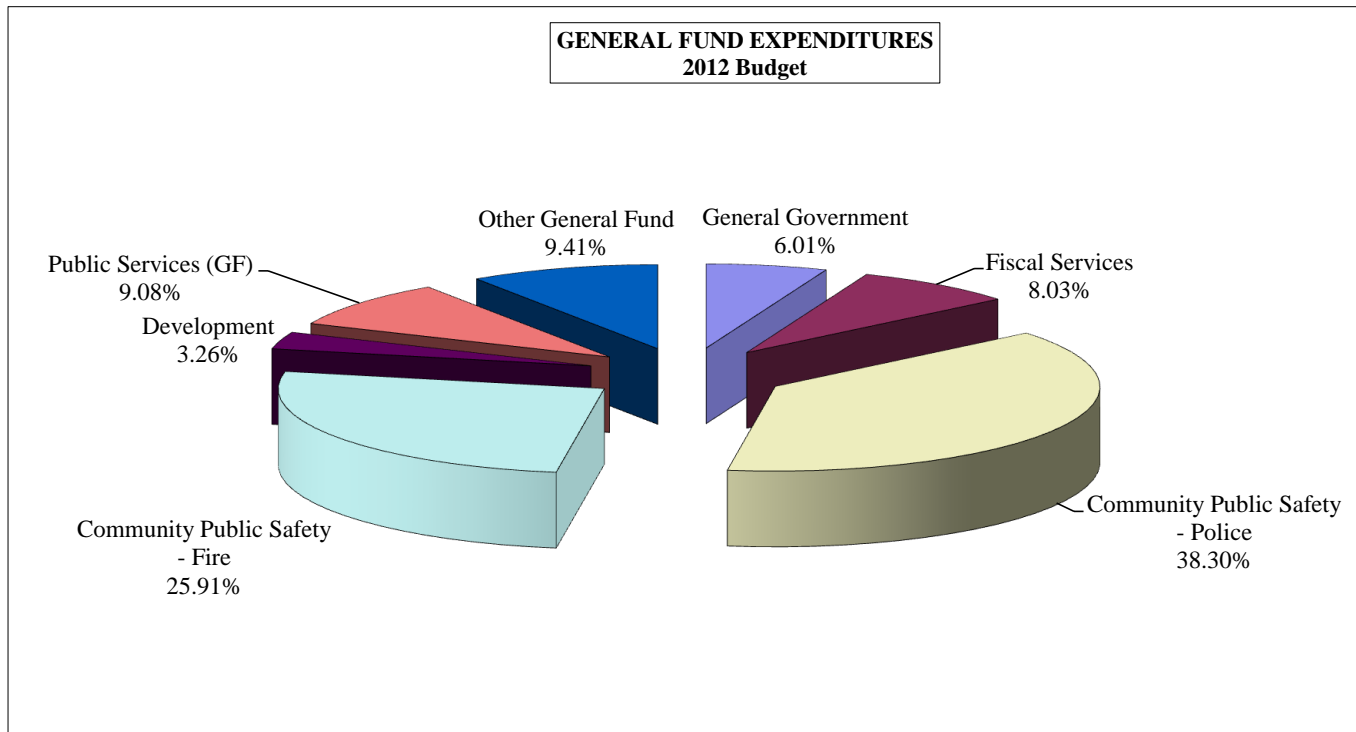
**REVENUE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

	2008 Actual	2009 Actual	2010 Actual	2011 Approved Budget	2011 Adjusted Budget	2011 Projected	2012 Approved Budget
Police Dept Services	480	20,172	1,018	1,000	1,000	170	250
TOTAL PUB. SAFETY FEE	480	20,172	1,018	1,000	1,000	170	250
TOTAL OTHER REVENUE	3,020,647	3,352,323	3,536,002	3,465,040	3,802,904	3,772,718	3,233,910
Decrease in Fund Equity	0	0	0	750,000	1,041,541	0	1,035,987
TOTAL FUND EQUITY	0	0	0	750,000	1,041,541	0	1,035,987
Community Dev. Block Grant	13,963	0	0	0	0	0	0
Weed and Seed	0	0	63,770	0	0	0	0
Transfer from Other Funds	20,763	0	0	0	0	0	166,166
Insurance Fund	0	0	0	330,531	330,531	330,531	1,178,144
Sick and Vacation Fund	0	0	0	0	0	0	0
Budget Stabilization	0	0	0	0	0	0	0
Radio Operation Fund	0	910,000	0	0	0	0	124,684
TOTAL TRANSFERS	34,726	910,000	63,770	330,531	330,531	330,531	1,468,994
TOTAL GENERAL FUND	32,209,036	33,952,924	31,935,981	34,201,919	35,787,161	34,790,296	33,028,364

**GENERAL FUND EXPENDITURES (101)
2011/2012 APPROVED BUDGET**

	2008 Actual	2009 Actual	2010 Actual	2011 Approved Budget	2011 Adjusted Budget	2011 Projected	2012 Approved Budget
General Government	2,130,204	2,002,562	2,082,717	2,110,318	2,115,939	2,126,780	1,985,687
Fiscal Services	2,604,139	2,443,015	2,309,136	2,600,629	2,695,379	2,527,010	2,652,279
Community Public Safety - Police	11,566,200	12,437,639	12,091,787	12,285,671	12,098,331	13,017,659	12,650,244
Community Public Safety - Fire	9,451,388	8,851,925	8,039,301	8,856,190	9,034,080	8,951,334	8,557,434
Development	1,170,616	1,728,448	1,545,515	1,194,272	1,502,999	1,535,668	1,076,995
Public Services (GF)	3,493,632	2,626,791	2,719,046	3,352,362	3,361,837	3,103,551	2,998,176
Other General Fund	2,853,799	3,130,668	3,133,776	3,802,477	3,776,437	3,528,294	3,107,549
TOTAL GENERAL FUND	33,269,978	33,221,048	31,921,278	34,201,919	34,585,002	34,790,296	33,028,364

Personnel Services	24,322,324	25,615,341	25,556,432	26,688,494	26,471,563	26,971,993	26,281,311
Operating Expenses	6,073,755	6,357,520	5,396,109	6,186,298	6,312,694	6,314,301	5,857,288
Capital Outlay	20,100	76,578	40,667	8,000	454,875	443,446	0
Miscellaneous	2,853,799	1,171,609	928,070	1,319,127	1,345,870	1,060,556	889,765
TOTAL GENERAL FUND	33,269,978	33,221,048	31,921,278	34,201,919	34,585,002	34,790,296	33,028,364



GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF FISCAL SERVICES

COMMUNITY PUBLIC SAFETY - POLICE

COMMUNITY PUBLIC SAFETY - FIRE

DEPARTMENT OF DEVELOPMENT

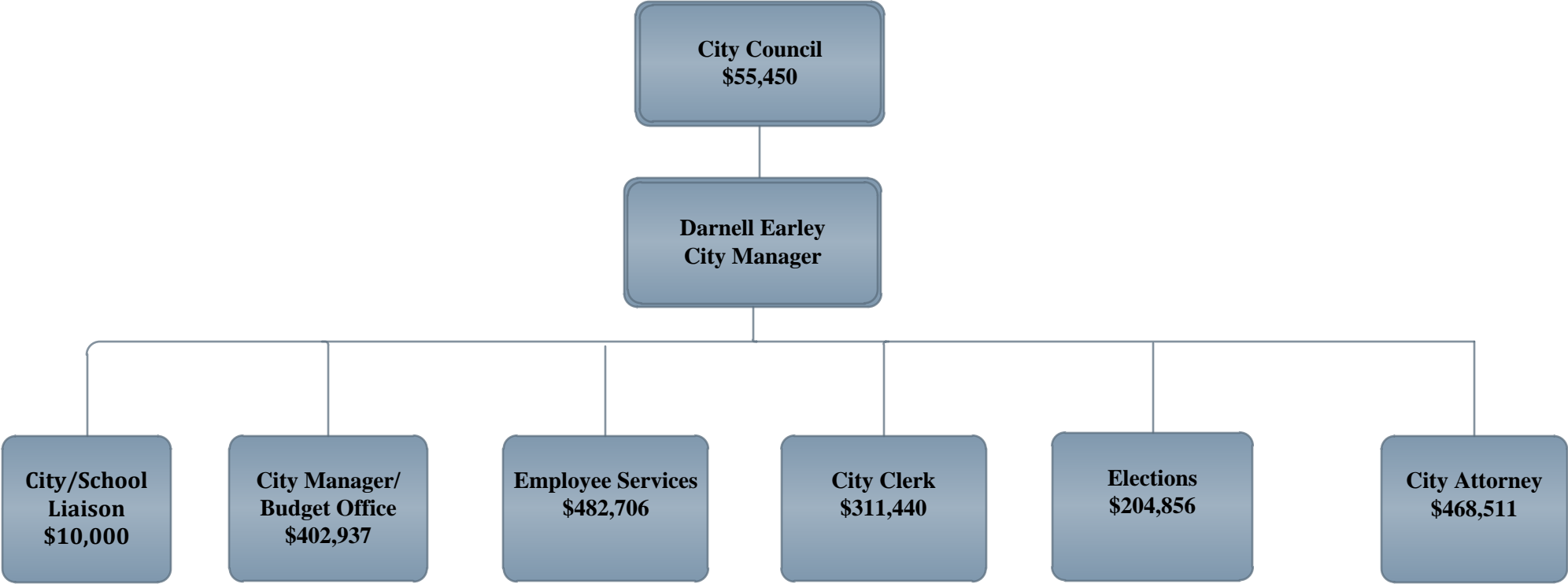
DEPARTMENT OF PUBLIC SERVICES

OTHER GENERAL FUND



GENERAL GOVERNMENT

**CITY OF SAGINAW
OFFICES OF GENERAL GOVERNMENT**



Also considered a part of the Offices of General Government is Saginaw Government Television Division, which equates to \$49,787. This division is represented under the Department of Technical Services

GENERAL FUND'S OFFICES OF GENERAL GOVERNMENT

EXPENDITURE BUDGET SUMMARY

The total Offices of the General Government will decrease \$124,631, or -5.91% from the approved 2010/11 budgeted levels. *Personnel Services* will decrease \$85,109, or -6.03%. The reduction in personnel services for the Offices of General Government is due in large part by the redistribution of the following positions: 15% of the Assistant to the City Manager/Budget Administrator from the Office of the City Manager to the Department of Fiscal Services' Administration Division, 25% of the Employee Benefits Coordinator and 15% of the Employee Services Support Staff from the Office of Employee Services to the Police and Fire Pension Fund. This redistribution of position is offset by the following additions: 10% of the Assistant City Manager for Public Safety to the Office of the City

Manager as well as the re-appropriation of monies for two part-time Election Assistants in the Election Division. *Operating Expenses* is expected to decrease \$39,522, from FY 2010/2011. During FY 2011, the City was notified that the County, due to financial constraints, would not be participating in the City/County/School Liaison program in fiscal year 2012. Therefore, in FY 2012, the expenditures in this division were decreased by \$5,000. Also, internal service charges across the board were reduced due to utilization. Moreover, in the Office of the City Attorney, legal fees were reduced. No *Capital Outlay* purchases were budgeted in any Offices of General Government.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
0101 City Council	83,160	44,831	49,381	57,709	57,709	44,005	55,450
0105 City/School Liaison*	9,985	9,517	2,356	15,000	5,000	5,000	10,000
1710 Office of the City Manager	309,834	941,952	347,486	401,275	403,634	390,243	402,937
1711 SGTV	34,226	39,098	39,976	50,000	50,000	40,820	49,787
1725 Employee Services	506,976	502,521	557,173	516,892	519,245	529,655	482,706
1730 City Clerk's Office	323,776	340,172	343,821	327,165	329,266	300,599	311,440
1731 Elections	164,691	178,541	145,123	235,574	247,259	244,631	204,856
1734 City Attorney's Office	463,969	545,930	597,401	506,703	546,186	571,827	468,511
Total Expenditures	1,896,617	2,602,562	2,082,717	2,110,318	2,158,299	2,126,780	1,985,687

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,374,800	1,489,193	1,541,844	1,497,509	1,508,077	1,492,675	1,412,400
Operating Expenses	519,395	500,493	520,072	612,809	650,222	633,896	573,287
Capital Outlay	2,422	12,876	20,801	0	0	209	0
Total Expenditures	1,896,617	2,002,562	2,082,717	2,110,318	2,158,299	2,126,780	1,985,687

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
0101 City Council	9.00	9.00	9.00	9.00	9.00	9.00	9.00
1710 Office of the City Manager	2.00	2.90	2.90	2.90	2.90	2.90	2.85
1711 SGTV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1725 Employee Services	4.40	2.95	2.95	3.95	3.95	3.95	3.55
1730 City Clerk's Office	3.40	4.40	4.40	3.30	3.30	3.30	3.30
1731 Elections	1.60	0.60	0.60	2.70	2.70	2.70	3.70
1734 City Attorney's Office	4.00	4.00	4.00	3.00	3.00	3.00	3.00
Total Positions	25.40	24.85	24.85	25.85	25.85	25.85	26.40

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-0101 City Council

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	13,469	Council Members	9.00	13,469
Overtime	0			
Fringe Benefits	4,720	Total Personnel	<u>9.00</u>	<u>13,469</u>
TOTAL	<u>18,189</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	350	FICA		1,030
Internal Services	61	Healthcare Benefits - Active		3,690
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,500	Pension		0
Maintenance Fees	1,850	Total Fringe Benefits		<u>4,720</u>
Other Contracted Fees	33,500			
TOTAL	<u>37,261</u>	TOTAL	<u>9.00</u>	<u>18,189</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>55,450</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1710 City Manager

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	206,480	City Manager	1.00 110,000
Overtime	0	Assistant City Manager for	
Fringe Benefits	133,461	Public Safety	0.10 11,066
TOTAL	339,941	Assistant to City Manager/ Budget Administrator	0.25 18,201
		Executive Assistant	1.00 55,981
		Admin Support Clerk (PT)	0.50 11,232
OPERATING EXPENSES		Total Personnel	2.85 206,480
Supplies	6,600		
Internal Services	18,386	Overtime	0
Other Services			
Professional Fees	14,877	FICA	14,773
Maintenance Fees	6,783	Healthcare Benefits - Active	57,802
Other Contracted Fees	16,350	Healthcare Benefits - Retirees	0
TOTAL	62,996	Pension	60,886
CAPITAL OUTLAY	0	Total Fringe Benefits	133,461
TOTAL	0	TOTAL	2.85 339,941
TOTAL APPROPRIATION	402,937		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1711 SGTV

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	29,120	SGTV Program Coordinator	1.00 29,120
Overtime	0		
Fringe Benefits	13,375	Total Personnel	<u>1.00 29,120</u>
TOTAL	<u>42,495</u>	Overtime	<u>0</u>
OPERATING EXPENSES			
Supplies	2,000	FICA	422
Internal Services	3,458	Healthcare Benefits - Active	11,861
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	934	Pension	1,092
Maintenance Fees	800	Total Fringe Benefits	<u>13,375</u>
Other Contracted Fees	100		
TOTAL	<u>7,292</u>	TOTAL	<u><u>1.00 42,495</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>49,787</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1725 Employee Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	199,887	Director of Employee Services	1.00	87,362
Overtime	0	Asst. Dir. of Employee Services	0.55	34,188
Fringe Benefits	116,432	Benefits Coordinator	0.75	40,572
		Administrative Assistant I	0.40	19,378
		Employee Services Support (PT)	0.85	18,387
TOTAL	316,319			
		Total Personnel	3.55	199,887
OPERATING EXPENSES				
Supplies	3,500	Overtime		0
Internal Services	19,411			
Other Services				
Professional Fees	126,476	FICA		14,922
Maintenance Fees	5,100	Healthcare Benefits - Active		38,807
Other Contracted Fees	11,900	Healthcare Benefits - Retirees		0
		Pension		62,703
TOTAL	166,387	Total Fringe Benefits		116,432
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	3.55	316,319
TOTAL APPROPRIATION				
	482,706			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	152,120	City Clerk	0.70	60,704
Overtime	0	Deputy City Clerk	0.70	41,204
Fringe Benefits	93,792	Office Assistant III	0.85	31,179
		Office Assistant II	0.30	10,258
		Secretary (PT)	0.75	8,775
TOTAL	245,912	Total Personnel	3.30	152,120
OPERATING EXPENSES				
Supplies	5,000	Overtime		0
Internal Services	26,488			
Other Services				
Professional Fees	21,200	FICA		11,449
Maintenance Fees	10,000	Healthcare Benefits - Active		27,668
Other Contracted Fees	2,840	Healthcare Benefits - Retirees		0
		Pension		54,675
TOTAL	65,528	Total Fringe Benefits		93,792
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	3.30	245,912
TOTAL APPROPRIATION				
	311,440			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1731 Elections

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	77,417	City Clerk	0.30 26,016
Overtime	5,960	Deputy City Clerk	0.30 17,659
Fringe Benefits	53,308	Office Assistant III	0.15 5,502
TOTAL	136,685	Office Assistant II	0.70 23,935
		Secretary (PT)	0.25 2,925
		Election Asst (Temp)	2.00 1,380
OPERATING EXPENSES		Total Personnel	3.70 77,417
Supplies	4,050		
Internal Services	17,068	Overtime	5,960
Other Services			
Professional Fees	37,988	FICA	6,240
Maintenance Fees	7,745	Healthcare Benefits - Active	16,553
Other Contracted Fees	1,320	Healthcare Benefits - Retirees	0
TOTAL	68,171	Pension	30,515
		Total Fringe Benefits	53,308
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	3.70 136,685
TOTAL APPROPRIATION	204,856		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

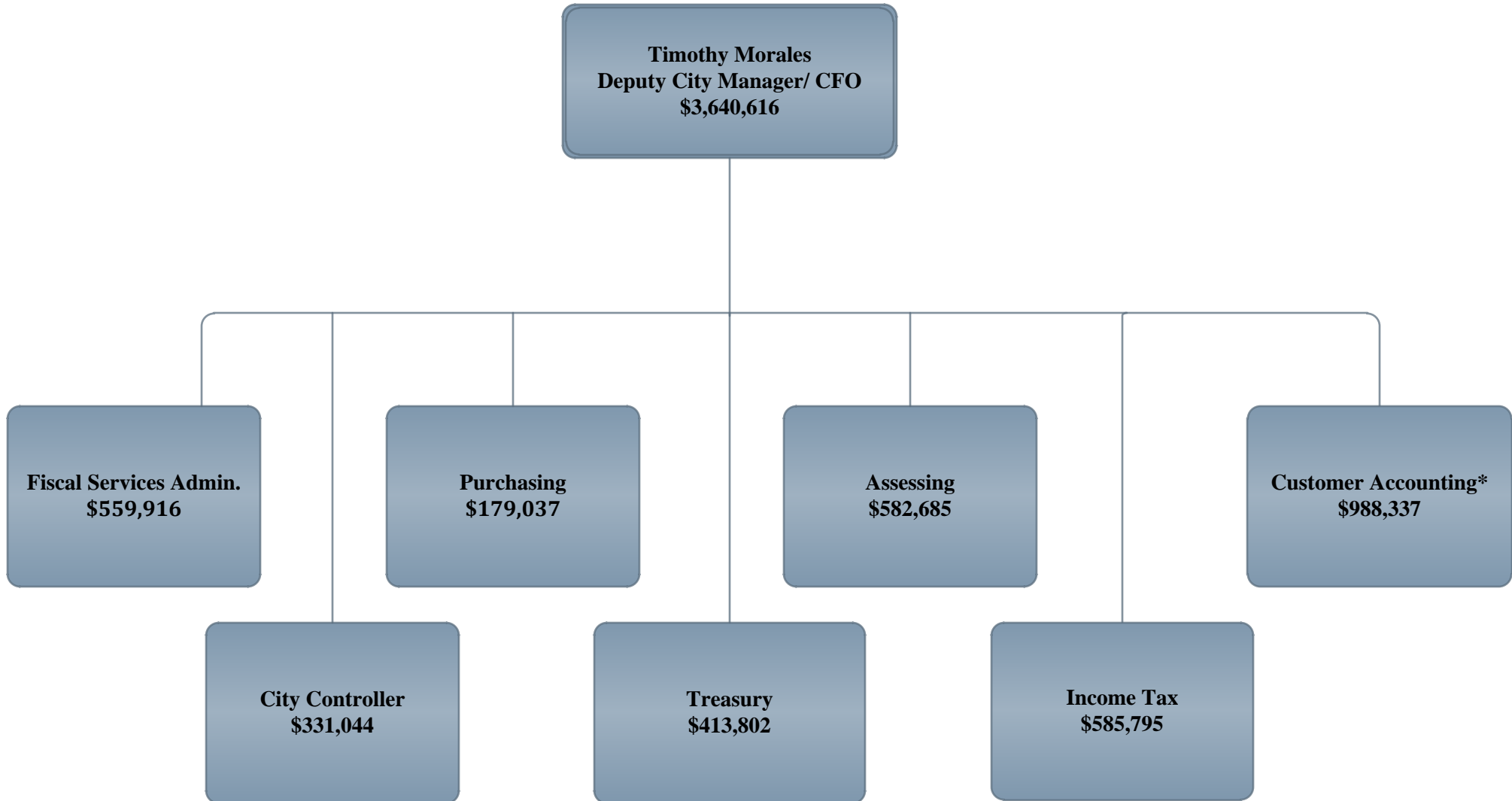
101-1734 City Attorney

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	186,807	City Attorney	1.00	92,233
Overtime	5,000.00	Legal Assistant II	1.00	48,479
Fringe Benefits	121,052	Legal Assistant I	1.00	46,095
TOTAL	312,859	Total Personnel	3.00	186,807
OPERATING EXPENSES				
		Overtime		5,000.00
Supplies	4,300			
Internal Services	18,839	FICA		13,536
Other Services		Healthcare Benefits - Active		40,040
Professional Fees	108,913	Healthcare Benefits - Retirees		0
Maintenance Fees	3,600	Pension		67,476
Other Contracted Fees	20,000			
TOTAL	155,652	Total Fringe Benefits		121,052
TOTAL				
			3.00	312,859
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION				
	468,511			



DEPARTMENT OF FISCAL SERVICES

**CITY OF SAGINAW
DEPARTMENT OF FISCAL SERVICES**



**Customer Accounting is budgeted in the Water and Sewer Operation and Maintenance Funds.*

DEPARTMENT OF FISCAL SERVICES

EXPENDITURE BUDGET SUMMARY

The Department of Fiscal Services will increase by \$51,650 or 1.99% from the 2011 budgeted levels. *Personnel Services* will increase \$45,778 or 2.52%. This increase is due to 15% of the Assistant to the City Manager/Budget Administrator being allocated to the Administration Division. *Operating Expenses* are

expected to increase \$5,872 from FY 2010/2011 budgeted levels. This small increase will be realized in the Income Tax Division, which is taking on a new imaging project to digitize income tax returns. No *Capital Outlay* purchases were budgeted in the Department of Fiscal Services.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1740 Administration	301,849	270,567	369,814	518,470	581,317	500,342	559,916
1741 City Controller	603,297	520,536	330,730	341,339	341,339	343,128	331,044
1742 Purchasing	181,190	175,283	169,404	174,607	175,307	169,131	179,037
1743 Treasury	421,746	419,770	393,609	422,288	430,656	435,474	413,802
1744 Assessor	511,838	567,048	534,626	579,784	592,712	559,752	582,685
1745 Income Tax	452,080	541,809	510,953	564,141	565,548	519,183	585,795
Total Expenditures	2,472,000	2,495,013	2,309,136	2,600,629	2,686,879	2,527,010	2,652,279

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,864,280	1,711,628	1,598,382	1,810,613	1,832,737	1,703,787	1,856,391
Operating Expenses	604,783	774,668	704,370	790,016	852,834	822,012	795,888
Capital Outlay	2,937	8,717	6,384	0	1,308	1,211	0
Total Expenditures	2,472,000	2,495,013	2,309,136	2,600,629	2,686,879	2,527,010	2,652,279

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1740 Administration	2.00	3.60	3.60	4.60	4.60	4.60	4.75
1741 Office of the Controller	6.00	0.00	0.00	0.00	0.00	0.00	0.00
1742 Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
1743 Treasury Office	5.50	3.25	3.25	3.25	3.25	3.25	3.25
1744 Office of the Assessor	6.00	6.00	6.00	6.00	6.00	6.00	6.00
1745 Income Tax Office	4.00	6.00	6.00	6.00	6.00	6.00	6.00
5310/5311 Customer Accounting	5.00	5.45	5.45	5.45	5.45	5.45	5.45
Total Positions	30.50	26.30	26.30	27.30	27.30	27.30	27.45

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1740 Fiscal Services Administration

Allocation Plan		Postion Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	252,250	Deputy City Manager	0.50	51,203
Overtime	800	Assistant to City Manager/ Budget Administrator	0.75	54,602
Fringe Benefits	178,358	Administrative Analyst	1.00	49,457
TOTAL	431,408	Payroll Specialist	1.00	45,729
		Acct Payable Coordinator	1.00	40,027
		Admin. Sup. Clerk (PT)	0.50	11,232
OPERATING EXPENSES				
		Total Personnel	4.75	252,250
Supplies	3,250			
Internal Services	32,506	Overtime		800
Other Services				
Professional Fees	82,418	FICA		17,830
Maintenance Fees	6,534	Healthcare Benefits - Active		64,690
Other Contracted Fees	3,800	Healthcare Benefits - Retirees		0
TOTAL	128,508	Pension		95,838
CAPITAL OUTLAY	0	Total Fringe Benefits		178,358
TOTAL	0			
		TOTAL	4.75	431,408
TOTAL APPROPRIATION	559,916			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1742 Purchasing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	94,185	Purchasing Officer	1.00	55,089
Overtime	0	Purchasing Assistant	1.00	39,095
Fringe Benefits	68,131			
		Total Personnel	2.00	94,185
TOTAL	162,316			
OPERATING EXPENSES				
		Overtime		0
Supplies	800	FICA		7,588
Internal Services	9,921	Healthcare Benefits - Active		18,006
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,900	Pension		42,537
Maintenance Fees	2,600			
Other Contracted Fees	1,500	Total Fringe Benefits		68,131
TOTAL	16,721			
		TOTAL	2.00	162,316
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	179,037			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1743 Treasury

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	175,134	Deputy City Manager	0.50	51,203
Overtime	0	Deputy Treasurer	1.00	62,722
Fringe Benefits	132,728	Office Assistant III	1.00	37,777
		Customer Serv. Coord.	0.25	7,675
		Customer Serv. Rep. IV	0.50	15,756
TOTAL	307,862	Total Personnel	3.25	175,134
OPERATING EXPENSES				
Supplies	11,700	Overtime		0
Internal Services	41,938			
Other Services				
Professional Fees	4,792	FICA		12,553
Maintenance Fees	34,360	Healthcare Benefits - Active		45,637
Other Contracted Fees	13,150	Healthcare Benefits - Retirees		0
		Pension		74,538
TOTAL	105,940	Total Fringe Benefits		132,728
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	3.25	307,862
TOTAL APPROPRIATION	413,802			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	276,044	City Assessor	1.00	74,969
Overtime	200	Property Appraiser III	2.00	103,210
Fringe Benefits	207,338	Property Appraiser II	1.00	48,704
		Office Assistant III	1.00	36,681
		Clerical II (PT)	1.00	12,480
TOTAL	483,582			
		Total Personnel	6.00	276,044
OPERATING EXPENSES				
Supplies	3,670	Overtime		200
Internal Services	52,438			
Other Services				
Professional Fees	4,350	FICA		20,240
Maintenance Fees	22,795	Healthcare Benefits - Active		77,947
Other Contracted Fees	15,850	Healthcare Benefits - Retirees		0
		Pension		109,151
TOTAL	99,103			
		Total Fringe Benefits		207,338
CAPITAL OUTLAY				
	0			
TOTAL	0			
		TOTAL	6.00	483,582
TOTAL APPROPRIATION				
	582,685			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1745 Income Tax

Allocation Plan		Position Control		
		JOB CLASISIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	250,214	Income Tax Administrator	1.00	56,900
Overtime	0	Income Tax Specialist	1.00	49,209
Fringe Benefits	221,009	Income Tax Auditor	3.00	115,270
		Office Assistant III	1.00	28,834
TOTAL	471,223	Total Personnel	6.00	250,214
OPERATING EXPENSES				
		Overtime		0
Supplies	17,892			
Internal Services	43,624			
Other Services		FICA		19,291
Professional Fees	16,500	Healthcare Benefits - Active		72,227
Maintenance Fees	35,756	Healthcare Benefits - Retirees		0
Other Contracted Fees	800	Pension		129,491
TOTAL	114,572	Total Fringe Benefits		221,009
CAPITAL OUTLAY	0	TOTAL	6.00	471,223
TOTAL	0			
TOTAL APPROPRIATION	585,795			

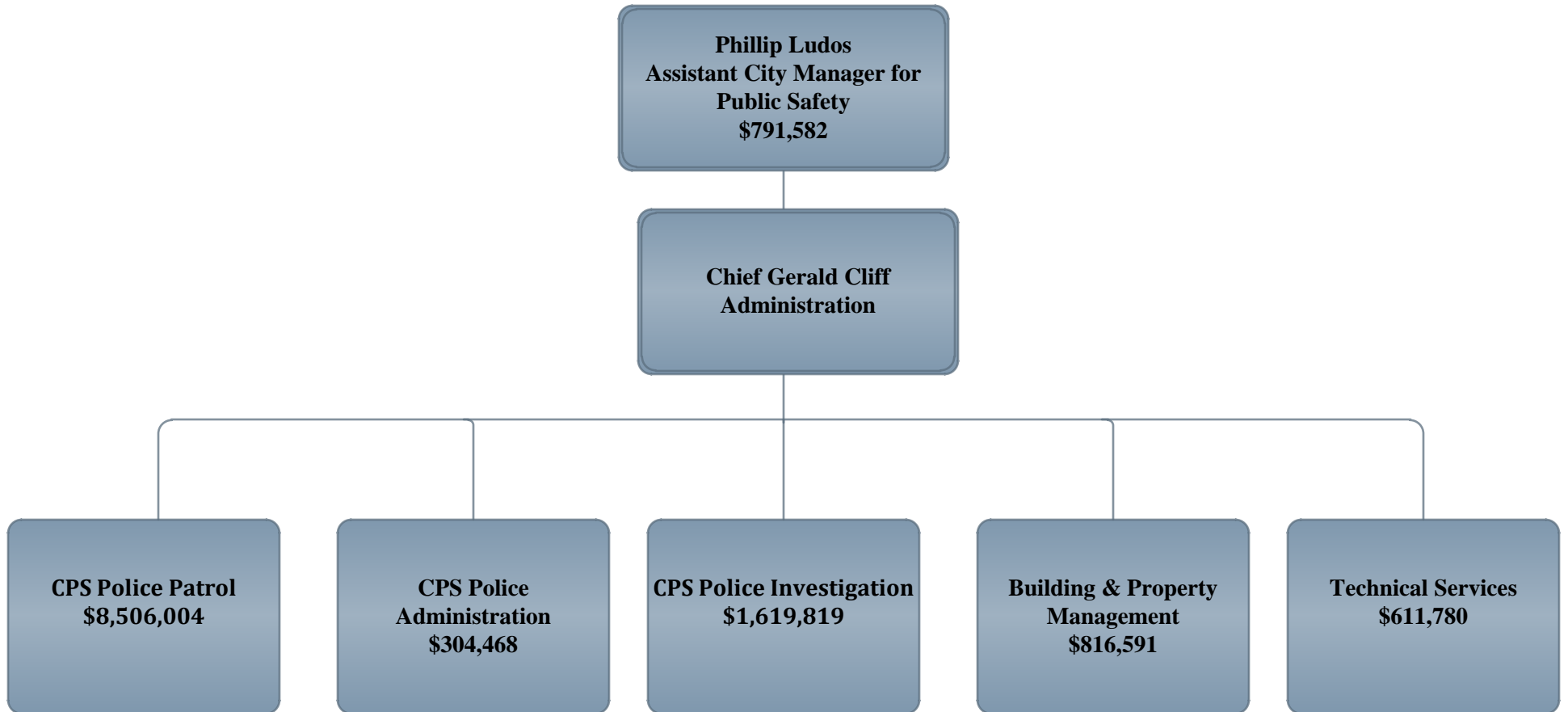




COMMUNITY PUBLIC SAFETY

POLICE AND FIRE

CITY OF SAGINAW
COMMUNITY PUBLIC SAFETY (CPS) - POLICE



In FY 2011/12, the Administration Division of Community Public Safety Police and Fire has been combined into the Office of Community Public Safety

COMMUNITY PUBLIC SAFETY - POLICE

EXPENDITURE BUDGET SUMMARY

Total Community Public Safety - Police expenditures will increase \$364,573, from the 2011 budgeted levels. **Personnel Services** will increase \$228,360, or 2.05%. Beginning in FY 2012, the Department of Public Safety will be restructured to Community Public Safety. As a result of this restructuring, 40% of the Assistant City Manager for Public Safety, the Fire Chief, and Administrative Professional will be added to the Office of Community Public Safety. Other changes included in Community Public Safety Police were reclassification of a vacant Lieutenant to the Assistant Police Chief, and the Technical Services Supervisor will be reclassified to Support Staff Administrator. Additionally, in FY 2012; the City of Saginaw realized a 17% increase in the Police and Fire Pension actuarial valuation. This increase to pension cost is a direct result to market condition for the Police and Fire Pension investment during FY 2009. Due to the downward trend of the market, approximately \$500,000 was added to the pension contribution. Conversely, to offset some of

these rising expenditures, a vacant Clerical I position will be eliminated from the personnel complement in the Technical Services division. **Operating Expenses** is expected to increase \$136,123, or 11.64% from 2011 budgeted levels. Another effort in restructuring Community Public Safety – Police, was to evaluate processes from with the organizational structure. During FY 2011, it was determined that the city could realize greater cost savings through the outsourcing of transcription services. Effective in the 2012 Budget is \$20,000, to outsource transcription services. In addition, the city also purchased 16 leased vehicles in FY 2011. The 2012 Budget reflects an installment payment to the Motor Pool Operations Fund for the purchase of these vehicles. Finally, CPS – Police budget also recognizes an increase to the general liability insurance. This increase in insurance is a result of a higher February renewal. No **Capital Outlay** purchases were budgeted in Community Public Safety - Police.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
3010 Police Chief Office	431,059	446,892	357,264	477,677	495,088	454,812	0
3510 Community Public Safety	0	0	0	0	0	0	791,582
3511 CPS - Police Patrol	7,490,445	8,103,906	8,173,042	8,255,149	8,419,458	9,031,811	8,506,004
3512 CPS - Police Administration	336,866	524,815	421,850	374,516	377,829	374,250	304,468
3513 CPS - Police Investigation	1,668,717	1,638,282	1,800,684	1,695,375	1,691,214	1,766,237	1,619,819
3514 Building & Property Management	1,373,275	1,183,033	877,420	880,577	951,920	916,770	816,591
3515 Technical Services	462,929	540,711	461,527	602,377	605,942	473,781	611,780
Total Expenditures	11,763,291	12,437,639	12,091,787	12,285,671	12,541,451	13,017,661	12,650,244

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	10,074,909	10,932,907	11,018,307	11,115,225	11,228,270	11,652,304	11,343,585
Operating Expenses	1,685,542	1,500,558	1,072,182	1,170,446	1,289,837	1,342,018	1,306,659
Capital Outlay	2,840	4,174	1,298	0	23,344	23,338	0
Total Expenditures	11,763,291	12,437,639	12,091,787	12,285,671	12,541,451	13,017,660	12,650,244

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3010 Office of the Police Chief	5.00	4.00	4.00	4.50	4.50	4.50	0.00
3510 Community Public Safety	0.00	0.00	0.00	0.00	0.00	0.00	5.90
3511 CPS - Police Patrol	81.00	70.00	70.00	69.00	69.00	69.00	67.00
3512 CPS - Police Administration	2.00	3.00	3.00	1.00	1.00	1.00	1.00
3513 CPS - Police Investigation	15.00	13.00	13.00	12.00	12.00	12.00	11.00
3514 Building & Property Mgmt	7.00	7.00	7.00	3.00	3.00	3.00	3.00
3514 Technical Services	7.00	7.00	7.00	8.00	8.00	8.00	10.00
Total General Fund Positions	117.00	104.00	104.00	97.50	97.50	97.50	97.90
3511 CPS - Police Patrol	26.00	23.00	23.00	22.00	22.00	22.00	22.00
3513 CPS - Police Investigation	5.00	8.00	8.00	9.00	9.00	9.00	9.00
Total Public Safety Fund Positions	31.00	31.00	31.00	31.00	31.00	31.00	31.00
3320 & 3329 Community Policing	3.00	4.00	4.00	9.00	9.00	9.00	9.00
3040 Drug Forfeiture	1.00	0.00	0.00	0.00	0.00	0.00	0.00
3325 Saginaw County TAPS*	2.00	2.00	2.00	1.00	1.00	1.00	0.00
3322 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	11.00	11.00	11.00	10.00
Total Positions	155.00	142.00	142.00	139.50	139.50	139.50	138.90

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3510 Office of Community Public Safety

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	403,950	Assistant City Manager		
Overtime	0	for Public Safety	0.90	89,699
Fringe Benefits	246,413	Chief of Police	1.00	92,233
		Chief of Fire	1.00	92,233
TOTAL	650,363	Public Safety Support	1.00	39,906
		Staff Professional	1.00	48,386
		Admin. Professional	1.00	41,493
OPERATING EXPENSES				
		Total Personnel	5.90	403,950
Supplies	8,200			
Internal Services	38,157			
Other Services		Overtime		0
Professional Fees	84,612			
Maintenance Fees	500			
Other Contracted Fees	9,750	FICA		27,968
TOTAL	141,219	Healthcare Benefits - Active		72,646
		Healthcare Benefits - Retirees		0
		Pension - Civilian		63,750
		Pension - Sworn		82,049
CAPITAL OUTLAY	0			
TOTAL	0	Total Fringe Benefits		246,413
TOTAL APPROPRIATION	791,582	TOTAL	5.90	650,363

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,549,849	Assistant Police Chief	1.00	72,699
Overtime	120,000	Police Lieutenant	3.00	208,618
Fringe Benefits	5,724,325	Police Sergeant	7.00	437,228
		Police Officer	38.00	1,763,266
		School Crossing Guard	18.00	68,038
TOTAL	8,394,174	Total Personnel	67.00	2,549,849
OPERATING EXPENSES				
Supplies	0	Overtime		120,000
Internal Services	111,830			
Other Services				
Professional Fees	0	FICA		47,929
Maintenance Fees	0	Healthcare Benefits - Active		1,003,855
Other Contracted Fees	0	Healthcare Benefits - Retirees		2,071,412
		Pension - Sworn		2,601,129
TOTAL	111,830	Total Fringe Benefits		5,724,325
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	67.00	8,394,174
TOTAL APPROPRIATION	8,506,004			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3512 CPS - Police Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	61,904	Police Sergeant	1.00	61,904
Overtime	500			
Fringe Benefits	53,300	Total Personnel	1.00	61,904
TOTAL	<u>115,704</u>	Overtime		<u>500</u>
OPERATING EXPENSES				
Supplies	3,000	FICA		913
Internal Services	3,398	Healthcare Benefits - Active		16,367
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	157,116	Pension - Sworn		36,020
Maintenance Fees	0	Total Fringe Benefits		<u>53,300</u>
Other Contracted Fees	25,250			
TOTAL	<u>188,764</u>	TOTAL	<u>1.00</u>	<u>115,704</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>304,468</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3513 CPS - Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	571,337	Police Sergeant	1.00	61,904
Overtime	47,250	Police Officer	10.00	509,433
Fringe Benefits	841,147			
		Total Personnel	<u>11.00</u>	<u>571,337</u>
TOTAL	<u>1,459,734</u>			
		Overtime		<u>47,250</u>
OPERATING EXPENSES				
Supplies	0	FICA		9,804
Internal Services	46,745	Healthcare Benefits - Active		168,190
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	112,790	Pension - Sworn		663,153
Maintenance Fees	0			
Other Contracted Fees	550	Total Fringe Benefits		<u>841,147</u>
TOTAL	<u>160,085</u>	TOTAL	<u>11.00</u>	<u>1,459,734</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,619,819</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3514 Building Maintenance

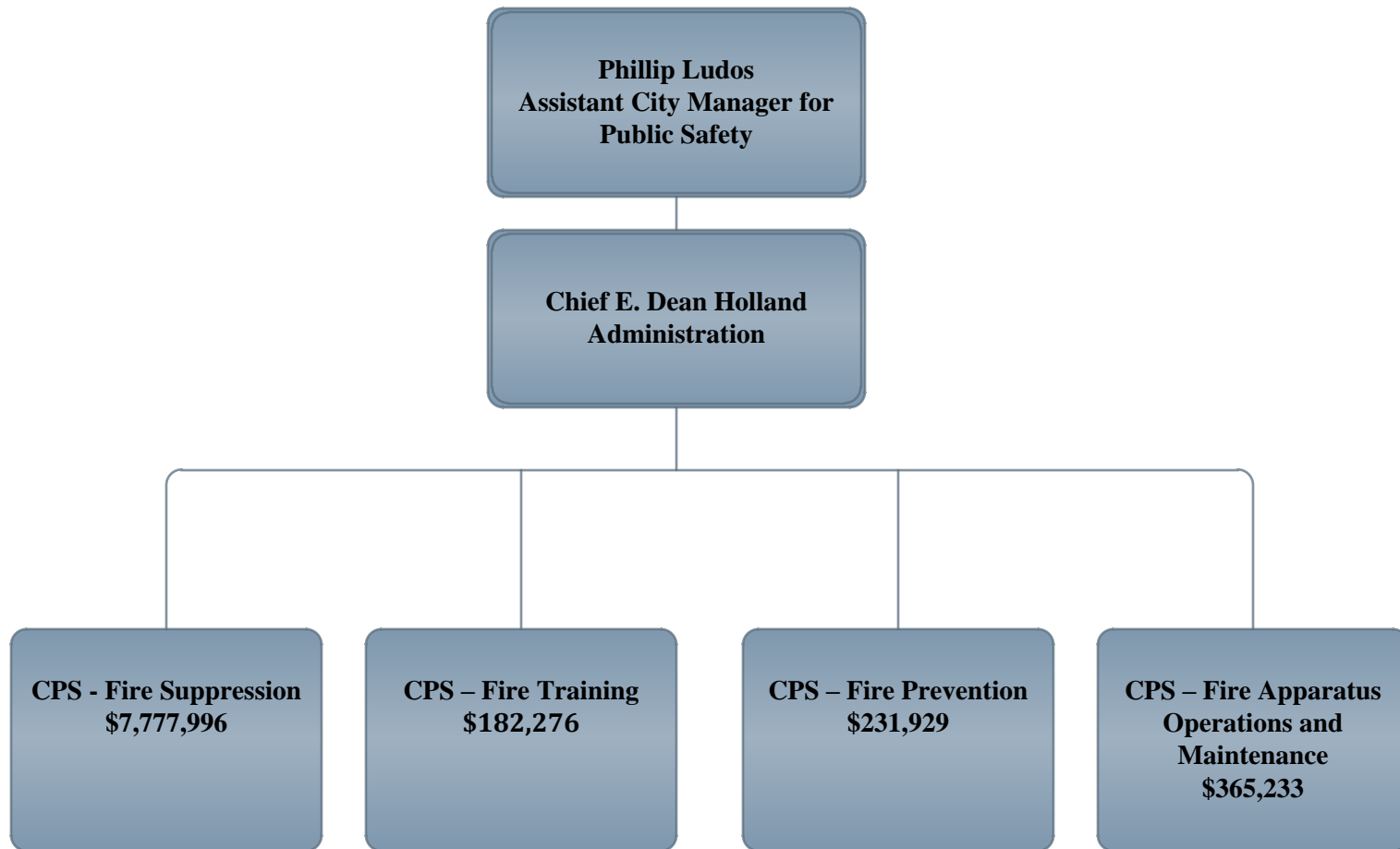
Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	105,235	Firearms & Prop.	
Overtime	3,000	Mgmt Specialist	1.00 46,095
Fringe Benefits	91,266	Prop/Evidence Specialist	1.00 40,420
		Custodial Worker (PT)	1.00 18,720
TOTAL	199,501	Total Personnel	3.00 105,235
OPERATING EXPENSES			
		Overtime	3,000
Supplies	273,817	FICA	7,120
Internal Services	7,326	Healthcare Benefits - Active	38,460
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	38,162	Pension - Civilian	45,686
Maintenance Fees	297,785	Total Fringe Benefits	91,266
Other Contracted Fees	0		
TOTAL	617,090	TOTAL	3.00 199,501
CAPITAL OUTLAY			
	0		
TOTAL	0		
TOTAL APPROPRIATION	816,591		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3515 Technical Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	369,004	Support Services Admin.	1.00	56,006
Overtime	2,000	Tac/Lein Operator	1.00	35,881
Fringe Benefits	153,105	Office Assistant II	3.00	101,929
		Clerical II (PT)	2.00	43,264
		Clerical I (PT)	3.00	131,924
TOTAL	524,109	Total Personnel	10.00	369,004
OPERATING EXPENSES				
Supplies	0	Overtime		2,000
Internal Services	37,671			
Other Services				
Professional Fees	2,500	FICA		16,209
Maintenance Fees	47,500	Healthcare Benefits - Active		26,111
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension		110,785
TOTAL	87,671	Total Fringe Benefits		153,105
CAPITAL OUTLAY	0	TOTAL	10.00	524,109
TOTAL	0			
TOTAL APPROPRIATION	611,780			

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



During FY 2012, Fire Administration will be included with the Office of Community Public Safety, listed under CPS – Police.

COMMUNITY PUBLIC SAFETY - FIRE

EXPENDITURE BUDGET SUMMARY

The total Community Public Safety - Fire expenditures will be \$8,557,434 for the 2012 Approved Budget. This represents a decrease of -\$298,756, or -3.50%, reduction from the 2011 budgeted levels. The category of *Personnel Services* will decrease -\$215,747, or -2.07%. Beginning in FY 2012, the Department of Public Safety will be restructured into Community Public Safety. As a result of this restructuring, 50% of the Assistant City Manager for Public Safety, Fire Chief, and Administrative Professional will be added to the Office of Community Public Safety, which is recognized under Community Public Safety - Police. Additionally, in FY 2012; the City of Saginaw realized a 17% increase in the Police and Fire Pension actuarial valuation. This increase to pension cost is a direct result to market

condition for the Police and Fire Pension investment during FY 2009. Due to the downward trend of the market, approximately \$500,000 was added to the pension contribution. Conversely, to offset some of these rising expenditures, the Staff Professional position was reclassified to the Administrative Professional position that is allocated to the Office of Community Public Safety. *Operating Expenses* is expected to decrease -\$75,009, from 2011 budgeted levels. This is primarily attributed to the reallocation of operating expenditures in the Fire Administration Division to the Office of Community Public Safety. No *Capital Outlay* purchases were budgeted for Community Public Safety - Fire.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3750 Fire Administration	291,915	402,600	321,115	404,621	405,443	388,359	0
3551 CPS - Fire Suppression	7,496,713	7,658,203	7,200,014	7,753,485	7,906,316	7,744,016	7,777,996
3552 CPS - Fire Training	178,137	181,492	165,768	179,471	369,134	309,945	182,276
3553 CPS - Fire Prevention	125,807	171,888	182,072	194,566	189,884	191,180	231,929
3554 CPS - Fire Apparatus Operations and Maintenance	280,298	437,742	170,332	324,047	331,169	317,834	365,233
Total Expenditures	8,372,870	8,851,925	8,039,301	8,856,190	9,201,946	8,951,334	8,557,434

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	7,596,566	7,806,751	7,387,695	7,974,413	8,202,554	8,043,542	7,758,666
Operating Expenses	753,993	1,004,786	647,529	873,777	908,267	832,984	798,768
Capital Outlay	22,311	40,388	4,077	8,000	91,125	74,808	0
Total Expenditures	8,372,870	8,851,925	8,039,301	8,856,190	9,201,946	8,951,334	8,557,434

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3750 Fire Administration	2.80	2.80	2.00	2.50	2.50	2.50	0.00
3551 CPS - Fire Suppression	44.00	44.00	44.00	44.00	44.00	44.00	44.00
3552 CPS - Fire Training	1.00	1.00	1.00	1.00	1.00	1.00	1.00
3553 CPS - Fire Prevention	1.00	1.00	1.80	2.00	2.00	2.00	2.00
Total General Fund Positions	48.80	48.80	48.80	49.50	49.50	49.50	47.00
3551 CPS - Fire Suppression	19.00	19.00	19.00	19.00	19.00	19.00	19.00
3553 CPS - Fire Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Public Safety Fund Positions	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Total Positions	68.80	68.80	68.80	69.50	69.50	69.50	67.00

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,371,649	Fire Captain	6.00	353,589
Overtime	150,000	Fire Lieutenant	9.00	514,103
Fringe Benefits	4,890,826	Fire Engineer	14.00	805,063
		Firefighter	15.00	698,894
TOTAL	7,412,475	Total Personnel	44.00	2,371,649
OPERATING EXPENSES				
		Overtime		150,000
Supplies	125,159			
Internal Services	105,477			
Other Services		FICA		35,666
Professional Fees	33,091	Healthcare Benefits - Active		693,725
Maintenance Fees	95,144	Healthcare Benefits - Retirees		2,077,372
Other Contracted Fees	6,650	Pension - Sworn		2,084,063
TOTAL	365,521	Total Fringe Benefits		4,890,826
		TOTAL	44.00	7,412,475
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	7,777,996			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3552 CPS - Fire Training

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,876	Training Officer	1.00	77,876
Overtime	18,000			
Fringe Benefits	53,688	Total Personnel	<u>1.00</u>	<u>77,876</u>
TOTAL	<u>149,564</u>	Overtime		<u>18,000</u>
OPERATING EXPENSES				
Supplies	17,800	FICA		1,401
Internal Services	4,312	Healthcare Benefits - Active		16,267
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		36,020
Maintenance Fees	0	Total Fringe Benefits		<u>53,688</u>
Other Contracted Fees	10,600	TOTAL	<u>1.00</u>	<u>149,564</u>
TOTAL	<u>32,712</u>			
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>182,276</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3553 CPS - Fire Prevention

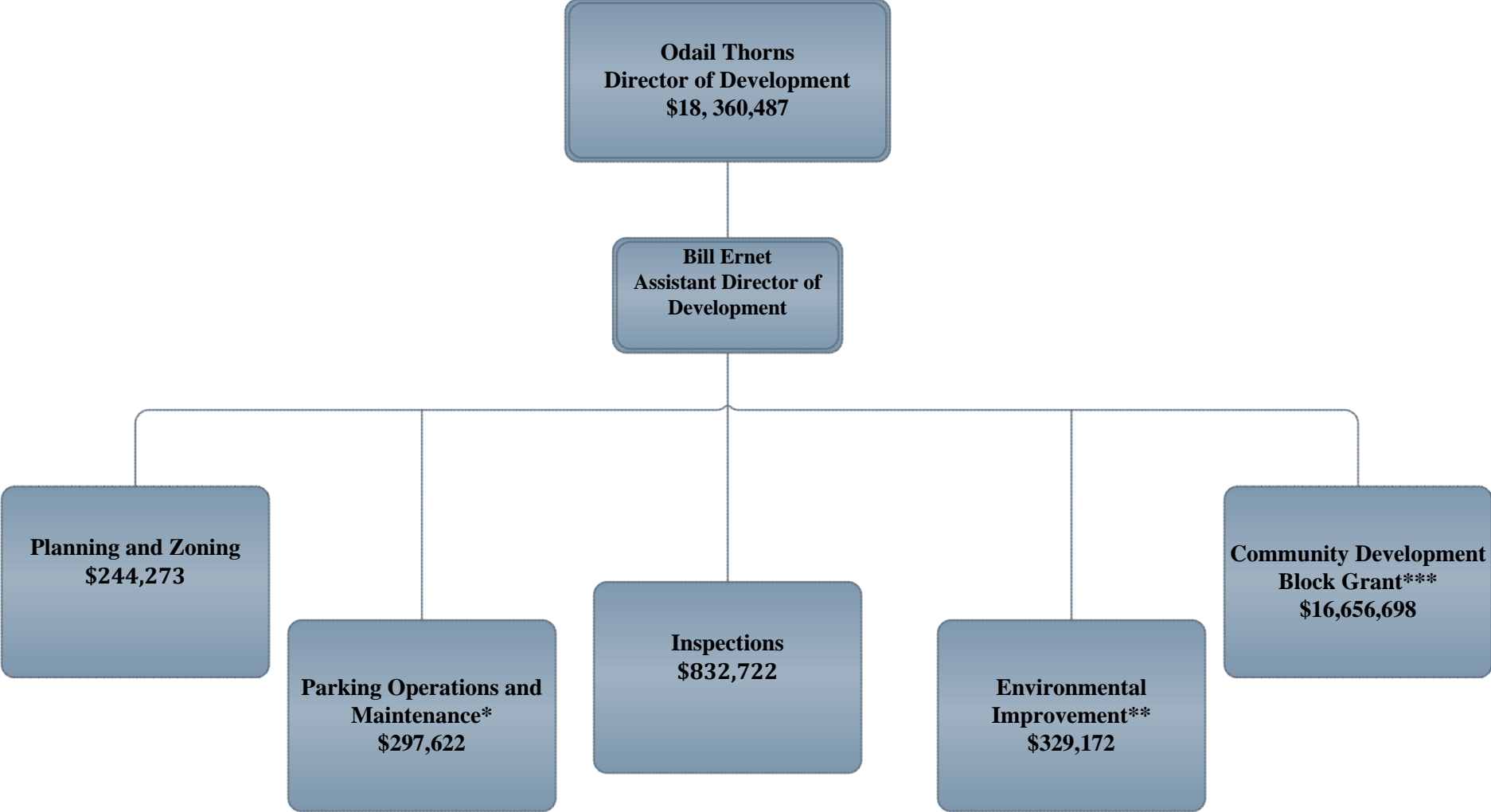
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	83,466	Deputy Fire Marshall	1.00	63,498
Overtime	18,000	Clerical II (PT)	1.00	19,968
Fringe Benefits	95,161			
		Total Personnel	<u>2.00</u>	<u>83,466</u>
TOTAL	<u>196,627</u>			
		Overtime		<u>18,000</u>
OPERATING EXPENSES				
Supplies	8,600	FICA		1,545
Internal Services	17,722	Healthcare Benefits - Active		91,322
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	3,500	Pension - Civilian		749
Maintenance Fees	0	Pension - Sworn		1,545
Other Contracted Fees	5,480			
		Total Fringe Benefits		<u>95,161</u>
TOTAL	<u>35,302</u>			
		TOTAL	<u>2.00</u>	<u>196,627</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>231,929</u></u>			





DEPARTMENT OF DEVELOPMENT

**CITY OF SAGINAW
DEPARTMENT OF DEVELOPMENT**



**Parking Operations and Maintenance is an Enterprise Fund housed in the Department of Development.
**Environmental Improvements is a division of the Rubbish Collection Fund managed and manned by the Department of Development.
***The total for Community Development Block Grant includes all of the city's HUD financed programs.*

DEPARTMENT OF DEVELOPMENT – GENERAL FUND

EXPENDITURE BUDGET SUMMARY

The General Fund - Department of Development will decrease by -\$298,756, or -9.82% from the 2011 budgeted levels. *Personnel Services* will decrease \$36,870 or -5.38%. This decrease is due to a revised methodology in which the city allocated MERS pension costs to a per person allocation. Due to this change the MERS unfunded allocation will decrease for this department. The General Fund Department of Development's position allocations will remain the same

in FY 2012. *Operating Expenses* is expected to decrease -\$80,407, or -15.78% from FY 2010/2011. Internal service charges across the board were reduced due to utilization. Furthermore, professional services fees were reduced due to the completion of the Master Plan Project. Deconstruction expenditures were also eliminated for FY 2012. No *Capital Outlay* purchases were budgeted in the Department of Development-General Fund.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3863 Planning and Zoning	388,023	365,681	371,365	290,655	635,163	646,442	244,273
3865 Inspections	1,371,931	1,362,767	1,174,150	903,617	867,836	889,226	832,722
Total Expenditures	1,759,954	1,728,448	1,545,515	1,194,272	1,502,999	1,535,668	1,076,995

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	841,641	871,834	720,788	684,868	682,546	697,065	647,998
Operating Expenses	918,063	856,614	823,633	509,404	486,989	498,058	428,997
Capital Outlay	250	0	1,094	0	333,464	340,545	0
Total Expenditures	1,759,954	1,728,448	1,545,515	1,194,272	1,502,999	1,535,668	1,076,995

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3863 Planning and Zoning	2.25	2.25	2.35	2.35	1.75	1.75	1.75
3865 Inspections	7.75	7.75	7.00	7.00	5.50	5.50	5.50
Total Positions	10.00	10.00	9.35	9.35	7.25	7.25	7.25

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3863 Zoning and Planning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	111,913	Director of Development	0.15	13,835
Overtime	0	Asst. Dir. of Development	0.50	38,915
Fringe Benefits	71,806	Associate Planner	1.00	54,836
		SEDC Loan Support	0.10	4,328
TOTAL	183,719	Total Personnel	1.75	111,913
OPERATING EXPENSES				
		Overtime		0
Supplies	2,100			
Internal Services	18,659			
Other Services		FICA		8,394
Professional Fees	24,369	Healthcare Benefits - Active		22,792
Maintenance Fees	3,400	Healthcare Benefits - Retirees		0
Other Contracted Fees	12,026	Pension		40,620
TOTAL	60,554	Total Fringe Benefits		71,806
CAPITAL OUTLAY	0	TOTAL	1.75	183,719
TOTAL	0			
TOTAL APPROPRIATION	244,273			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-3865 Inspections

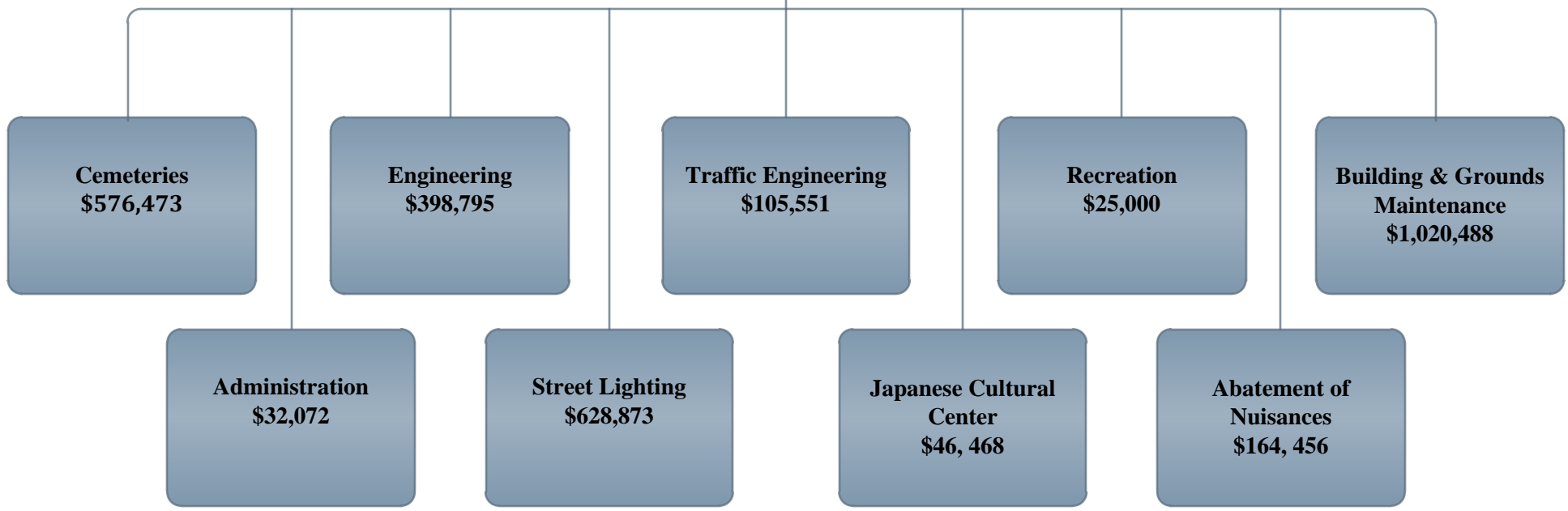
Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	258,787	Licensed Inspector	0.50 35,985
Overtime	0	Code Enforcement	
Fringe Benefits	205,492	Specialist	1.00 46,825
		Plumbing/Mechanical	
		Inspector	1.00 48,141
		Electrical Inspector	1.00 47,748
		Code Enforce. Inspectors	1.00 42,311
		Office Assistant III	1.00 37,777
TOTAL	464,279		
OPERATING EXPENSES			
Supplies	14,500	Total Personnel	5.50 258,787
Internal Services	27,814		
Other Services			
Professional Fees	14,003	Overtime	0
Maintenance Fees	309,026		
Other Contracted Fees	3,100		
		FICA	20,180
		Healthcare Benefits - Active	70,398
		Healthcare Benefits - Retirees	0
		Pension	114,914
TOTAL	368,443	Total Fringe Benefits	205,492
CAPITAL OUTLAY			
	0		
		TOTAL	5.50 464,279
TOTAL	0		
TOTAL APPROPRIATION			
	832,722		



DEPARTMENT OF PUBLIC SERVICES
(GENERAL FUND)

CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND

Thomas Darnell
Director of Public Services



GENERAL FUND – PUBLIC SERVICES

EXPENDITURE BUDGET SUMMARY

General Fund – Public Services will decrease by -\$354,186 or -10.57% from the 2011 budgeted levels. *Personnel Services* will decrease by -\$133,338, or -11.10%. The Department of Public Services' overall personnel complement will decrease by 1.50 FTE in the Approved 2011/2012 Budget. This reduction is attributed to the elimination of the Maintenance Person III position in the Cemeteries Division as well as the reallocation of .50 of the Park/Maintenance Mechanic Person II in the Building and Grounds Division. This Maintenance Mechanic Person II position is a new

position that replaced the Groundskeeper/Mechanic position. Also, this position will be shared with the Public Works Building Fund. *Operating Expenses* are expected to decrease by -\$214,848, or -10.24% from FY 2011. This decrease in expenditures is based on the reductions in the following areas: utility costs in the Street Lighting Division and Traffic Engineering Division, radio rental fees, and information management charges. No *Capital Outlay* purchases were budgeted in the General Fund Department of Public Services.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
1747 Cemeteries	687,157	677,547	547,086	609,423	612,470	556,565	576,473
1790 EECBG	0	0	31,396	316,000	534,874	208,252	0
4610 Administration	102,157	87,525	31,131	20,833	32,366	29,984	32,072
4611 Engineering	455,260	453,344	329,376	383,030	384,225	377,727	398,795
4620 Street Lighting	687,229	561,664	661,979	653,037	648,908	715,791	628,873
4621 Traffic Engineering	(2,310)	0	116,736	138,372	138,772	126	105,551
7534 Japanese Cultural Center	45,080	50,491	47,922	46,223	46,223	46,639	46,468
7550 Recreation Administration	33,987	32,121	50,000	35,000	35,000	35,860	25,000
7571 Abatement Nuisances	100,180	36,964	155,753	167,435	170,405	140,585	164,456
7575 Building and Ground Maint.	1,174,747	1,158,319	863,619	983,009	986,791	992,022	1,020,488
Total Expenditures	3,283,487	3,057,975	2,834,998	3,352,362	3,590,034	3,103,551	2,998,176

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	1,366,034	1,339,473	1,084,640	1,255,125	1,260,569	1,207,724	1,115,787
Operating Expenses	1,887,057	1,708,079	1,743,345	2,097,237	2,326,906	1,892,492	1,882,389
Capital Outlay	30,396	10,423	7,013	0	2,559	3,335	0
Total Expenditures	3,283,487	3,057,975	2,834,998	3,352,362	3,590,034	3,103,551	2,998,176

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1747 Cemeteries	5.00	5.00	5.00	5.00	5.00	5.00	4.00
4610 Public Services Administration	0.80	0.05	0.05	0.05	0.05	0.05	0.05
4611 Engineering	3.40	2.75	2.75	2.75	2.75	2.75	2.75
4620 Street Lighting	0.50	0.50	0.50	0.50	0.50	0.50	0.50
4621 Traffic Engineering	3.45	2.90	2.90	0.00	0.00	0.00	0.00
7534 Japanese Cultural Center	1.00	0.00	0.00	0.00	0.00	0.00	0.00
7550 Recreation Administration	13.00	0.00	0.00	0.00	0.00	0.00	0.00
7571 Abatement of Nuisances	0.20	2.00	2.00	2.00	2.00	2.00	2.00
7575 Building and Ground Maintenance	10.60	9.40	9.40	9.70	9.70	9.70	9.20
Total Positions	37.95	22.60	22.60	20.00	20.00	20.00	18.50

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-1747 Cemeteries

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	175,054	Cemeteries Foreman	1.00	46,195
Overtime	12,000	Admin. Professional	1.00	42,995
Fringe Benefits	176,264	Maintenance Person II	2.00	85,864
TOTAL	363,318	Total Personnel	4.00	175,054
OPERATING EXPENSES		Overtime		12,000
Supplies	39,600	FICA		14,692
Internal Services	11,588	Healthcare Benefits - Active		51,964
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	88,401	Pension		109,608
Maintenance Fees	73,566	Total Fringe Benefits		176,264
Other Contracted Fees	0			
TOTAL	213,155	TOTAL	4.00	363,318
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	576,473			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-4610 Public Services Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,383	Staff Professional	0.05	2,383
Overtime	0			
Fringe Benefits	1,964	Total Personnel	<u>0.05</u>	<u>2,383</u>
TOTAL	<u>4,347</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		177
Supplies	600	Healthcare Benefits - Active		662
Internal Services	5,697	Healthcare Benefits - Retirees		0
Other Services		Pension		1,125
Professional Fees	20,267	Total Fringe Benefits		<u>1,964</u>
Maintenance Fees	1,061			
Other Contracted Fees	100			
TOTAL	<u>27,725</u>	TOTAL	<u>0.05</u>	<u>4,347</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>32,072</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-4611 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	132,147	Engin.Office Supervisor	0.25	15,356
Overtime	9,000	Engineering Tech. I	1.00	47,861
Fringe Benefits	111,400	Engineering Assistant	0.50	23,410
		Survey Technician I	0.50	24,098
		Survey Assistant III	0.50	21,422
TOTAL	252,547			
		Total Personnel	2.75	132,147
OPERATING EXPENSES				
Supplies	14,800	Overtime		9,000
Internal Services	95,176			
Other Services				
Professional Fees	10,700	FICA		10,697
Maintenance Fees	21,022	Healthcare Benefits - Active		39,989
Other Contracted Fees	4,550	Healthcare Benefits - Retirees		0
		Pension		60,714
TOTAL	146,248			
		Total Fringe Benefits		111,400
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.75	252,547
TOTAL APPROPRIATION	398,795			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-4620 Street Lighting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	25,232	Traffic Electrician I	0.50	25,232
Overtime	1,500			
Fringe Benefits	15,707	Total Personnel	<u>0.50</u>	<u>25,232</u>
TOTAL	<u>42,439</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	27,200	FICA		2,237
Internal Services	2,934	Healthcare Benefits - Active		2,672
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	6,000	Pension		10,798
Maintenance Fees	550,000	Total Fringe Benefits		<u>15,707</u>
Other Contracted Fees	300			
TOTAL	<u>586,434</u>	TOTAL	<u>0.50</u>	<u>42,439</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>628,873</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-7571 Abatement and Nuisance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	26,309	Groundskeepers	2.00	26,309
Overtime	500			
Fringe Benefits	3,629	Total Personnel	<u>2.00</u>	<u>26,309</u>
TOTAL	<u>30,438</u>			
		Overtime		<u>500</u>
OPERATING EXPENSES				
		FICA		2,051
		Healthcare Benefits - Active		1,578
Supplies	8,042	Healthcare Benefits - Retirees		0
Internal Services	3,986	Pension		0
Other Services		Total Fringe Benefits		<u>3,629</u>
Professional Fees	90,500			
Maintenance Fees	31,490			
Other Contracted Fees	0			
TOTAL	<u>134,018</u>	TOTAL	<u>2.00</u>	<u>30,438</u>
CAPITAL OUTLAY	<u>0</u>			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>164,456</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

101-7575 Building and Ground Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	251,949	Building Operations Supervisor	0.50	35,128
Overtime	2,000	Labor Foreman Streets/ Building Operations	0.50	22,896
Fringe Benefits	168,749	Maintenance Person II	2.00	86,230
TOTAL	422,698	Mtce Groundskeeper	1.00	19,968
		Custodial Worker	1.00	18,720
		Maintenance Person I	0.50	20,336
OPERATING EXPENSES		Groundskeeper (S)	3.70	48,671
Supplies	77,200	Total Personnel	9.20	251,949
Internal Services	111,661			
Other Services				
Professional Fees	80,180	Overtime		2,000
Maintenance Fees	326,399			
Other Contracted Fees	2,350			
TOTAL	597,790	FICA		17,181
		Healthcare Benefits - Active		74,454
		Healthcare Benefits - Retirees		0
		Pension		77,114
CAPITAL OUTLAY	0	Total Fringe Benefits		168,749
TOTAL	0			
		TOTAL	9.20	422,698
TOTAL APPROPRIATION	1,020,488			





OTHER GENERAL FUND

OTHER GENERAL FUND

EXPENDITURE BUDGET SUMMARY

The use of this group of accounts is to reflect expenses in the General Fund which are not directly related to any one particular departmental operation. Examples include specific personnel costs, such as retire health insurance, unemployment compensations, subsidies to other local governmental units, contribution to other organizations and debt service. The last group transfers to other funds division is used to reflect transfers to other city funds and related entities, to supplement

operations, such as the Public Safety Fund or Public Safety Grant funds.

The total Other General Fund Expenditures will be \$3,107,549, for the 2011/12 Approved Budget. This represents a decrease of -\$694,928 from the 2011 approved budgeted levels. A reduction in these accounts is attributed to the decrease in transfers to other funds from the general fund as well as the realignment of the retiree healthcare costs to historical averages.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8510 Retiree Health Insurance	1,660,057	1,683,782	1,963,727	2,199,105	2,401,311	2,262,009	2,006,863
8520 Unemployment Compensation	28,417	68,570	40,775	73,000	72,999	36,991	45,000
8525 Saginaw Housing Commission	0	142,387	201,204	158,463	158,463	162,738	165,921
8540 Contributions	1,000	1,000	1,000	1,000	6,000	6,000	1,000
8547 GIS Charges	36,256	63,320	51,815	51,782	51,783	51,782	57,287
8555 Debt Services	158,418	0	0	0	0	0	0
9660 Transfers	4,608,069	1,171,609	875,255	1,319,127	1,028,042	1,008,774	831,478
Total Expenditures	6,492,217	3,130,668	3,133,776	3,802,477	3,718,598	3,528,294	3,107,549

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Other General Fund Expenditures	6,492,217	3,130,668	3,133,776	3,802,477	3,718,598	3,528,294	3,107,549
Total Expenditures	6,492,217	3,130,668	3,133,776	3,802,477	3,718,598	3,528,294	3,107,549

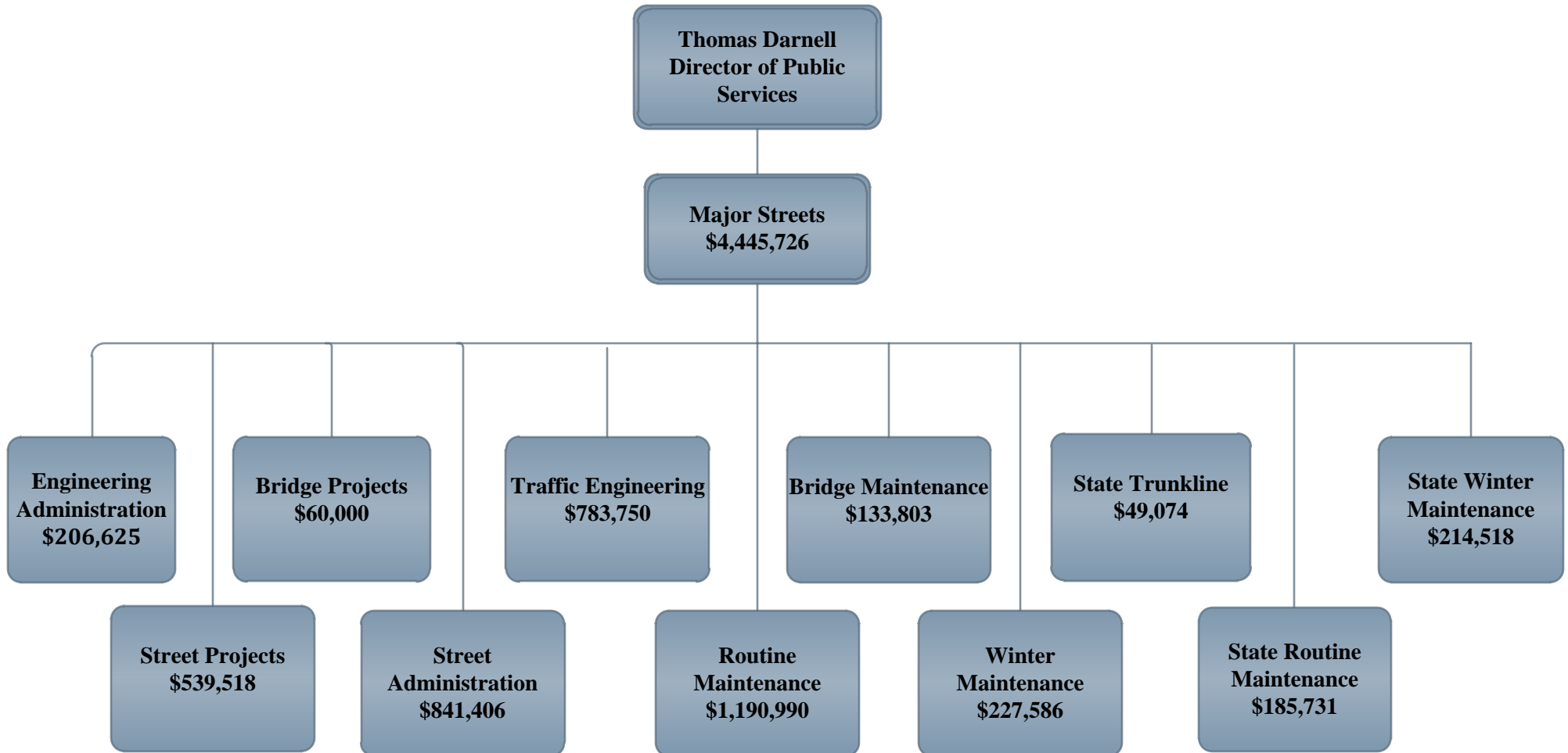




STREETS (SRF)

MAJOR STREETS
AND
LOCAL STREETS

CITY OF SAGINAW MAJOR STREETS FUND



The total Major Street Fund is \$4,445,726. Transfer equates to \$12,275, which is not reflected in the organizational chart.

**MAJOR STREETS FUND (202)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

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

RESOURCES		APPROPRIATIONS	
STATE REVENUE	3,444,778	ENGINEERING ADMIN.	206,625
STATE REIMBURSEMENTS	514,948	STREET PROJECTS	539,518
FEDERAL GRANT	375,000	BRIDGE PROJECTS	60,000
SERVICES - SALES	25,000	TRAFFIC ENGINEERING	783,750
OTHER REVENUES	86,000	STREET ADMINISTRATION	841,406
		ROUTINE MAINTENANCE	1,190,990
		BRIDGE MAINTENANCE	133,803
		WINTER MAINTENANCE	227,586
		STATE TRUNKLINE	49,074
		STATE ROUTINE MAINT.	185,731
		STATE WINTER MAINT.	214,518
		TRANSFERS	12,725
TOTAL RESOURCES	<u>4,445,726</u>	TOTAL APPROPRIATIONS	<u>4,445,726</u>

MAJOR STREETS FUND

REVENUE BUDGET SUMMARY

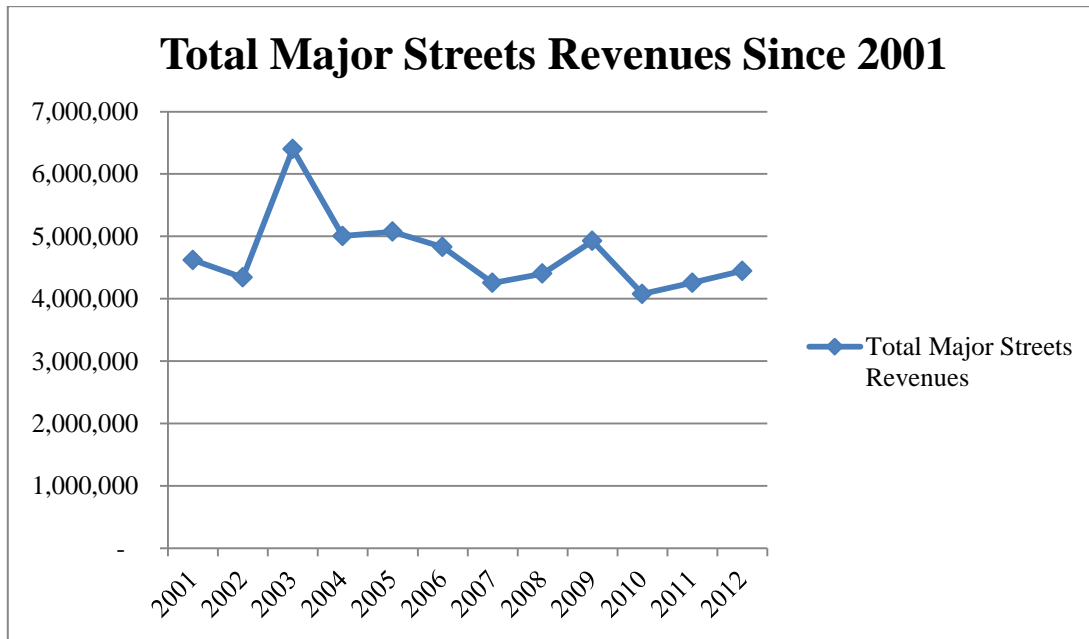
The Major Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of state-owned streets and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is anticipated to be \$3,444,778 in FY 2011/12. This source of revenue decreased by approximately -\$97,163 from FY 2011 budgeted levels due to a decrease in the city’s

population as recorded in the 2010 Census. This decrease was offset by an increased allocation in Federal Grants by \$375,000. Other sources of revenue for this fund include: state reimbursement, services and sales, interests, and transfers from other funds. Overall, the Major Streets Fund’s revenues are projected to decrease by \$294,696, or -6.21% from the FY 2011 approved levels.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
State Revenue	3,641,977	3,512,455	3,449,413	3,541,941	3,541,941	2,933,404	3,444,778
State Reimbursements	588,471	563,587	553,773	509,000	1,336,957	1,052,105	514,948
Federal Grants	0	724,138	0	0	0	97	375,000
Services-Sales	30,054	42,750	24,995	21,000	21,000	256,831	25,000
Interests and Rents	22,132	1,226	54	0	0	543	0
Other Revenues	19,285	80,199	48,020	668,481	873,036	13,552	86,000
Transfers from Other Funds	100,384	2,808	0	0	0	0	0
Total Revenues	4,402,311	4,927,163	4,076,255	4,740,422	5,772,934	4,256,532	4,445,726

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The revenue trend illustrates two significant peaks in revenues in 2003 and 2009. In 2003, the revenues increased drastically due to a high utilization of fund equity totaling \$2,249,176. In 2009, the revenues rise again this time less drastically, to account FEMA monies and reimbursements to the Major Streets Fund due to the 2008 June wind storm. The trend also shows three years of decreased revenues: 2002, 2007, and 2010. In 2002, State Shared revenues decreased by -\$279,185. In 2007, revenues from MDOT for construction projects were reduced. Finally, in 2010, the Major Streets Fund revenues decrease from their 2009 due to no new FEMA revenues for FY 2010.

DETAIL REVENUES ANALYSIS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Gas and Weight Tax	3,641,906	3,512,455	3,449,413	3,541,941	3,541,941	2,933,404	3,444,778
State Grants	71	0	0	0	0	0	0
Trunkline Maintenance	367,773	341,600	326,498	294,000	0	54,623	294,948
MDOT Projects	0	0	0	0	1,121,957	788,489	0
Right of Way Revenue	220,698	221,987	227,275	215,000	215,000	208,993	220,000
FEMA	0	724,138	0	0	0	97	375,000
Sale of Junk	10,190	2,115	8,643	1,000	1,000	12,843	5,000
Materials and Service	19,864	40,635	16,352	20,000	20,000	243,988	20,000
Interests on Investments	22,132	1,226	54	0	0	543	0
Surplus Receipts	8	0	0	0	0	16	0
Reimbursements	16,645	80,199	48,020	86,000	86,000	13,536	86,000
Use of Fund Equity	0	0	0	582,481	787,036	0	0
Transfer In	100,384	2,808	0	0	0	0	0
Totals	4,399,671	4,927,163	4,076,255	4,740,422	5,772,934	4,256,532	4,445,726

EXPENDITURE BUDGET SUMMARY

The total Major Streets Fund expenditures will be \$4,445,726 for FY 2012. **Personnel Services** expenditures will decrease by -\$96,025 or -3.99% for FY 2012. The personnel complement will decrease by 1.23 positions from the 2011 approved budgeted levels. This reduction begins in the Engineering Administration with the following: .25 of the City Engineer, .25 of the Assistant City Engineer, .13 of the Engineering Office Supervisor and .25 of the Administrative Professional. These positions will be allocated to the Local Streets Fund's Engineering Administration Division. Further, in the Traffic Engineering Division, .50 of the Traffic Foreman and .75 of the Transportation Engineering Assistant will also be allocated to Local Streets Fund's Traffic Engineering Division. Additionally, one vacant

Traffic Electrician I will be eliminated from this division. In Routine Maintenance, .5 of a Crossover Operator will be transferred to the Rubbish Collection Fund. To offset these reductions will be .5 of the Right-of-Way (ROW) Foreman and .4 of a Groundskeeper will be added to Routine Maintenance and in State Routine Maintenance Division a Crossover Operator will be added. **Operating Expenses** will be \$2,127,932, which is a decrease of -7.82% from the FY 2011 approved budget level. **Capital Outlay** There are no capital expenditures budgeted for the FY 2012 year. **Miscellaneous** Expenditures will decrease by 50%, from the FY 2011 approved levels. This decrease is due to a reduction in the amount allocated to the City's Other Post Employee Benefits in FY 2012.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	204,455	178,834	179,298	306,321	315,833	305,560	206,625
4614 Street Projects	101,882	277,715	434,234	591,147	1,419,907	993,742	539,518
4616 Bridge Projects	50,715	54,469	90,525	195,000	233,554	88,064	60,000
4621 Traffic Engineering	859,653	1,050,510	841,374	863,795	1,013,696	830,220	783,750
4650 Street Administration	681,261	604,481	702,206	825,424	825,867	806,410	841,406
4651 Routine Maintenance	1,667,217	1,005,689	756,835	1,244,462	1,278,015	934,916	1,190,990
4654 Bridge Maintenance	98,396	159,757	100,929	140,235	140,663	112,918	133,803
4655 Winter Maintenance	303,702	233,713	208,124	244,369	244,360	134,216	227,586
4690 State Trunkline	90,981	75,009	68,222	88,339	88,797	32,757	49,074
4691 State Routine Maintenance	128,792	112,514	112,419	106,231	107,118	37,090	185,731
4692 State Winter Maintenance	80,970	74,567	68,370	109,449	110,050	62,338	214,518
9660 Transfers	664,700	513,914	281,463	25,450	25,450	16,967	12,725
Totals	4,932,724	4,341,172	3,843,999	4,740,222	5,803,310	4,355,198	4,445,726

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	2,020,086	1,696,383	1,690,498	2,401,094	2,497,015	1,889,921	2,305,069
Operating Expenses	2,234,140	2,102,898	1,872,038	2,308,530	3,257,697	2,432,379	2,127,932
Debt Service	12,355	0	0	5,148	5,148	0	0
Capital Outlay	1,443	27,977	0	0	18,000	15,931	0
Miscellaneous	664,700	513,914	281,463	25,450	25,450	16,967	12,725
Total Expenditures	4,932,724	4,341,172	3,843,999	4,740,222	5,803,310	4,355,198	4,445,726

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	2.40	2.25	2.25	2.75	2.75	2.75	1.87
4621 Traffic Engineering	3.30	3.85	3.85	6.75	6.75	6.75	5.00
4650 Street Administration	1.53	0.58	0.58	0.25	0.25	0.25	0.25
4651 Routine Maintenance	11.50	5.50	5.50	7.50	7.50	7.50	7.90
4654 Bridge Maintenance	0.50	0.50	0.50	0.50	0.50	0.50	0.50
4655 Winter Maintenance	1.75	0.75	0.75	0.75	0.75	0.75	0.75
4690 State Trunkline	0.35	0.85	0.85	0.35	0.35	0.35	0.35
4691 State Routine Maintenance	0.00	0.50	0.50	1.00	1.00	1.00	2.00
4692 State Winter Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Positions	22.33	15.78	15.78	20.85	20.85	20.85	19.62

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4612 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	105,849	City Engineer	0.25	22,612
Overtime	3,000	Asst. City Engineer	0.25	17,091
Fringe Benefits	77,019	Engin. Ofc Supervisor	0.12	7,371
		Engineering Tech. I	0.75	35,941
TOTAL	185,868	Surveying Technician	0.25	12,049
		Admin. Professional	0.25	10,785
OPERATING EXPENSES		Total Personnel	1.87	105,849
Supplies	0			
Internal Services	17,307	Overtime		3,000
Other Services				
Professional Fees	0	FICA		8,188
Maintenance Fees	0	Healthcare Benefits - Active		25,766
Other Contracted Fees	3,450	Healthcare Benefits - Retirees		0
TOTAL	20,757	Pension		43,065
		Total Fringe Benefits		77,019
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	1.87	185,868
TOTAL APPROPRIATION	206,625			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4614 Street Projects

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	12,000	Total Personnel	0
Fringe Benefits	918		
TOTAL	12,918	Overtime	12,000
OPERATING EXPENSES			
		FICA	918
		Healthcare Benefits - Active	0
Supplies	0	Healthcare Benefits - Retirees	0
Internal Services	0	Pension	0
Other Services			
Professional Fees	20,500	Total Fringe Benefits	918
Maintenance Fees	494,100		
Other Contracted Fees	12,000		
TOTAL	526,600	TOTAL	0.00
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	539,518		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4621 Traffic Engineering

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	227,339	Traffic Foreman	0.50 28,450
Overtime	8,000	Traffic Electrician II	1.00 50,573
Fringe Benefits	242,687	Traffic Electrician I	0.50 25,232
TOTAL	<u>478,026</u>	Transport. Eng. Assistant	0.75 36,050
		Traffic Mtce. Technician II	0.60 25,437
		Traffic Mtce. Technician I	1.65 61,596
OPERATING EXPENSES		Total Personnel	<u>5.00 227,339</u>
Supplies	64,600		
Internal Services	71,224	Overtime	<u>8,000</u>
Other Services		FICA	17,869
Professional Fees	44,813	Healthcare Benefits - Active	95,456
Maintenance Fees	120,237	Healthcare Benefits - Retirees	0
Other Contracted Fees	4,850	Pension	129,362
TOTAL	<u>305,724</u>	Total Fringe Benefits	<u>242,687</u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>	TOTAL	<u>5.00 478,026</u>
TOTAL APPROPRIATION	<u>783,750</u>		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4650 Street Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	12,850	Director of Public Services	0.05 4,368
Overtime	500	Admin. Professional	0.20 8,482
Fringe Benefits	562,059		
		Total Personnel	0.25 12,850
TOTAL	575,409		
OPERATING EXPENSES			
		Overtime	500
		FICA	2,430
Supplies	1,045	Healthcare Benefits - Active	3,596
Internal Services	225,630	Healthcare Benefits - Retirees	550,409
Other Services		Pension	5,624
Professional Fees	37,472		
Maintenance Fees	1,300	Total Fringe Benefits	562,059
Other Contracted Fees	550		
TOTAL	265,997	TOTAL	0.25 575,409
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	841,406		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4651 Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	310,438	Chief ROW Street Foreman	0.50	32,679
Overtime	10,000	ROW Street Foreman	1.00	48,312
Fringe Benefits	297,207	Heavy Equipment Operator	1.00	43,206
		Tree Trimmer	1.50	64,737
TOTAL	617,645	Crossover Operator	2.50	107,741
		Groundskeeper (SI)	0.90	11,839
		Laborer (T)	0.50	1,924
OPERATING EXPENSES				
		Total Personnel	7.90	310,438
Supplies	166,800	Overtime		10,000
Internal Services	48,644			
Other Services		FICA		24,453
Professional Fees	3,950	Healthcare Benefits - Active		129,270
Maintenance Fees	352,951	Healthcare Benefits - Retirees		0
Other Contracted Fees	1,000	Pension		143,484
TOTAL	573,345	Total Fringe Benefits		297,207
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	7.90	617,645
TOTAL APPROPRIATION	1,190,990			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4654 Bridge Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	21,283	Tree Trimmer	0.50	21,283
Overtime	475			
Fringe Benefits	20,504	Total Personnel	<u>0.50</u>	<u>21,283</u>
TOTAL	<u>42,262</u>	Overtime		<u>475</u>
OPERATING EXPENSES				
Supplies	0	FICA		1,604
Internal Services	21,847	Healthcare Benefits - Active		8,492
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	69,694	Pension		10,408
Maintenance Fees	0	Total Fringe Benefits		<u>20,504</u>
Other Contracted Fees	0			
TOTAL	<u>91,541</u>	TOTAL	<u>0.50</u>	<u>42,262</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>133,803</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4655 Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	32,290	Heavy Equipment Operator	0.75	32,290
Overtime	20,000			
Fringe Benefits	36,203	Total Personnel	0.75	32,290
TOTAL	88,493	Overtime		20,000
OPERATING EXPENSES				
Supplies	123,800	FICA		4,000
Internal Services	15,293	Healthcare Benefits - Active		16,172
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		16,031
Maintenance Fees	0	Total Fringe Benefits		36,203
Other Contracted Fees	0			
TOTAL	139,093	TOTAL	0.75	88,493
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	227,586			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	13,313	Traffic Mtce. Technician I	0.35	13,313
Overtime	1,500			
Fringe Benefits	13,786	Total Personnel	<u>0.35</u>	<u>13,313</u>
TOTAL	<u>28,599</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	5,000	FICA		1,133
Internal Services	15,475	Healthcare Benefits - Active		4,780
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		7,873
Maintenance Fees	0	Total Fringe Benefits		<u>13,786</u>
Other Contracted Fees	0			
TOTAL	<u>20,475</u>	TOTAL	<u>0.35</u>	<u>28,599</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>49,074</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4691 State Routine Maintenance

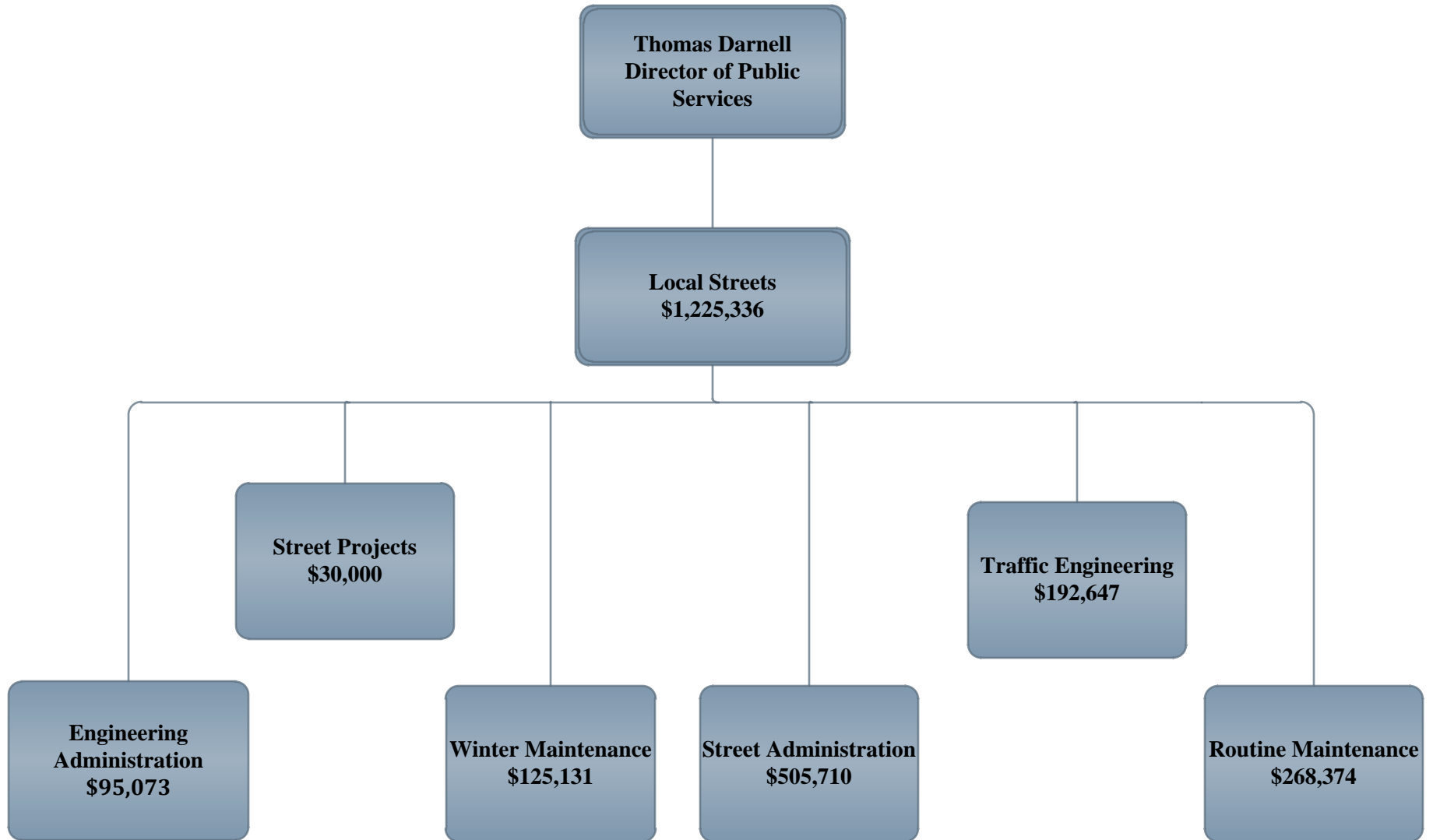
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	83,230	Crossover Operator	2.00	83,230
Overtime	1,500			
Fringe Benefits	91,001	Total Personnel	<u>2.00</u>	<u>83,230</u>
TOTAL	<u>175,731</u>	Overtime		<u>1,500</u>
OPERATING EXPENSES				
Supplies	0	FICA		6,482
Internal Services	10,000	Healthcare Benefits - Active		43,078
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		41,441
Maintenance Fees	0	Total Fringe Benefits		<u>91,001</u>
Other Contracted Fees	0			
TOTAL	<u>10,000</u>	TOTAL	<u><u>2.00</u></u>	<u><u>175,731</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>185,731</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

202-4692 State Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	43,270	Tree Trimmer	1.00	43,270
Overtime	13,000			
Fringe Benefits	43,848	Total Personnel	<u>1.00</u>	<u>43,270</u>
TOTAL	<u>100,118</u>	Overtime		<u>13,000</u>
OPERATING EXPENSES				
Supplies	114,400	FICA		4,305
Internal Services	0	Healthcare Benefits - Active		17,049
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		22,494
Maintenance Fees	0	Total Fringe Benefits		<u>43,848</u>
Other Contracted Fees	0			
TOTAL	<u>114,400</u>	TOTAL	<u><u>1.00</u></u>	<u><u>100,118</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>214,518</u></u>			

CITY OF SAGINAW LOCAL STREETS FUND



The total Local Street Fund is \$1,225,336. Transfer equates to \$8,401, which is not reflected in the organizational chart.

**LOCAL STREETS FUND (203)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

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

RESOURCES		APPROPRIATIONS	
STATE REVENUE	877,829	ENGINEERING ADMIN.	95,073
INTEREST AND RENTS	1,400	STREETS PROJECTS	30,000
OTHER REVENUES	346,107	TRAFFIC ENGINEERING	192,647
		STREET ADMINISTRATION	505,710
		ROUTINE MAINTENANCE	268,374
		WINTER MAINTENANCE	125,131
		TRANSFERS	8,401
TOTAL RESOURCES	<u>1,225,336</u>	TOTAL APPROPRIATIONS	<u>1,225,336</u>

LOCAL STREETS FUND

REVENUE BUDGET SUMMARY

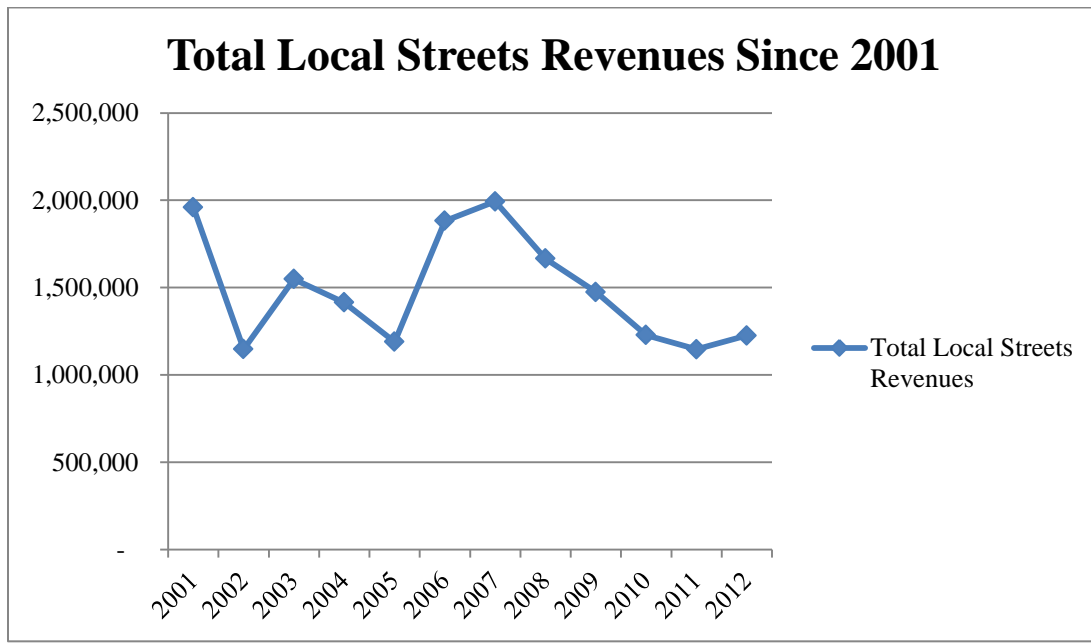
The Local Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of local streets and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is anticipated to be \$877,829 in FY 2011/12. This source of revenue decreased by approximately -9% or -\$86,268 from FY 2011 budgeted levels due to a decrease in the

city’s population as recorded in the 2010 Census. This decrease was offset by an increase appropriation of unrestricted Fund Equity by 26.51% or \$71,907. Other sources of revenue for this fund include: interests on investments, special assessments, surplus receipts, reimbursements, and fund equity. Overall, the Local Streets Fund’s revenues are projected to decrease by -\$14,961, or -1.20% from the FY 2011 approved levels.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Revenue Sharing	1,018,786	981,408	964,194	964,097	946,097	820,852	877,829
Interest and Rents	822	(304)	1,392	2,000	2,000	186	1,400
Other Revenues	3,019	3,502	5,864	274,200	280,001	325,433	346,107
Transfers from Other Funds	643,319	490,244	256,340	0	0	0	0
Total Revenues	1,665,946	1,474,850	1,227,790	1,240,297	1,228,098	1,146,471	1,225,336

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The revenue trend above illustrates three significant peaks in revenue (2001, 2003, and 2006), two substantial dips (2002 and 2005), and then a graduated decline in revenues (2007 onward). During the peak periods there were large transfers from the Major Streets Fund. The two periods of drastic decline in revenues coincide with little to no transfers from the Major Streets Fund for those periods. Since 2007 there have been steady decreases in State Shared Revenues and transfers from the Major Streets Fund.

DETAIL REVENUES ANALYSIS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Gas and Weight Tax	1,018,786	981,408	964,194	964,097	946,097	820,852	877,829
Interest on Investments	(363)	(1,198)	761	1,000	1,000	186	700
Interest on Spec. Asmts.	1,185	894	631	1,000	1,000	0	700
Special Assessments	3,019	3,502	5,864	3,000	3,000	0	3,000
Surplus Receipts	0	0	0	0	0	552	0
Reimbursement	0	0	0	0	0	6,411	0
Use of Fund Equity	0	0	0	271,200	277,001	318,470	343,107
Transfer from Other Funds	0	1,453	0	0	0	0	0
Major Street Fund	643,319	488,791	256,340	0	0	0	0
Totals	1,665,946	1,474,850	1,227,790	1,240,297	1,228,098	1,146,471	1,225,336

EXPENDITURE BUDGET SUMMARY

The total Local Streets Fund expenditures will be \$1,225,336 for FY 2012. *Personnel Services* increased by approximately \$71,106 or 9.89%. The overall Local Streets complement will increase by a net total of .73 FTE for the 2011/2012 Approved Budget. This increase is attributed to the following additions: .25 City Engineer, .25 Assistant City Engineer, .25 Administrative Professional, .13 Engineering Office Supervisor, .50 Traffic Foreman, and .25 Transportation Engineer. These additions to the Local Streets Fund will be offset by the transfer of .50 of the ROW Foreman to

Major Streets' Routine Maintenance Division and .40 of a Groundskeeper to the General Fund's Building and Ground Maintenance Division. *Operating Expenses* will be \$427,374, which represents a decrease of -12.46% from the FY 2011 approved budget level. *Capital Outlay* There are no capital expenditures budgeted for FY 2012. *Miscellaneous* will decrease \$8,401, from the FY 2011 approved levels. This decrease is due to a reduction in the amount allocated to the city's Other Post Employee Benefits in FY 2012.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	0	0	0	0	0	0	95,073
4614 Street Projects	0	0	0	0	0	0	30,000
4621 Traffic Engineering	234,644	109,200	128,766	139,036	135,292	134,975	192,647
4650 Street Administration	529,399	424,618	443,263	509,876	510,479	527,309	505,710
4651 Routine Maintenance	718,381	539,974	267,979	365,897	370,414	341,584	268,374
4655 Winter Maintenance	192,430	115,488	72,369	191,894	191,110	125,800	125,131
9660 Transfers	14,116	16,586	16,586	16,802	16,803	16,803	8,401
Totals	1,688,970	1,205,866	928,963	1,223,505	1,224,098	1,146,471	1,225,336

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	916,004	680,597	617,115	718,454	723,249	756,604	789,561
Operating Expenses	758,850	508,683	295,262	488,249	484,046	373,065	427,374
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	14,116	16,586	16,586	16,802	16,803	16,802	8,401
Total Expenditures	1,688,970	1,205,866	928,963	1,223,505	1,224,098	1,146,471	1,225,336

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	0.00	0.00	0.00	0.00	0.00	0.00	0.88
4621 Traffic Engineering	0.40	0.40	0.40	0.40	0.40	0.40	1.15
4650 Street Administration	0.93	1.03	1.03	0.20	0.20	0.20	0.20
4651 Routine Maintenance	4.75	2.75	2.75	4.30	4.30	4.30	3.40
4655 Winter Maintenance	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Total Positions	6.83	4.93	4.93	5.65	5.65	5.65	6.38

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

203-4612 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	58,473	City Engineer	0.25 22,612
Overtime	0	Asst. City Engineer	0.25 17,091
Fringe Benefits	36,600	Engineering Office Supervisor	0.13 7,985
		Administrative Professional	0.25 10,785
TOTAL	95,073	Total Personnel	0.88 58,473
		Overtime	0
OPERATING EXPENSES			
		FICA	4,328
Supplies	0	Healthcare Benefits - Active	11,475
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services		Pension	20,797
Professional Fees	0		
Maintenance Fees	0	Total Fringe Benefits	36,600
Other Contracted Fees	0		
TOTAL	0	TOTAL	0.88 95,073
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	95,073		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

203-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	57,425	Traffic Foreman	0.50	28,450
Overtime	3,000	Transportation Engineer.	0.25	12,017
Fringe Benefits	47,090	Traffic Maintenance Tech.	0.40	16,958
TOTAL	107,515	Total Personnel	1.15	57,425
		Overtime		3,000
OPERATING EXPENSES				
		FICA		4,623
		Healthcare Benefits - Active		16,881
Supplies	46,400	Healthcare Benefits - Retirees		0
Internal Services	2,494	Pension		25,586
Other Services		Total Fringe Benefits		47,090
Professional Fees	15,970			
Maintenance Fees	18,818			
Other Contracted Fees	1,450			
TOTAL	85,132	TOTAL	1.15	107,515
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	192,647			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

203-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	8,482	Administrative Professional	0.20	8,482
Overtime	200			
Fringe Benefits	335,076	Total Personnel	<u>0.20</u>	<u>8,482</u>
TOTAL	<u>343,758</u>	Overtime		<u>200</u>
OPERATING EXPENSES				
		FICA		736
Supplies	100	Healthcare Benefits - Active		2,640
Internal Services	147,309	Healthcare Benefits - Retirees		326,250
Other Services		Pension		5,450
Professional Fees	13,393	Total Fringe Benefits		<u>335,076</u>
Maintenance Fees	1,150			
Other Contracted Fees	0			
TOTAL	<u>161,952</u>	TOTAL	<u>0.20</u>	<u>343,758</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>505,710</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

203-4651 Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	85,012	Heavy Equip. Operator	1.00	43,206
Overtime	11,000	Tree Trimmer	0.50	21,466
Fringe Benefits	67,322	Groundskeeper (S)	1.40	18,416
		Laborer (Temp)	0.50	1,924
TOTAL	163,334	Total Personnel	3.40	85,012
OPERATING EXPENSES				
		Overtime		11,000
Supplies	40,739			
Internal Services	2,926			
Other Services		FICA		7,346
Professional Fees	4,000	Healthcare Benefits - Active		26,656
Maintenance Fees	57,375	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		33,320
TOTAL	105,040	Total Fringe Benefits		67,322
CAPITAL OUTLAY	0	TOTAL	3.40	163,334
TOTAL	0			
TOTAL APPROPRIATION	268,374			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

203-4655 Winter Maintenance

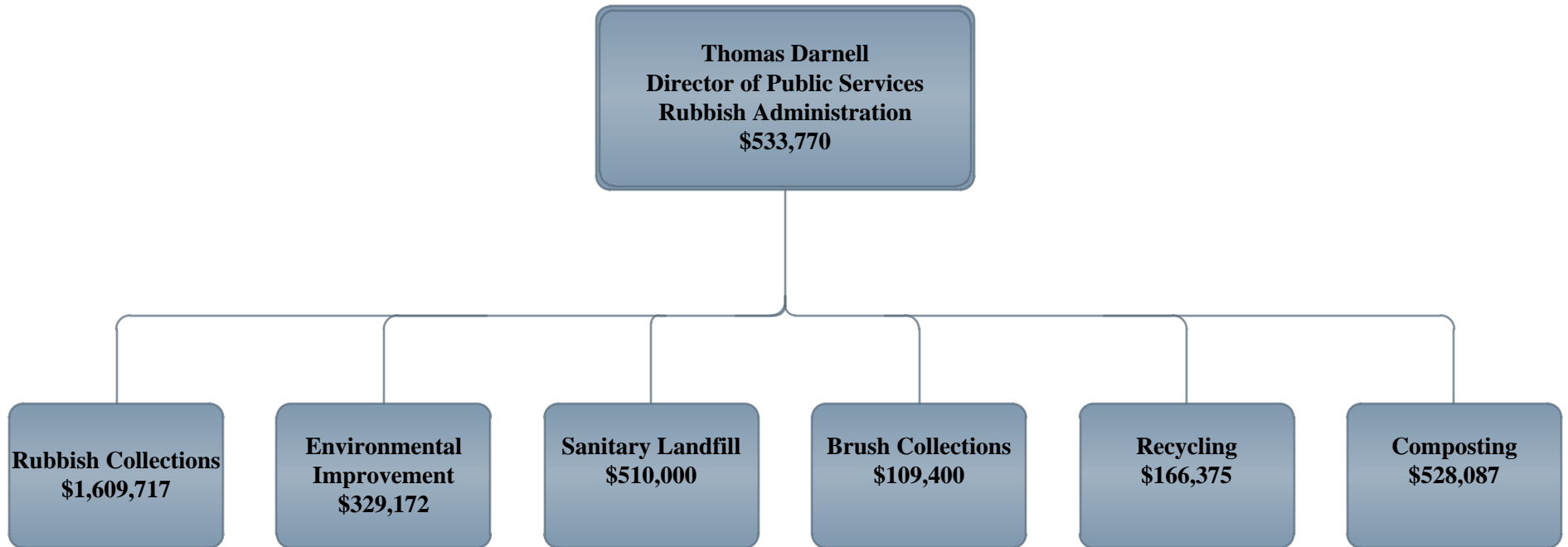
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	32,290	Heavy Equip. Operator	0.75	32,290
Overtime	12,000			
Fringe Benefits	35,591	Total Personnel	<u>0.75</u>	<u>32,290</u>
TOTAL	<u>79,881</u>	Overtime		<u>12,000</u>
OPERATING EXPENSES				
Supplies	45,050	FICA		3,388
Internal Services	0	Healthcare Benefits - Active		16,172
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		16,031
Maintenance Fees	0	Total Fringe Benefits		<u>35,591</u>
Other Contracted Fees	200			
TOTAL	<u>45,250</u>	TOTAL	<u>0.75</u>	<u>79,881</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>125,131</u></u>			





RUBBISH COLLECTION (SRF)

CITY OF SAGINAW RUBBISH COLLECTION FUND



The total Rubbish Collection Fund is \$3,791,880. Transfer equates to \$5,539, which is not reflected in the organizational chart.

**RUBBISH COLLECTIONS (226)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

For the City of Saginaw, the Rubbish Collection Fund is considered to be a Special Revenue Fund. This fund accounts for household rubbish fees, and composting fees. It also records the expenditures for rubbish collection, hauling and disposal, recycling, composting and trash pickup.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	3,748,380	ADMINISTRATION	533,770
INTEREST AND RENTS	18,500	RUBBISH COLLECTIONS	1,609,717
OTHER REVENUES	25,000	ENVIRONMENTAL IMPROVEMENT	329,172
		SANITARY LANDFILL	510,000
		BRUSH COLLECTIONS	109,400
		RECYCLING	166,375
		COMPOSTING	528,087
		TRANSFERS	5,359
TOTAL RESOURCES	<u>3,791,880</u>	TOTAL APPROPRIATIONS	<u>3,791,880</u>

RUBBISH COLLECTION FUND

REVENUE BUDGET SUMMARY

Prior to the 2011/12 Budget, the City of Saginaw, under the authority of State law was able to levy a special property tax earmarked to support the cost of operating a weekly rubbish collection and disposal services. This amounted to 2.9532 mills on real and personal property. Besides having the ability to levy 2.9532 mills, the city also assessed a \$50.00 household rubbish fee, which could be increased by council approval.

For FY 2012, the City of Saginaw’s primary source of revenues for the Rubbish Collection Fund was changed from 2.9532 mill levy on real and personal property plus the \$50.00 household rubbish fee to a \$165 flat fee per household unit, at the approval of council. With this change in fee structure, the City will be able to provide

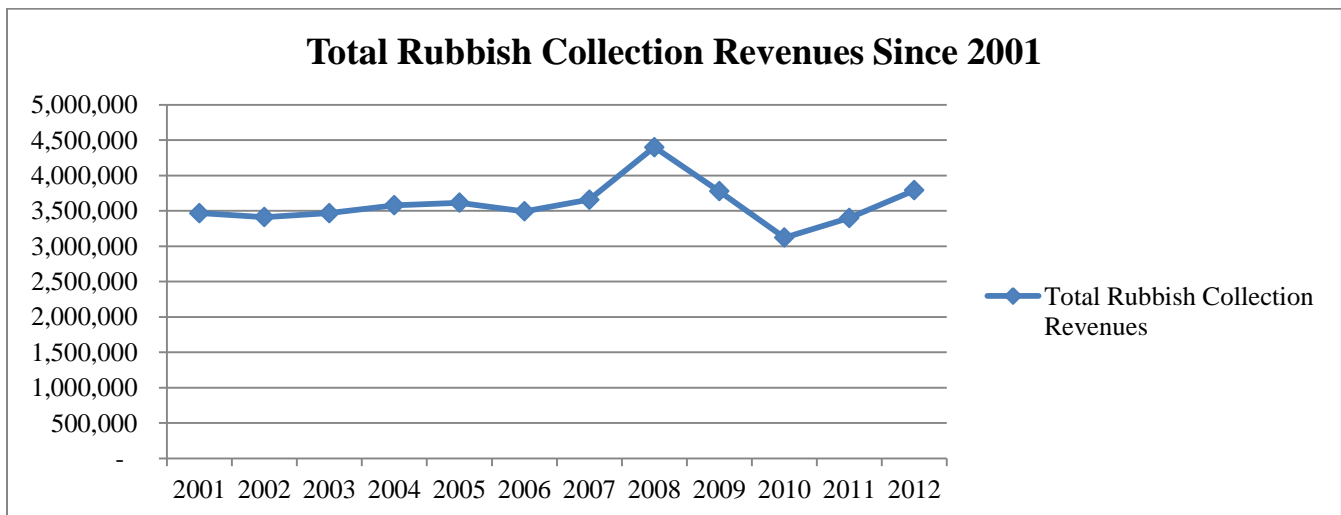
limited recycling services as well as spread the cost equably to citizens and businesses.

The 2011/12 Approved Budget for the Rubbish Collection Fund is \$3,791,880, which is an increase of 9.67% from the 2010/11 approved budgeted levels. By converting to a flat fee the City will generate approximately \$3,460,380, in household rubbish fee revenues. Other sources of revenues for this fund are: trash removal fees, compost site dumping fees, interest on investments, interest on special assessments, and penalties on rubbish fees. These revenues equate to the remaining \$331,500, of the FY 2012 Rubbish Collection revenues.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	1,994,891	1,786,539	1,731,925	1,629,737	1,629,737	1,263,996	0
Services - Sales	6,559	1,938	0	500	500	244	0
Charge for Services	2,346,179	1,477,306	1,310,849	1,374,750	1,374,750	1,275,727	3,748,380
Interest and Rents	18,978	27,705	56,683	18,500	18,500	2,520	18,500
Other Revenues	35,080	485,160	23,482	434,147	652,237	858,892	25,000
Total Revenues	4,401,687	3,778,648	3,122,939	3,457,634	3,675,724	3,401,379	3,791,880

REVENUE TRENDS



The above graph reflects numerical data from FY 2001-FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. Rubbish Collection revenues have been steady from fiscal year 2001 – 2006, however, in fiscal

years 2007 and 2008 revenues spiked due to an adjustment to the household fees for unrecognized/deferred revenues. These deferred monies are considered to be one-time revenue source, which resulted in a decline in revenues for fiscal years 2009 and 2010. In FY 2010/11, there appears to be a gradual incline in revenues due to the city receiving approximately \$25,000, from the Saginaw Housing Commission for “payment-in-lieu-of taxes”. Furthermore, in FY 2011 it is expected that the City will also utilize a larger appropriation of undesignated and unrestricted fund balance.

DETAIL REVENUES ANALYSIS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Real Property	1,729,057	1,700,186	1,612,143	1,366,317	1,366,317	1,179,028	0
Real Property - IFT	3,051	2,205	0	1,477	1,477	1,346	0
Personal Property	249,925	226,162	215,130	248,759	248,759	198,769	0
Personal Property - IFT	48,904	21,797	0	13,184	13,184	11,908	0
Personal Property - DPPT	0	0	0	0	0	0	0
Property Taxes - Chargeback	(36,048)	(163,865)	(95,348)	0	0	(127,056)	0
Penalties and Interest	2	54	0	0	0	0	0
PILOT - Housing Com	0	0	0	0	0	0	0
Sale of Junk	6,559	1,938	0	500	500	0	0
Materials and Services	0	0	0	0	0	244	0
Household Rubbish Fees	901,304	1,172,397	1,059,375	1,072,750	1,072,750	1,049,100	3,460,380
Trash Removal	247,357	61,873	3,184	62,000	62,000	0	48,000
Compost Site Dump Fees	1,197,518	243,036	248,290	240,000	240,000	226,627	240,000
Interest on Investments	1,959	6,084	1,395	1,000	1,000	2,520	2,500
Interest on Spec Asmts	1,167	2,120	738	2,000	2,000	0	500
Penalties on Rubbish Fees	15,852	19,501	54,550	15,500	15,500	0	15,500
Special Assessments	35,040	485,160	23,482	75,000	75,000	39,206	25,000
Surplus Receipts	40	0	0	0	0	0	0
Reimbursement	0	0	0	0	0	473	0
Use of Fund Equity	0	0	0	359,147	577,237	819,214	0
Totals	4,401,687	3,778,648	3,122,939	3,457,634	3,675,724	3,401,379	3,791,880

RUBBISH COLLECTION FUND

EXPENDITURE BUDGET SUMMARY

The total Rubbish Collection Fund will be \$3,791,880 for FY 2011/12. This is a \$334,246, or 9.67% increase from the approved 2010/11 budgeted levels. The cost of *Personnel Services* will be 1.02% higher in FY 2012. This increase is due to an increase of 1 FTE from 3.85 to 4.85. The City added 50% of a Crossover Operator to the Rubbish Administration Division as well as 50% of a Crossover Operator to the Rubbish Collection Division. *Operating Expenses* is expected to increase \$333,530, or 11.70%, from FY 2010/2011. In FY 2011/2012, the

City project increases to the following expenditures: contractual waste management fees, employment agency fees, general liability insurance fees, fleet charges, fuel and all related fuel materials, and the inclusion of a limited recycling program. No monies were budgeted for *Capital Outlay* in FY 2011/12. *Miscellaneous* will decrease \$5,360, from the 2011 approved budgeted levels. This decrease is a direct result of a reduction in the amount allocated to the City's Other Post Employee Benefits.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4581 Rubbish Administration	368,396	488,069	498,924	430,564	434,205	437,983	533,770
4582 Rubbish Collections	2,028,297	1,722,406	1,374,407	1,559,213	1,626,105	1,494,162	1,609,717
4583 Environmental Improvement	243,803	217,284	307,131	283,434	298,448	310,582	329,172
4584 Sanitary Landfill	448,629	480,240	475,626	557,912	555,412	543,359	510,000
4585 Brush Collections	90,324	90,484	86,272	109,400	109,400	106,032	109,400
4586 Recycling	74,191	0	1,258	20,500	20,500	1,000	166,375
4587 Composting	256,244	293,129	551,673	485,893	620,435	497,542	528,087
9660 Transfer	9,004	10,580	10,580	10,718	10,719	10,719	5,359
Total Expenditures	3,518,888	3,302,192	3,305,871	3,457,634	3,675,224	3,401,379	3,791,880

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	506,405	528,702	694,585	595,123	688,966	656,402	601,198
Operating Expenses	2,972,975	2,762,640	2,600,459	2,851,793	2,975,539	2,734,258	3,185,323
Capital Outlay	0	270	247	0	0	0	0
Miscellaneous	39,508	10,580	10,580	10,718	10,719	10,719	5,359
Total Expenditures	3,518,888	3,302,192	3,305,871	3,457,634	3,675,224	3,401,379	3,791,880

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4581 Rubbish Administration	0.89	1.69	1.69	0.35	0.35	0.35	0.85
4582 Rubbish Collections	1.00	0.50	0.50	0.50	0.50	0.50	1.00
4583 Environmental Improvement	1.00	1.10	1.10	1.00	1.00	1.00	1.00
4587 Composting	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total Positions	4.89	5.29	5.29	3.85	3.85	3.85	4.85

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

226-4581 Rubbish Collection Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	42,374	Director of Public Services	0.15	13,104
Overtime	500	Crossover Operator	0.50	20,788
Fringe Benefits	113,020	Administrative Professional	0.20	8,482
TOTAL	155,894	Total Personnel	0.85	42,374
OPERATING EXPENSES				
		Overtime		500
Supplies	2,850			
Internal Services	231,070	FICA		3,636
Other Services		Healthcare Benefits - Active		15,058
Professional Fees	132,756	Healthcare Benefits - Retirees		76,094
Maintenance Fees	11,200	Pension		18,232
Other Contracted Fees	0			
TOTAL	377,876	Total Fringe Benefits		113,020
		TOTAL	0.85	155,894
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	533,770			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

226-4582 Rubbish Collection

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	53,544	Chief ROW Foreman	0.50 32,679
Overtime	12,000	Crossover Operator	0.50 20,865
Fringe Benefits	49,422		
TOTAL	114,966	Total Personnel	1.00 53,544
		Overtime	12,000
OPERATING EXPENSES			
Supplies	1,188	FICA	4,954
Internal Services	8,080	Healthcare Benefits - Active	22,854
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	1,415,112	Pension	21,614
Maintenance Fees	70,371		
Other Contracted Fees	0	Total Fringe Benefits	49,422
TOTAL	1,494,751	TOTAL	1.00 114,966
CAPITAL OUTLAY			
	0		
TOTAL	0		
TOTAL APPROPRIATION	1,609,717		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

226-4583 Environmental Improvement

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	32,540	Environ. Support Specialist	1.00	32,540
Overtime	6,000			
Fringe Benefits	77,147	Total Personnel	1.00	32,540
TOTAL	115,687	Overtime		6,000
OPERATING EXPENSES				
Supplies	28,850	FICA		3,137
Internal Services	11,904	Healthcare Benefits - Active		12,870
Other Services		Healthcare Benefits - Retirees		41,327
Professional Fees	100,000	Pension		19,813
Maintenance Fees	72,231	Total Fringe Benefits		77,147
Other Contracted Fees	500			
TOTAL	213,485	TOTAL	1.00	115,687
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	329,172			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

226-4587 Composting

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	87,326	Compost Site Operator	2.00 87,326
Overtime	30,000		
Fringe Benefits	97,325	Total Personnel	<u>2.00 87,326</u>
TOTAL	<u>214,651</u>	Overtime	<u>30,000</u>
OPERATING EXPENSES			
Supplies	44,300	FICA	8,975
Internal Services	0	Healthcare Benefits - Active	43,366
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	130,000	Pension	44,984
Maintenance Fees	138,136	Total Fringe Benefits	<u>97,325</u>
Other Contracted Fees	1,000		
TOTAL	<u>313,436</u>	TOTAL	<u><u>2.00 214,651</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>528,087</u></u>		



PUBLIC SAFETY GRANTS (SRF)

PUBLIC SAFETY FUND
AND
PUBLIC SAFETY GRANTS

PUBLIC SAFETY FUND (205)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

The Public Safety Fund was established to account for the tax levy proceeds on the special property tax earmarked to support Police and Fire services. Monies appropriated in this fund pays for salaries and benefits, less pension, for 31 Police Officers and 20 Firefighters.

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	3,536,151	CPS - POLICE PATROL	1,662,650
TRANSFERS	513,559	CPS - POLICE INVEST.	694,709
		CPS - FIRE SUPPRESSION	1,579,168
		CPS - FIRE PREVENTION	113,183
TOTAL RESOURCES	<u>4,049,710</u>	TOTAL APPROPRIATIONS	<u>4,049,710</u>

PUBLIC SAFETY FUND

REVENUE BUDGET SUMMARY

The Public Safety Fund is considered to be a Special Revenue Fund of the city. In May of 2006, the city was approved for a 6 mill levy on real property taxes to support Police and Fire services. This levy was essential at that time for the city was faced with reducing services by 51 Police and Fire individuals due to the lack of general fund revenues. Although, the 6 mills were passed, the city had to provide a subsidy through the general fund for the police and fire pension contribution. Also, at that time, the city promised the citizen that during the duration of this Public Safety millage, the city would maintain the same public safety personnel levels. The city kept its promise.

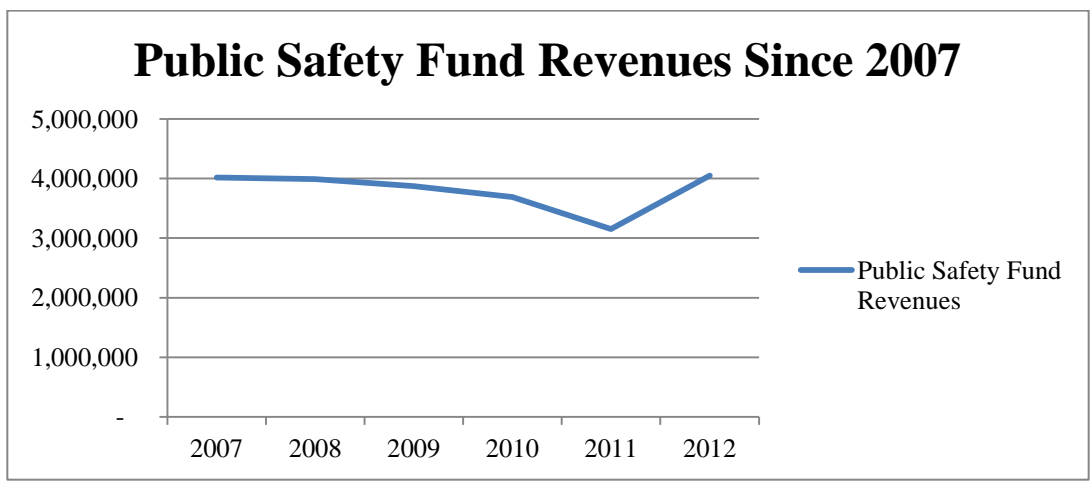
Five-years later, in November of 2010, the city petitioned the electorate again for a renewal on the 6 mills with an additional 1.5 mills. Again, the electorate approved the Public Safety millage at its new level. The general fund continues to provide a subsidy to this fund for pension contributions. However, the same promise was not given with this new millage. In fact, the city advised the electorate that the same level of sworn personnel will not be maintained.

For FY 2011/12, the Public Safety Fund's revenues will be \$4,049,710. This is an increase of \$173,509, or 4.48%, from the previous fiscal year's budget. The increase in revenues is due to the new millage.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	3,745,636	3,638,312	3,427,769	3,085,985	3,085,985	2,368,480	3,536,151
Other Revenues	0	0	0	5,280	5,280	0	0
Transfers	249,284	234,902	264,617	784,936	784,936	784,936	513,559
Total Revenues	3,994,920	3,873,214	3,692,386	3,876,201	3,876,201	3,153,416	4,049,710

REVENUE TRENDS



¹ The Public Safety millage was implemented in the 2006/2007 Approved Budget.

The above graph reflects numerical data from FY 2007 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. In review of the financial data, from FY 2007 through FY 2011, the city has experienced a steady decline in revenues. This decline is attributed to the assessed real property tax values during those fiscal years. The sharp incline in the 2012 approved budget is attributed to an increase in the number of mills assessed.

EXPENDITURE BUDGET SUMMARY

The Public Safety Fund Expenditures will be \$4,049,710 for FY 2012. This budget will increase \$173,509, or 4.48% from the FY 2011 approved budgeted levels. *Personnel Services* will be 4.48% higher than in FY 2011. As previously mentioned above, in 2011, the citizens of the City of Saginaw passed the second Public

Safety Millage at 7.5 mills. This millage reflects the same sworn personnel complement as the 2006 Public Safety Millage. The reason for the increase in expenditures is due to the reallocation of more senior personnel into this fund from the General Fund

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3511 CPS - Police Patrol	1,943,727	1,716,119	1,621,083	1,609,952	1,609,952	1,527,855	1,662,650
3513 CPS - Police Investigations	445,437	641,220	554,953	689,737	689,737	710,060	694,709
3551 CPS - Fire Suppression	1,561,688	1,405,443	1,400,547	1,463,065	1,463,065	1,598,227	1,579,168
3553 CPS - Fire Prevention	100,327	110,430	115,804	113,447	113,447	126,352	113,183
Total Expenditures	4,051,179	3,873,212	3,692,387	3,876,201	3,876,201	3,962,494	4,049,710

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	4,051,179	3,873,212	3,692,387	3,876,201	3,876,201	3,962,494	4,049,710
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	4,051,179	3,873,212	3,692,387	3,876,201	3,876,201	3,962,494	4,049,710

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3511 CPS - Police Patrol	26.00	23.00	23.00	22.00	22.00	22.00	22.00
3513 CPS - Police Investigations	5.00	8.00	8.00	9.00	9.00	9.00	9.00
3551 CPS - Fire Suppression	19.00	19.00	19.00	19.00	19.00	19.00	19.00
3553 CPS - 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

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

205-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,169,677	Police Sergeant	3.00	186,159
Overtime	52,000	Police Officer	19.00	983,518
Fringe Benefits	440,973			
		Total Personnel	<u>22.00</u>	<u>1,169,677</u>
TOTAL	<u>1,662,650</u>			
		Overtime		<u>52,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		19,487
Internal Services	0	Healthcare Benefits - Active		421,486
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		0
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>440,973</u>
TOTAL	<u>0</u>			
		TOTAL	<u>22.00</u>	<u>1,662,650</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,662,650</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

205-3513 CPS - Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	486,789	Police Sergeant	2.00	123,088
Overtime	50,000	Police Officer	7.00	363,701
Fringe Benefits	157,920			
		Total Personnel	<u>9.00</u>	<u>486,789</u>
TOTAL	<u>694,709</u>			
		Overtime		<u>50,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		7,968
Internal Services	0	Healthcare Benefits - Active		149,952
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		0
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>157,920</u>
TOTAL	<u>0</u>	TOTAL	<u>9.00</u>	<u>694,709</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>694,709</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

205-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,150,681	Fire Battalion Chief	3.00	233,095
Overtime	70,000	Fire Captain	1.00	70,980
Fringe Benefits	358,487	Fire Lieutenant	3.00	190,270
		Fire Engineers	5.00	289,469
		Firefighter	7.00	366,867
TOTAL	1,579,168	Total Personnel	19.00	1,150,681
OPERATING EXPENSES				
Supplies	0	Overtime		70,000
Internal Services	0			
Other Services				
Professional Fees	0	FICA		15,365
Maintenance Fees	0	Healthcare Benefits - Active		343,122
Other Contracted Fees	0	Healthcare Benefits - Retirees		0
		Pension - Sworn		0
TOTAL	0	Total Fringe Benefits		358,487
CAPITAL OUTLAY	0	TOTAL	19.00	1,579,168
TOTAL	0			
TOTAL APPROPRIATION	1,579,168			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

205-3553 CPS - Fire Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,876	Fire Marshall	1.00	77,876
Overtime	15,000			
Fringe Benefits	20,307	Total Personnel	<u>1.00</u>	<u>77,876</u>
TOTAL	<u>113,183</u>			
		Overtime		<u>15,000</u>
OPERATING EXPENSES				
		FICA		1,355
Supplies	0	Healthcare Benefits - Active		18,952
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		0
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>20,307</u>
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u>1.00</u>	<u>113,183</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>113,183</u></u>			

**PUBLIC SAFETY GRANTS
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

Public Safety Grant Funds are funds that account for federal and state funding received by the city for law enforcement activities. Activities include: community policing, law enforcement training, drug enforcement activities, engagement of the youth to enhance self-esteem and self-awareness, reduction of violent crime within the community, and prevention and investigation of automobile thefts within the community and county

RESOURCES		APPROPRIATIONS	
COMMUNITY POLICING	804,213	COMMUNITY POLICING	804,213
POLICE TRAINING FUND	22,500	POLICE TRAINING FUND	22,500
DEPT OF JUSTICE GRANT	108,953	DEPT OF JUSTICE GRANT	108,953
DRUG FORFEITURE FUND	131,836	DRUG FORFEITURE FUND	131,836
SAGINAW COUNTY TAPS	12,180	SAGINAW COUNTY TAPS	12,180
AUTO THEFT PREVENTION	129,294	AUTO THEFT PREVENTION	129,294
TOTAL RESOURCES	<u>1,208,976</u>	TOTAL APPROPRIATIONS	<u>1,208,976</u>

Notes:

The Youth Imitative Program has been renamed Saginaw County TAPS in FY 2011.

COMMUNITY POLICING FUND

REVENUE BUDGET SUMMARY

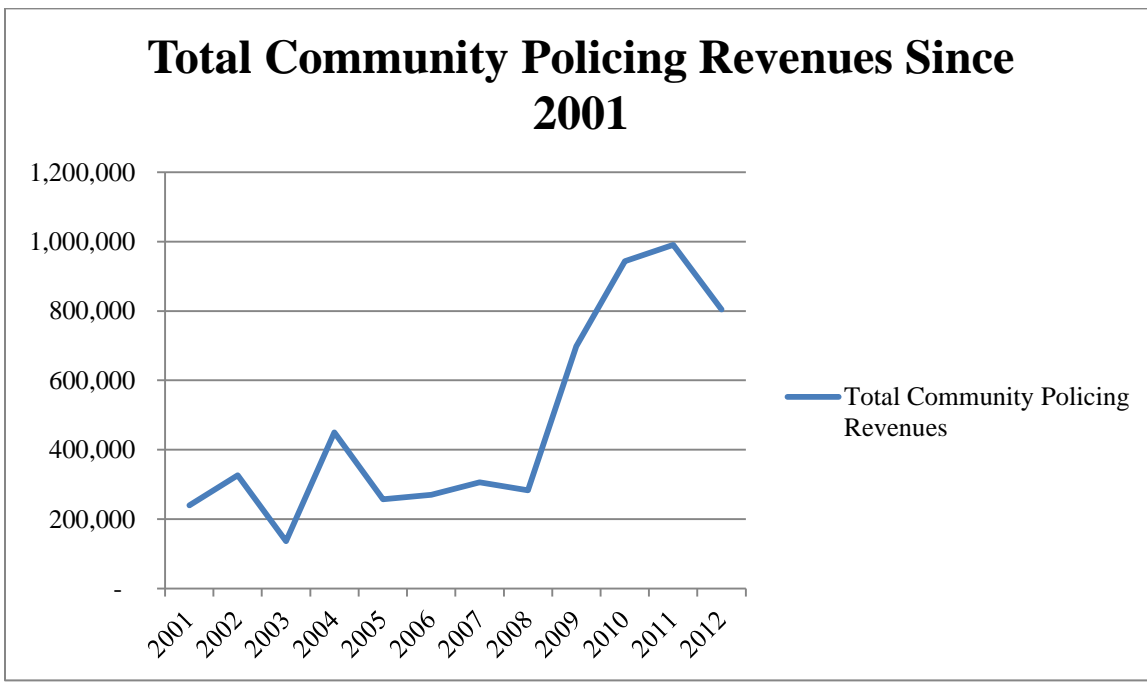
The Community Policing Fund accounts for revenues and expenditures of Police Officers assigned to various city neighborhoods, the city’s Weed N Seed program, Crime Technology programs, and the COPS Hiring Grant. These programs and technology provide residents with a greater sense of protection and gives them the responsibility for developing and implementing problem-solving strategies in their neighborhoods. For FY 2012, the Community Policing Fund revenues will

be \$804,213. This represents a -\$279,458, or -29.79% reduction from the 2011 approved budgeted levels. The decrease in revenues is primarily attributed to the reduction in grant funding for the Weed N Seed and the Crime Technology programs. Additionally, a portion of a Community Police Officer’s salary will be allocated to the Water Operations and Maintenance Fund – Treatment and Pumping Division, therefore, negating the need to appropriate grant revenues for this position.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Grants	0	310,956	547,427	684,836	799,836	591,159	381,836
Interest and Rents	29	16	0	0	0	0	0
Other Revenues	0	0	0	0	0	35	0
Transfers	283,329	386,756	395,552	398,835	410,316	398,835	422,377
Total Revenues	283,358	697,728	942,979	1,083,671	1,210,152	990,029	804,213

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. Over the past eleven years, revenues for Community Policing have changed dramatically. These monies have been dependent on funding received for grant activities, as it related to Community Policing. From FY 2008 through to the present, the City of Saginaw has received multiple grants; beginning in FY 2009, the city received the Weed N Seed Grant. This allowed the city to provide for more assistance to the neighborhood groups and work with other non-profit agency, such as Parishioners on Patrol to strengthen law enforcement all over the city. Additionally, the Crime Technology Grant was received that year. During FY 2008, the city pursued crime technology grants and was award grant funding to provide for Phase I of the Shotspotter. This new technology was implemented that year and additional monies were awarded in fiscal years 2010 and 2011 for Phase II of Shotspotter. In FY 2010 – FY 2011, the city received the COPS Hiring Grant, a federal grant that added 5 new officers to the sworn personnel complement. This is a regressive grant that requires the city to pay for 100% of the personnel cost in the fifth year. In FY 2012, revenues decline. As previously stated, the city will realize a decrease in the Weed N Seed and Crime Technology Grants allocation.

EXPENDITURE BUDGET SUMMARY

The total Community Policing Fund Expenditures will be \$804,213, for FY 2012. This is a reduction of - \$279,458, from the FY 2011 approved budgeted levels. *Personnel Services* will be \$744,922, in FY 2012. The change in personnel services is a direct result of a 25% reallocation of a Police Officer to the Water Operations and Maintenance Fund – Treatment and Pumping Division. This position provides limited surveillance of

the Water Treatment Plant. This reallocation will cover the cost of providing these services. *Operating Expenses* is projected to be \$59,291, for FY 2012. This represents an increase of an 8.68% from the previous fiscal year. This increase is attributed to an increase to information management charges. No monies were allocated for *Capital Outlay* in the 2011/12 Approved Budget.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3320 Community Policing	283,356	386,756	395,554	398,835	410,316	420,645	431,102
3321 Weed N Seed	0	44,515	189,551	42,000	157,000	128,968	39,000
3327 Crime Technology	0	226,440	213,425	300,000	300,000	98,320	0
3328 COPS Hiring Grant	0	0	144,453	342,836	342,836	342,096	334,111
8559 Increase Fund Equity	3,002	0	0	0	0	0	0
Total Expenditures	286,358	657,711	942,983	1,083,671	1,210,152	990,029	804,213

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	271,458	378,776	532,242	729,114	740,595	747,411	744,922
Operating Expenses	11,198	39,433	169,275	54,557	148,757	127,549	59,291
Capital Outlay	700	279,502	241,466	300,000	320,800	115,069	0
Miscellaneous	3,002	0	0	0	0	0	0
Total Expenditures	286,358	697,711	942,983	1,083,671	1,210,152	990,029	804,213

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3320 Community Policing	3.00	4.00	4.00	4.00	4.00	4.00	3.75
3328 COPS Hiring Grant	0.00	0.00	0.00	5.00	5.00	5.00	5.00
Total Positions	3.00	4.00	4.00	9.00	9.00	9.00	8.75

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

260-3320 Community Policing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	198,967	Police Officer	4.00	198,967
Overtime	12,000			
Fringe Benefits	199,844	Total Personnel	<u>4.00</u>	<u>198,967</u>
TOTAL	<u>410,811</u>	Overtime		<u>12,000</u>
OPERATING EXPENSES				
		FICA		3,058
Supplies	0	Healthcare Benefits - Active		64,088
Internal Services	17,291	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		132,698
Professional Fees	0	Total Fringe Benefits		<u>199,844</u>
Maintenance Fees	3,000			
Other Contracted Fees	0			
TOTAL	<u>20,291</u>	TOTAL	<u>4.00</u>	<u>410,811</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>431,102</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

260-3328 COPS Hiring Grant

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	238,345	Police Officers	4.75	238,345
Overtime	0			
Fringe Benefits	95,766	Total Personnel	<u>4.75</u>	<u>238,345</u>
TOTAL	<u>334,111</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		3,508
Supplies	0	Healthcare Benefits - Active		79,793
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		12,465
Professional Fees	0	Total Fringe Benefits		<u>95,766</u>
Maintenance Fees	0			
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u><u>4.75</u></u>	<u><u>334,111</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>334,111</u></u>			

POLICE TRAINING FUND

REVENUE BUDGET SUMMARY

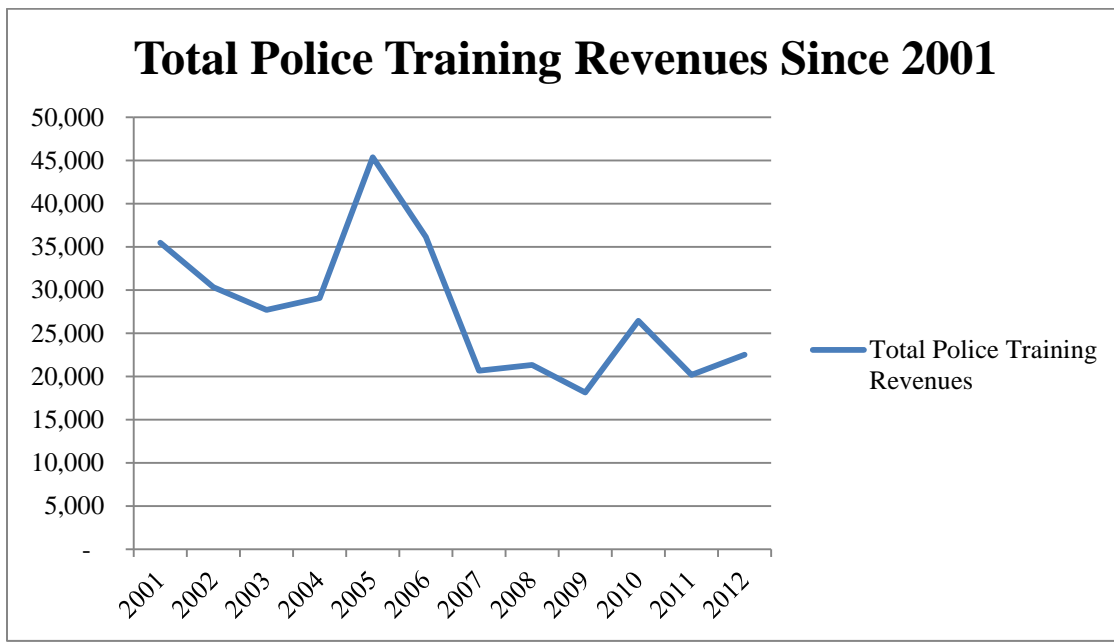
The Police Training Fund accounts for allocations received from the State of Michigan pursuant to Act 302 of the Public Act 1982. These monies are disbursed twice a year based on the number of sworn police officers. These funds can only be expended for direct costs of criminal justice training of Police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

The 2011/12 approved revenues for Police Training Fund will be \$22,500. This represents a \$1,500, increase from the previous fiscal year. This increase is due to an increase in anticipated police training, which necessitates an increase in grant allotment.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
State Grants	21,309	17,991	26,398	21,000	21,000	20,185	22,500
Interest and Rents	37	142	41	0	0	(4)	0
Total Revenues	21,346	18,133	26,439	21,000	21,000	20,181	22,500

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The revenues in this fund fluctuate based on grant availability and the amount of police training given during the course of the year.

EXPENDITURE BUDGET SUMMARY

The total Police Training Fund expenditures will be \$22,500, for FY 2012. No *Personnel Services* have been allocated to this fund. *Operating Expenses* will be \$22,500, for the upcoming year. This is a \$1,500, higher

than FY 2011. The city anticipates spending these grant dollars on additional law enforcement training. No monies have been allocated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3323 Police Training	21,346	18,132	26,439	21,000	21,000	20,181	22,500
Total Expenditures	21,346	18,132	26,439	21,000	21,000	20,181	22,500

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	21,346	18,132	26,439	21,000	21,000	20,181	22,500
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	21,346	18,132	26,439	21,000	21,000	20,181	22,500

DEPARTMENT OF JUSTICE – JUSTICE ASSISTANCE GRANT (JAG) FUND

REVENUE BUDGET SUMMARY

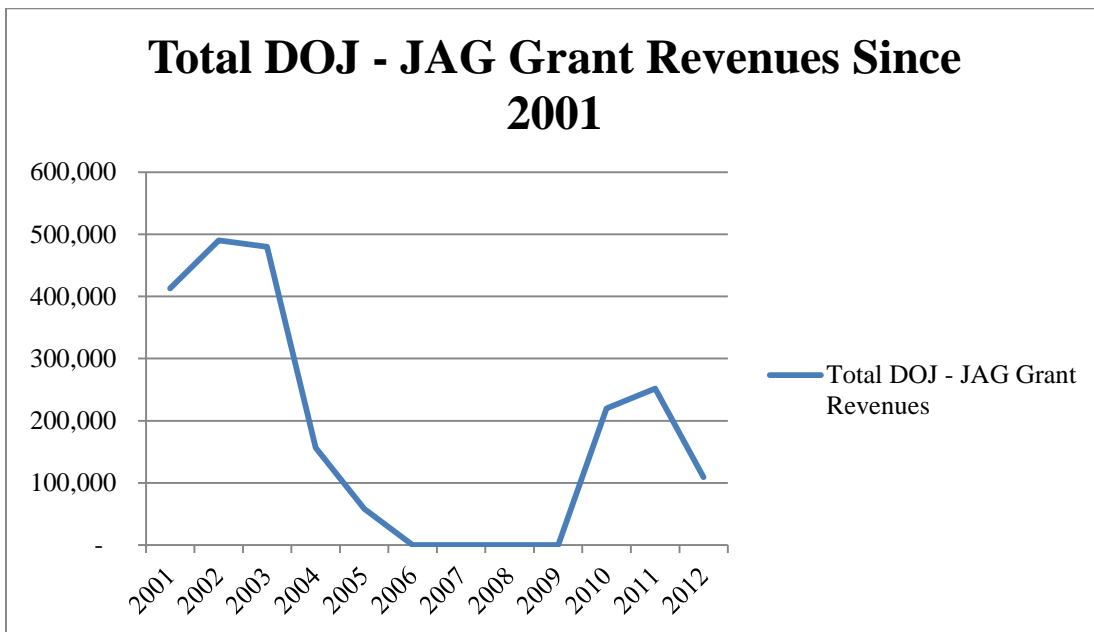
The Department of Justice – JAG Fund accounts for revenues and expenditures related to various projects that provide better services, and fight crime in the community as approved by the United States’ Department of Justice. This funding allocation is based on the community’s violent crime statistics. In addition, these monies are shared with surrounding municipalities and the county. What is listed in the budget is strictly the city’s portion. Moreover, the county is the fiduciary agency and is responsible for recording all expenditure activities.

The 2011/12 Approved Budget for the Department of Justice – JAG will be \$108,953. This represents a - \$240,806, reduction from the previous fiscal year. Revenues have decreased due to the utilization of grant monies in the previous fiscal years. Additionally, at the time of budget development, the city did not have the 2011 Department of Justice’s JAG allocation. These monies will be recognized later in FY 2012.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Grant	0	0	219,607	349,759	546,996	251,585	108,953
Total Revenues	0	0	219,607	349,759	546,996	251,585	108,953

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. Revenues for this fund are dependent on what the federal government allocates to the municipality. From FY 2001 – 2005, the city experienced a steady decline in revenues and grant allocations. For FY 2006 – 2009, no grant monies were received. However, In FY 2010, the City received stimulus monies from the

Department of Justice, these monies were expected to be spent on law enforcement activities outlined by the federal government. The 2011 Budget reflects the addition of the Regular 2010 JAG Grant and the remaining stimulus monies. By the FY 2012 Approved Budget, revenues are begins to decrease due to the utilization of the stimulus monies in prior years.

EXPENDITURE BUDGET SUMMARY

The total Department of Justice – JAG Grant expenditures will be \$108,953, for FY 2012, which is - \$240,806, or -68.85% less than the FY 2011 approved budgeted levels. There are no *Personnel Services* in this fund. *Operating Expenses* will be \$92,614, for the upcoming year. This represents a -\$28,361 decrease. This reduction in operating expenses is due in large part

to a reduction in monies allocated for the ARMS fees. The category of *Capital Outlay* will be \$16,339, for the upcoming year. This represents a -94.28% reduction from the previous fiscal year. This reduction is due to the purchase of equipment in the previous fiscal year that no longer needs to be made in FY 2011/12.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3321 DOJ Grant (Stimulus)	0	0	219,607	349,759	320,713	239,488	108,953
3329 DOJ Grant (Regular)	0	0	0	0	226,283	12,098	0
Total Expenditures	0	0	219,607	349,759	546,996	251,586	108,953

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	26,601	0	0
Operating Expenses	0	0	57,228	64,253	87,297	29,855	92,614
Capital Outlay	0	0	165,379	285,506	433,098	221,730	16,339
Total Expenditures	0	0	222,607	349,759	546,996	251,585	108,953

DRUG FORFEITURE GRANT FUND

REVENUE BUDGET SUMMARY

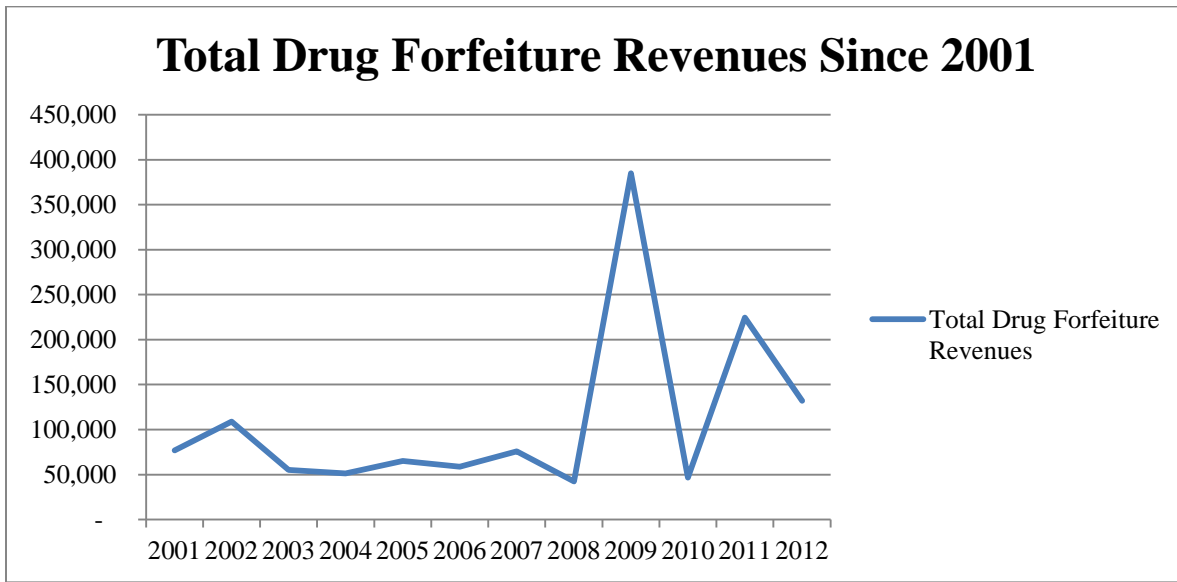
The Drug Forfeiture Fund accounts for all revenues and expenditures received from the forfeiture or cash and property seized during a drug raid. The major revenue source for the Drug Forfeiture Fund is fines and federal and state forfeitures. After a drug raid, the city turns over these monies to the judicial system as evidence in prosecution. Afterwards, these monies are released back to the city and are utilized to offset the cost of drug enforcement activities.

The 2011/12 revenue budget for this fund has been approved at \$131,836. This represents a \$61,333, or 86.99% increase from the previous fiscal years. The increase in this fund is primarily attributed to a larger appropriation of fund equity to offset the increasing expenditures.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	4,989	10,687	0	10,687	10,687	0	0
Fines and Forfeitures	22,674	365,485	39,127	51,816	181,753	189,355	32,360
Interest and Rents	14,521	7,407	2,688	5,000	5,000	1,898	2,500
Other Revenues	0	1,270	4,855	3,000	32,232	33,132	96,976
Total Revenues	42,184	384,849	46,670	70,503	229,672	224,385	131,836

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2002-2008 there had been a steady decrease in the amounts collected from fines and forfeitures. However, by February of 2009, the city received a cash transfer of over \$251,000, for federal forfeited property from a judicial case that had been completed in a previous fiscal year. In FY 2010, little or no monies were

received in fines and forfeitures. In March of 2011, the city received approximately \$170,421, in monies from a federal forfeited case. These monies are not expected to be received in FY 2012.

EXPENDITURE BUDGET SUMMARY

The total Drug Forfeiture Fund Expenditures will be \$131,836, for FY 2012. Again, this represents a \$63,333, increase from the previous fiscal year. *Personnel Services* will be zero for no sworn personnel have been allocated to this fund. *Operating Expenses* will be \$81,836, for the upcoming year. This represents an \$11,333, increase from 2011. This increase is due to

monies allocated to purchase 26 Taser cameras. The category of *Capital Outlay* will be \$50,000, for the upcoming year. This represents a 100% increase. This increase is due to Community Public Safety –Police purchasing and installing a control console at the new Raptor Center.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3040 Drug Forfeiture	37,920	63,976	118,661	70,503	207,420	158,860	131,836
Total Expenditures	37,920	63,976	118,661	70,503	207,420	158,860	131,836

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	37,920	63,026	118,661	70,503	85,503	79,905	81,836
Capital Outlay	0	950	0	0	121,917	78,955	50,000
Total Expenditures	37,920	63,976	118,661	70,503	207,420	158,860	131,836

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3040 Drug Forfeiture	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	1.00	0.00	0.00	0.00	0.00	0.00	0.00

SAGINAW COUNTY TREATMENT AND PREVENTION SERVICES (TAPS) FUND

REVENUE BUDGET SUMMARY

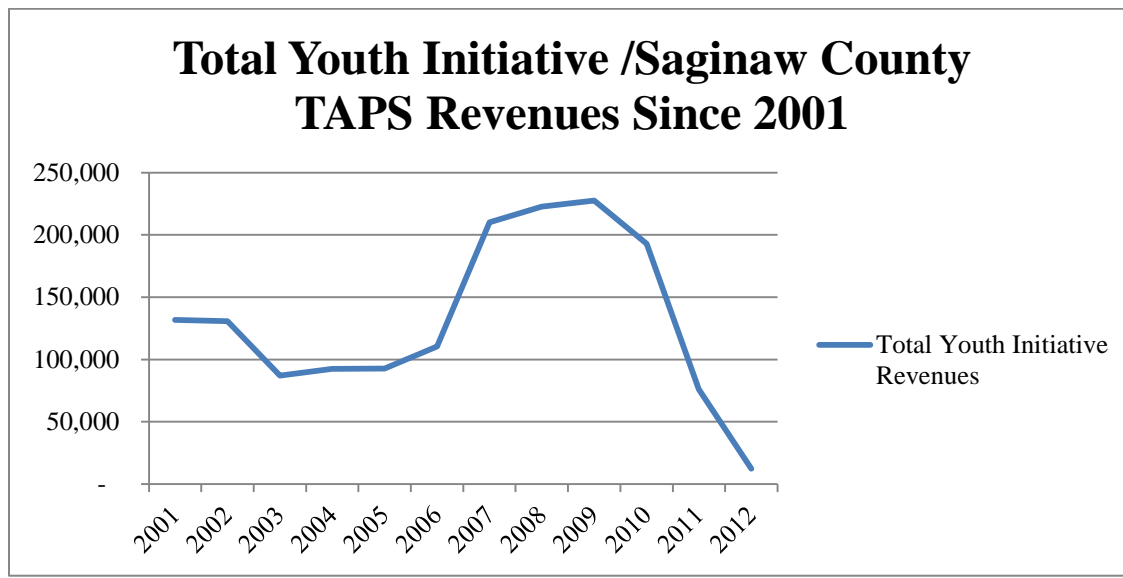
The Saginaw County Treatment and Prevention Services (TAPS) Fund, formerly the Youth Initiative Fund, accounts for grant monies received from the United States’ Department of Justice through the Saginaw County Health Department. These funds are used to engage youth and provided facilities in to the programs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

The Approved 2011/12 revenue budget for the Saginaw County TAPS Fund will be \$12,180, which is -\$127,276 reduction from the previous fiscal year. This decrease is attributed to the reduction in the federal entitlements for this program. The funding for this program is expected to end by October 2011.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Interest and Rents	0	0	(30)	0	0	(7)	0
Other Revenues	212,650	222,050	145,550	103,000	103,000	34,320	12,180
Transfers	10,017	5,566	47,398	36,456	44,234	41,765	0
Total Revenues	222,667	227,616	192,918	139,456	147,234	76,078	12,180

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2001-2006 there had been a steady decline in the monies received from the Department of Justice for the Youth Initiative Program. From FY 2007 – 2010, the city received more entitlement monies for the program. Therefore, the city was able to allocate more towards enhancing this program. However, from FY 2011 – 2012, there was a change at the county administration level that resulted in a decrease in the funding level as well as the

Youth Initiative Program being changed to the Saginaw County Treatment and Prevention Service. Moreover, the city was advised that no funding would be provided after October 2011.

EXPENDITURE BUDGET SUMMARY

The total Saginaw County TAPS Fund expenditures will be \$12,180, for FY 2012. As of 2011/12, *Personnel Services* will decrease by -\$123,326, from FY 2011. The reduction in this category is due the reallocation of personnel to the General Fund. The only budgeted personnel service expenditure is related to overtime and

medicare cost on that overtime. *Operating Expenses* will be \$7,107, for the upcoming year. This represents a \$3,498 decrease. These monies will partially pay for the temporary employee who provides assistance with police grants. No monies were appropriated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
3325 Youth Initiative	226,766	227,615	192,917	139,456	147,243	76,078	0
3325 Saginaw County TAPS	0	0	0	0	0	0	12,180
8559 Increase Fund Equity	136,938	0	0	0	0	0	0
Total Expenditures	363,704	227,615	192,917	139,456	147,243	76,078	12,180

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	198,663	210,892	180,177	128,399	136,186	66,798	5,073
Operating Expenses	28,103	16,723	12,740	11,057	11,057	9,280	7,107
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	136,938	0	0	0	0	0	0
Total Expenditures	363,704	227,615	192,917	139,456	147,243	76,078	12,180

SUMMARY OF POSITIONS

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
3325 Youth Initiative	2.00	2.00	2.00	1.00	1.00	1.00	0.00
Total Positions	2.00	2.00	2.00	1.00	1.00	1.00	0.00

AUTO THEFT PREVENTION GRANT (ATPG) FUND

REVENUE BUDGET SUMMARY

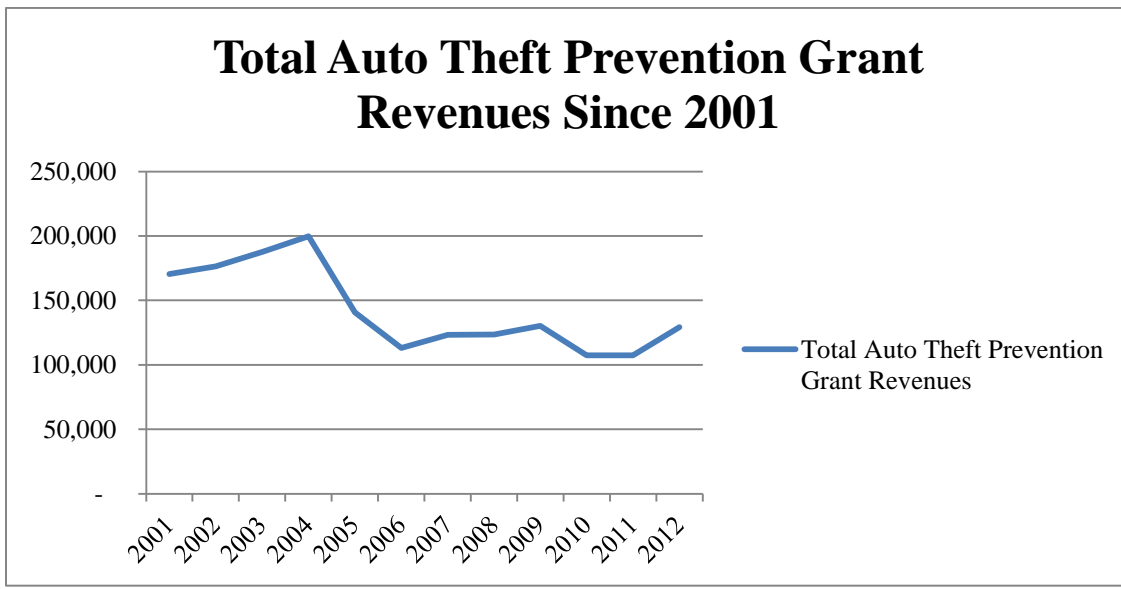
The Auto Theft Prevention Fund accounts for grant funding received from the State of Michigan pursuant to Public Act 10 of 1986. These funds are used by Community Public Safety - Police and Saginaw Township Police Department for the prevention and investigation of automobile thefts in Saginaw County. The 2011/12 Approved Budget will be \$129,294, which

is a \$9.10% increase from the previous fiscal year. The increase in revenues is recognized in the operating transfer from the General Fund to subsidize an increase in expenditures. Additionally, this increase in operating transfers is offset slightly by a reduction in the amount of monies received from the State for this program.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Grants	65,701	54,750	46,399	55,458	55,458	41,984	54,600
Other Revenues	2,437	1,041	2,245	1,000	1,000	1,664	1,000
Transfers	55,403	74,577	58,840	63,731	63,731	63,731	73,694
Total Revenues	123,541	130,368	107,484	120,189	120,189	107,379	129,294

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2001 – FY 2003, the City of Saginaw received larger amounts for the auto theft prevention program from the State for Auto Theft Prevention. However, from FY 2004 through the present, these monies have declined steadily. Additionally, the General Fund has had to provide and budget for a subsidy for this fund since 2006. Currently, the Budget Office has been reviewing these revenues and will be realign these revenues in future year’s budget.

EXPENDITURE BUDGET SUMMARY

The total Auto Theft Prevention Grant expenditures will be \$129,294, for FY 2012, which is 7.04% higher than the FY 2011 approved budgeted levels. The category of *Personnel Services* will increase by 8.91% from FY 2011. Although the personnel complement remained the same, this category will increase by the cost of police and fire pension contributions as well as healthcare

costs. The increase in healthcare insurance will be offset by \$520 deduction for the “Employee Healthcare Contribution” which is contractually required for these individuals. *Operating Expenses* will be \$23,121, for the upcoming year. This represents a \$423, increase. No *Capital Outlay* will be budgeted in FY 2011/12.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
3322 Auto Theft Prevention	102,777	118,938	118,911	120,189	120,189	107,379	129,294
9660 Transfers	20,763	0	0	0	0	0	0
Total Expenditures	123,540	118,938	118,911	120,189	120,189	107,379	129,294

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	85,082	101,336	98,944	97,491	97,491	90,444	106,173
Operating Expenses	14,790	17,602	19,967	22,698	22,698	16,935	23,121
Capital Outlay	2,905	0	0	0	0	0	0
Miscellaneous	20,763	0	0	0	0	0	0
Total Expenditures	123,540	118,938	118,911	120,189	120,189	107,379	129,294

SUMMARY OF POSTIONS

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
3322 Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Positions	1.00	1.00	1.00	1.00	1.00	1.00	1.00

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

289-3322 Auto Theft Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	52,167	Police Officer	1.00	52,167
Overtime	1,000			
Fringe Benefits	53,006	Total Personnel	1.00	52,167
TOTAL	106,173	Overtime		1,000
OPERATING EXPENSES				
Supplies	100	FICA		778
Internal Services	4,841	Healthcare Benefits - Active		16,208
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	13,030	Pension - Sworn		36,020
Maintenance Fees	4,925	Total Fringe Benefits		53,006
Other Contracted Fees	225			
TOTAL	23,121	TOTAL	1.00	106,173
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	129,294			





TIFA/LDFA/DDA (SRF)

CLEAN ENERGY COALITION FUND (230)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

The Clean Energy Coalition Fund accounts for the promotion of clean energy technology, projects, and savings citywide. The State of Michigan through MSHDA provided to the City of Saginaw a grant that allowed the City the ability to complete energy efficiency and renewable energy installations on municipal facilities.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	262,549	CLEAN ENERGY COAL.	262,549
TOTAL RESOURCES	<u>262,549</u>	TOTAL APPROPRIATIONS	<u>262,549</u>

CLEAN ENERGY COALITION (CEC)

REVENUE BUDGET SUMMARY

The Clean Energy Coalition Fund accounts for the projects that provides and promotes clean energy technology within the City of Saginaw. The major source of revenues is the grant monies received from the State of Michigan through MSHDA. By accepting this grant, the City is committed to continual savings and

energy efficiencies. Project Income is expected and those monies must be reallocated into additional energy savings projects. CEC Revenues for FY 2011/2012 will be \$262,549, which represents 100% increase from the FY 2011 budget levels.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Federal Grant	0	0	0	0	463,615	233,878	262,549
Total Revenues	0	0	0	0	463,615	233,878	262,549

EXPENDITURE BUDGET SUMMARY

The total Clean Energy Coalition Fund expenditures will be the same as the revenues for FY 2012. There are no personnel, currently, allocated to this fund, therefore, *Personnel Services* total \$0 for FY 2012. *Operating Expenses* will be \$262,549, a 100% increase from the

FY 2011 approved budget level. The following projects will be completed during FY 2012: designing of the renewable energy solar panel for the Public Services Facility; and the cost of the project. There are no *Capital Outlay* expected for FY 2012.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
1795 Clean Energy Coalition	0	0	0	0	463,615	233,878	262,549
Total Expenditures	0	0	0	0	463,615	233,878	262,549

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	463,615	233,878	262,549
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	463,615	233,878	262,549

ANDERSEN ENRICHMENT CENTER (236)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

This fund accounts for the operation, 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. The Andersen Enrichment Center(AEC) 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 AEC.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	36,939	ANDERSEN ENRICH. CTR.	128,882
INTEREST	49,589	ENRICHMENT COMMISSION	99,378
OTHER REVENUES	130,190		
TRANSFERS	11,542		
TOTAL RESOURCES	<u>228,260</u>	TOTAL APPROPRIATIONS	<u>228,260</u>

ANDERSEN ENRICHMENT CENTER

REVENUE BUDGET SUMMARY

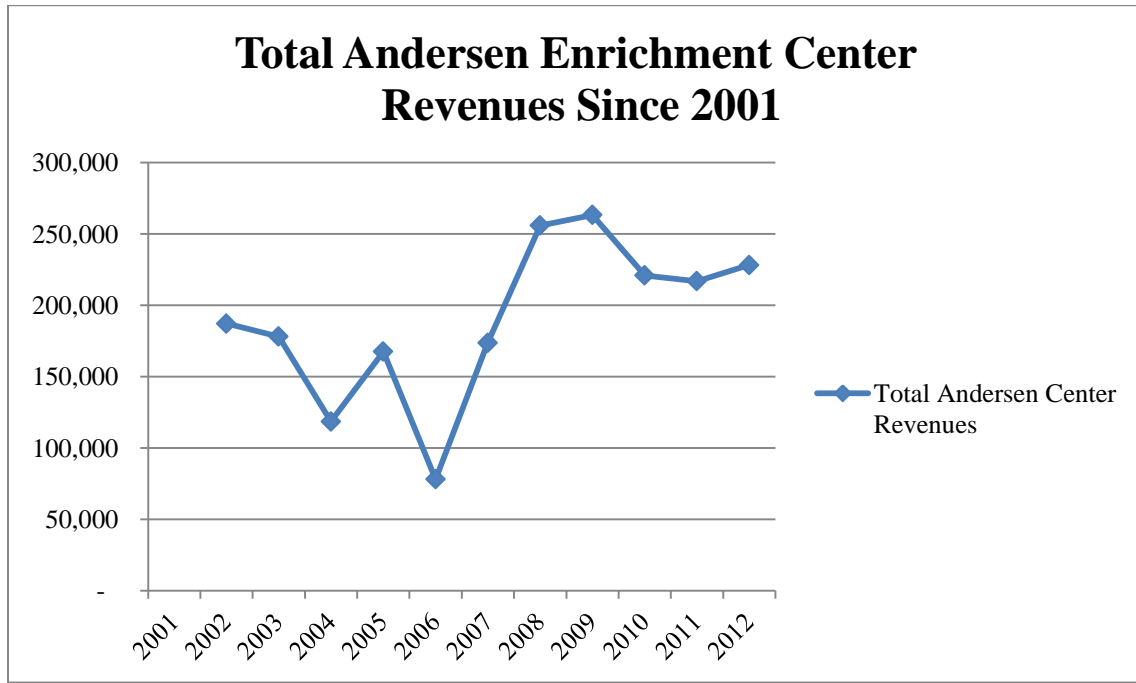
The Andersen Enrichment Center Fund accounts for the operation, maintenance expenditures, and building rentals for the Andersen Enrichment Center. This fund also accounts for the private donations and individual contributions received by the Saginaw Community Enrichment Commission to provide financial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

quality of life in the City. The major revenue source for this fund is “Other Revenues”, which is anticipated to be \$130,190 in FY 2011/12. The 2011/12 Approved Revenue Budget for the Andersen Enrichment Center Fund will be \$228,260. This represents a -\$49,126 reduction from the previous fiscal year. This decrease is attributed to a reduction in Other Revenues specifically a reduction in the Andersen Center Revenue line item.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	23,825	30,050	24,535	36,939	36,939	24,040	36,939
Interest and Rents	57,193	48,937	50,835	49,589	49,589	44,654	49,589
Other Revenues	163,652	168,162	135,243	179,184	179,184	136,510	130,190
Transfers from Other Funds	11,290	16,202	10,412	11,674	11,674	11,674	11,542
Total Revenues	255,960	263,351	221,025	277,386	277,386	216,878	228,260

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The revenue trend above illustrates two significant drops in revenue, one in 2003 and another in 2006. Both decreases were due to significant drop in contributions to the Andersen Enrichment Center from

private donors. From 2007 through 2009 those same contributions averaged over \$100,000 per year before decrease slightly in 2010.

EXPENDITURE BUDGET SUMMARY

The total Andersen Enrichment Center Fund expenditures will be \$228,260 for FY 2012. The Andersen Enrichment Center expenditures will decrease by -\$49,126, or -17.71%. This decrease is a result of decreases in personnel and reductions in the Enrichment Commission expenditures for FY 2012. *Personnel Services* total \$85,187 for FY 2012. Personnel Services

was reduced by -\$10,091 from FY 2011. This reduction is a direct result of the elimination of a part-time Clerk Typist position, which has been vacant since 2008. *Operating Expenses* will be \$143,073, this represents a decrease of -21.43% from the FY 2011 approved budget level. *Capital Outlay* There are no capital expenditures budgeted for this fund in FY 2012.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7540 Andersen Enrichment Center	132,664	130,949	121,931	136,786	136,786	117,412	128,882
7541 Enrichment Commission	124,865	118,980	91,062	140,600	140,600	91,472	99,378
Total Expenditures	257,529	249,929	212,993	277,386	277,386	208,884	228,260

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	93,838	87,877	82,537	95,278	95,278	85,473	85,187
Operating Expenses	163,691	162,052	130,216	182,108	182,108	123,411	143,073
Capital Outlay	0	0	240	0	0	0	0
Total Expenditures	257,529	249,929	212,993	277,386	277,386	208,884	228,260

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7540 Andersen Enrichment Center	5.00	5.00	5.00	5.00	5.00	5.00	4.00
Total Positions	5.00	5.00	5.00	5.00	5.00	5.00	4.00

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

236-7540 Andersen Enrichment Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012	BUDGET ALLOCATION
PERSONNEL SERVICES				
Salaries	68,640	Director of Sag. Art Comm.	1.00	15,600
Overtime	0	Director of Marketing	1.00	20,800
Fringe Benefits	16,547	Andersen Ctr. Site Super.	1.00	16,640
		Andersen Center Director	1.00	15,600
TOTAL	85,187	Total Personnel	4.00	68,640
OPERATING EXPENSES				
		Overtime		0
Supplies	4,630			
Internal Services	0			
Other Services		FICA		4,219
Professional Fees	15,645	Healthcare Benefits - Active		11,704
Maintenance Fees	23,420	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		624
TOTAL	43,695	Total Fringe Benefits		16,547
CAPITAL OUTLAY	0	TOTAL	4.00	85,187
TOTAL	0			
TOTAL APPROPRIATION	128,882			

**GM TOWER PROJECTS (238)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

The GM Tower Project Fund, formerly known as the Urban Development Action Grant, accounts for the proceeds left over from the Section 108 Loan and Urban Development Action Grant from the Department of Housing and Urban Development for the renovation of the Saginaw Division Tower Building.

RESOURCES		APPROPRIATIONS	
OTHER REVENUES	102,500	GM TOWER PROJECTS	102,500
TOTAL RESOURCES	102,500	TOTAL APPROPRIATIONS	102,500

GM TOWER PROJECT

REVENUE BUDGET SUMMARY

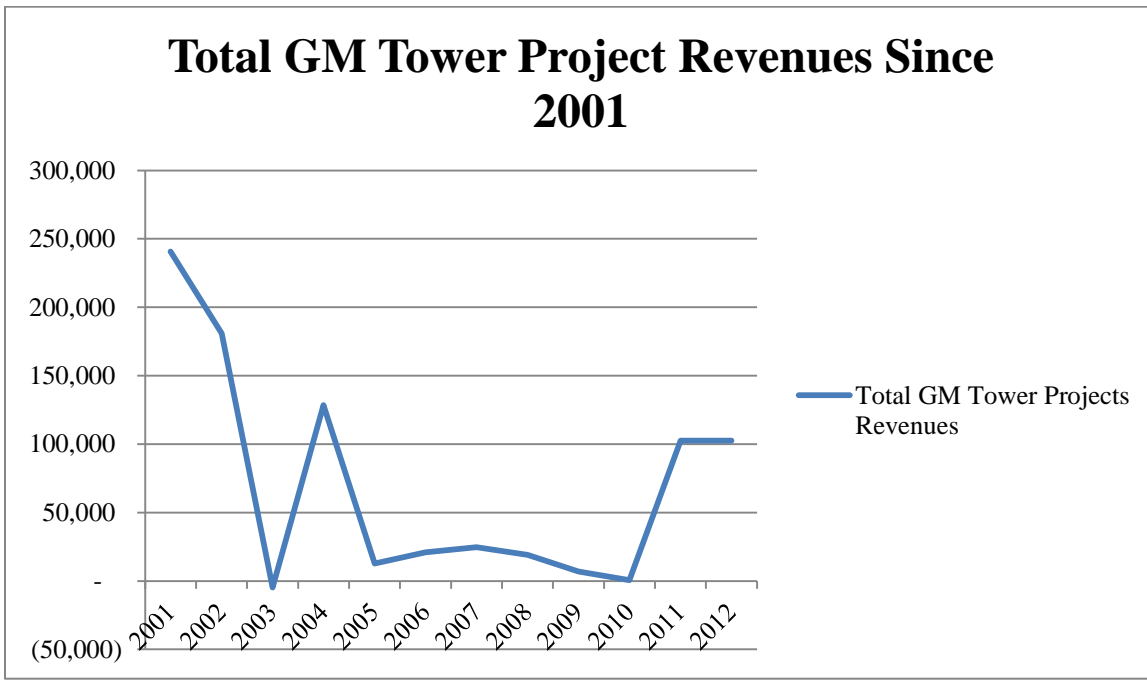
GM Tower Project Fund accounts for the grant process from the Urban Development Action Grant. These funds appropriated since 2007 has been utilized to pay portions of or Saginaw Future’s entire contract with the city. The major revenue source for this fund is the “Use

of Fund Equity” from the proceeds of the grant. The approved revenues for GM Tower Project Fund will be \$102,500, in FY 2012. This represents a \$5,000, reduction from the previous fiscal years.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Interest and Rents	19,096	6,950	648	7,000	7,000	58	0
Other Revenues	0	0	0	101,500	101,500	102,442	102,500
Total Revenues	19,096	6,950	648	108,500	108,500	102,500	102,500

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The revenue trend above illustrates two significant drops in revenue, one in 2003 and another in 2005. Both decreases were due to the completion of the Urban Development Action Grant. From 2006 through 2010, the General Fund paid a portion of Saginaw Future’s contract; therefore, less fund balance was appropriated. From FY 2011 and 2012, the Saginaw Future’s entire contract has been appropriated to this fund; therefore, over \$100,000 will be appropriated in fund balance.

EXPENDITURE BUDGET SUMMARY

The total GM Tower Project Fund expenditures will be \$102,500, for FY 2012. As with revenues, this represents a \$5,000, reduction from the previous fiscal year. No monies have been allocated toward *Personnel Services*. *Operating Expenses* will be \$102,500, a

decrease of -4.61% from the FY 2011 approved budget level. During FY 2011, the city entered into another contract with Saginaw Future, the monies appropriated in operating represents the annual contract. No monies were appropriated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6595 GM Tower Projects	51,250	105,500	102,500	108,500	108,500	102,500	102,500
Total Expenditures	51,250	105,500	102,500	108,500	108,500	102,500	102,500

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	51,250	105,500	102,500	108,500	108,500	102,500	102,500
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	51,250	105,500	102,500	108,500	108,500	102,500	102,500

**BOAT LAUNCH OPERATIONS (239)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

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

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	23,000	BOAT LAUNCH OPERATION	36,939
OTHER REVENUES	13,939		
TOTAL RESOURCES	36,939	TOTAL APPROPRIATIONS	36,939

BOAT LAUNCH OPERATIONS

REVENUE BUDGET SUMMARY

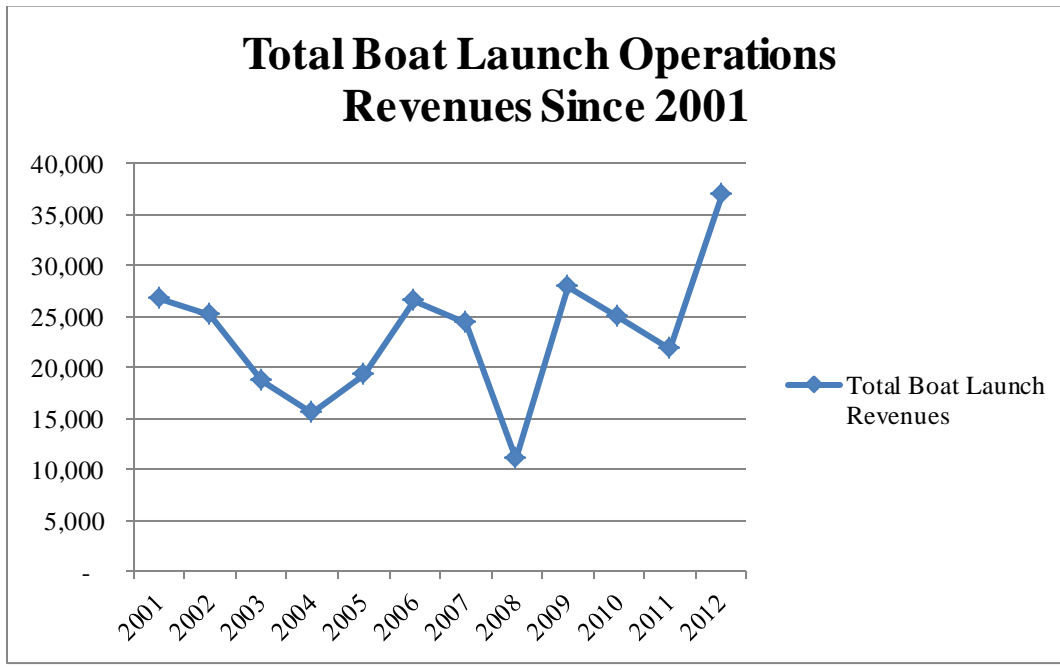
The Boat Launch Operations Fund accounts for the revenues collected from the Wickes and Rust Avenue boat launches for parking and admission fees. This fund also accounts for the operation and maintenance expenditures of these sites. The major revenue source for this fund is “Charges for Services”, which is anticipated

to be \$23,000 in FY 2011/12. The Approved 2011/12 Revenue Budget for the Boat Launch Operations Fund will be \$36,939. This represents an increase of \$11,389, or 44.58% from the previous fiscal year’s budget. This increase is attributed to a higher appropriation fund balance.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charges for Service	10,942	27,901	24,958	25,000	25,000	21,742	23,000
Interest and Rents	20	89	47	0	0	23	0
Other Revenues	0	0	0	550	550	0	13,939
Total Revenues	10,962	27,990	25,005	25,550	25,550	21,765	36,939

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The revenue trend above illustrates three significant drops in revenue: in 2004, 2008, and 2011. All three decreases were due to significant drop in the payment of Boat Launch services from private citizens.

EXPENDITURE BUDGET SUMMARY

The Boat Launch Fund is expected to expend \$36,939 in resources for the FY 2012, a 44.58% increase over the approved FY 2011 budget. *Personnel Services* There are no personnel expenditures for this fund. *Operating Expenses* will be \$36,939, which represents an increase of \$11,389 from the FY 2011 approved budget level.

This increase is attributed to an increase in water and sewer utility costs as well as an increase in the rate of pay for temporary staff utilized to maintain and staff the Boat Launch docks. *Capital Outlay* There are no capital expenditures budgeted in FY 2012.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7546 Boat Launch Operation	25,123	17,065	20,103	25,550	25,550	20,358	36,939
Total Expenditures	25,123	17,065	20,103	25,550	25,550	20,358	36,939

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	20,123	17,065	20,103	25,550	25,550	20,358	36,939
Capital Outlay	5,000	0	0	0	0	0	0
Total Expenditures	25,123	17,065	20,103	25,550	25,550	20,358	36,939

**TAX INCREMENT FINANCING AUTHORITY (TIFA) AND
LAND DEVELOPMENT FINANCING AUTHORITY (LDFA)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMERCE CENTER	29,296	COMMERCE CENTER	29,296
DOWNTOWN DEVELOP AUTH.	62,300	DOWNTOWN DEVELOP AUTH.	62,300
BROWNFIELD AUTHORITY	31,946	BROWNFIELD AUTHORITY	31,946
SILS ISLAND DDA	3,424	SILS ISLAND DDA	3,424
TOTAL RESOURCES	<u>126,966</u>	TOTAL APPROPRIATIONS	<u>126,966</u>

Note:

Effective in the 2010/2011 Approved Budget, Baker Perkins LDFA is no longer a capturing district.

Effective in the 2011/2012 Proposed Budget, Saginaw Tool & Die LDFA, Sexton LDFA, Thomson LDFA, and Treasure Island LDFA are no longer capturing district.

COMMERCE CENTER DDA

REVENUE BUDGET SUMMARY

The Commerce Center DDA Fund accounts for revenues and expenditures captured and utilized in the Commerce Center District. Projects must be approved City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the Commerce Center District. The plan requires that updates must be made in the district or on the Commerce Building. The City Controller and Assessing Offices

work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

For the Approved 2011/12 Budget, revenues in the Commerce Center DDA Fund will be \$29,296, which represents a 5.14% increase from the previous fiscal year. This 5.14% increase is attributed to an increase in the real property tax values in this district.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	29,181	31,314	29,290	27,865	27,865	28,485	29,296
Interest and Rents	0	0	0	0	0	59	0
Other Revenues	0	0	0	0	1,264	0	0
Total Revenues	29,181	31,314	29,290	27,865	29,129	28,544	29,296

EXPENDITURE BUDGET SUMMARY

The total Commerce Center DDA expenditures for 2012 will be \$29,296. In the category of *Miscellaneous Expenditures*, expenditures will be \$29,296. These monies will be utilized to reinvest into the district.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	28,281	28,385	28,934	27,865	29,129	27,570	29,296
Total Expenditures	28,281	28,385	28,934	27,865	29,129	27,570	29,296

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
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	28,281	28,385	28,934	27,865	29,129	27,570	29,296
Total Expenditures	28,281	28,385	28,934	27,865	29,129	27,570	29,296

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUE BUDGET SUMMARY

The Downtown Development Authority was established by Ordinance D-1376 pursuant to 1975 PA 197, as amended, to correct and prevent deterioration in business districts, and to promote economic growth in the district. The Downtown Development Authority Fund accounts for revenues and expenditures captured and utilized in the Downtown Development District. Projects must be approved by City Council prior to the City Assessor capturing these tax dollars. A portion of these tax dollars must be utilized on reinvesting in the Downtown Development District. The City Controller and

Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

For the Approved 2011/12 Budget, revenues in the Downtown Development Authority Fund will be \$62,300, which represents a -12.06% reduction from the previous fiscal year. A reduction in this fund is attributed to a decrease in the amount of fund balance appropriated.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	11,630	13,482	5,955	5,838	5,838	451	9,819
Interest and Rents	1,815	0	78	0	0	118	0
Sale of Real Property	0	0	1,500	0	0	0	0
Other Revenues	0	5,489	0	65,000	65,000	2,451	52,481
Total Revenues	13,445	18,971	7,533	70,838	70,838	3,020	62,300

EXPENDITURE BUDGET SUMMARY

The total Downtown Development Authority Fund's expenditures will be \$62,300, for FY 2012. Again, this represents a reduction of \$8,538, from FY 2011. During FY 2011, the Downtown Development Authority had a

change in the Executive Director. This change in staff has resulted in a reduction in the amount allocated in professional services, for his/her salary.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	30,201	2,638	7,939	75,122	70,838	3,020	62,300
8559 Increase to Fund Equity	68,209	0	0	0	0	0	0
Total Expenditures	98,410	2,638	7,939	75,122	70,838	3,020	62,300

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	11	0	0	0	0	0	0
Operating Expenses	1,390	2,638	7,939	75,122	70,838	1,668	62,300
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	97,009	0	0	0	0	1,352	0
Total Expenditures	98,410	2,638	7,939	75,122	70,838	3,020	62,300

BROWNFIELD AUTHORITY SRRF

REVENUE BUDGET SUMMARY

The Brownfield Redevelopment Authority was established by City Council on September 29, 1997 under the provision of 1996 PA 381 as amended, to promote the revitalization of brownfield areas in the City of Saginaw. The Brownfield Authority SRRF Fund accounts for revenues and expenditures captured and utilized in the various brownfield districts within the city limits. Plans must be developed and approved by City Council prior to the City Assessor capturing these tax dollars. A portion of these tax dollars must be utilized

on reinvesting in these brownfield areas. The City Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plans and that all dollars collected are reconciled.

For the Approved 2011/12 Budget, revenues in the Brownfield Authority SRRF Fund will be \$31,946. This represents a \$3,367, increase from the previous fiscal year. This increase is attributed to an increase in the real property tax values within these districts.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	25,672	34,122	22,583	28,579	28,579	27,044	31,946
Total Revenues	25,672	34,122	22,583	28,579	28,579	27,044	31,946

EXPENDITURE BUDGET SUMMARY

The total Brownfield Authority SRRF Fund expenditures for 2012 will be \$31,946. In the category of *Miscellaneous Expenditures*, expenditures will increase due to the amount appropriated to be reinvested into these districts.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	34,410	6,136	20,595	28,579	28,579	4,466	31,946
Total Expenditures	34,410	6,136	20,595	28,579	28,579	4,466	31,946

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	34,410	6,136	20,595	28,579	28,579	4,466	31,946
Total Expenditures	34,410	6,136	20,595	28,579	28,579	4,466	31,946

SILS ISLAND DDA

REVENUE BUDGET SUMMARY

The Sils Island DDA Fund accounts for revenues and expenditures captured and utilized in the Sils Island DDA District. Projects must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the Sils Island DDA District. The plan requires that updates must be made in the district. The City Controller and Assessing Offices work with the

Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

For the Approved 2011/12 Budget, revenues in the Sils Island DDA Fund will be \$3,424, which represents a 19.75% increase from the previous fiscal year. This 19.75% increase is attributed to an increase in the real property tax values in this district.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	2,929	4,060	2,455	2,748	2,748	13	3,424
Other Revenues	0	0	0	0	0	2,613	0
Total Revenues	2,929	4,060	2,455	2,748	2,748	2,626	3,424

EXPENDITURE BUDGET SUMMARY

The total Sils Island, DDA expenditures for 2012 will be \$3,424. Expenditures for this fund is recognized in the the category of *Miscellaneous Expenditures*. These expenditures for FY 2012 will be the same as the revenues and will be used to reinvest into the district.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	0	21,323	2,494	2,748	2,748	2,626	3,424
Total Expenditures	0	21,323	2,494	2,748	2,748	2,626	3,424

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
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	21,323	2,494	2,748	2,748	2,626	3,424
Total Expenditures	0	21,323	2,494	2,748	2,748	2,626	3,424

SAGINAW TOOL AND DIE LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Saginaw Tool and Die LDFA Fund accounts for revenues and expenditures captured and utilized at Saginaw Tool and Die district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in Saginaw Tool and Die land development. The plan requires that updates must be

made in the district. The City Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district. Therefore, no monies have been appropriated for the 2011/2012 Approved Budget.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	28,553	28,184	25,144	27,408	27,408	123	0
Other Revenues	0	0	0	0	0	21	0
Total Revenues	28,553	28,184	25,144	27,408	27,408	144	0

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	4,144	0	0	27,408	27,408	144	0
Total Expenditures	4,144	0	0	27,408	27,408	144	0

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	144	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	4,144	0	0	27,408	27,408	0	0
Total Expenditures	4,144	0	0	27,408	27,408	144	0

SEXTON LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Sexton LDFA Fund accounts for revenues and expenditures captured and utilized at Sexton district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the land development within the district. The City Controller and Assessing

Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district. Therefore, no monies have been appropriated for the 2011/2012 Approved Budget.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	22,179	22,074	13,563	12,814	12,814	12,040	0
Other Revenues	0	0	0	0	652	0	0
Total Revenues	22,179	22,074	13,563	12,814	13,466	12,040	0

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	0	0	0	12,814	12,814	0	0
Total Expenditures	0	0	0	12,814	12,814	0	0

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
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	12,814	12,814	0	0
Total Expenditures	0	0	0	12,814	12,814	0	0

THOMSON LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Thomson LDFA Fund accounts for revenues and expenditures captured and utilized at Thomson district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the land development within the district. The City

Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district. Therefore, no monies have been appropriated for the 2011/2012 Approved Budget.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	121,391	120,251	118,850	129,969	129,969	116,990	0
Interest and Rents	57,821	38,305	13,096	14,000	14,000	8,961	0
Total Revenues	179,212	158,556	131,946	143,969	143,969	125,951	0

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	0	0	0	143,969	143,969	204	0
Total Expenditures	0	0	0	143,969	143,969	204	0

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
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	143,969	143,969	204	0
Total Expenditures	0	0	0	143,969	143,969	204	0

TREASURE ISLAND LDFA

REVENUE/EXPENDITURE BUDGET SUMMARY

The Treasure Island LDFA Fund accounts for revenues and expenditures captured and utilized at Treasure Island district for qualifying improvements. Projects and improvements must be approved by City Council prior to the City Assessor capturing these tax dollars. After these dollars have been collected then a portion of capturing monies must be utilized on reinvesting in the land development within the district. The City

Controller and Assessing Offices work with the Department of Development to ensure that this district is in compliance with the approved plan and that all dollars collected are reconciled.

During FY 2011, City Council approved the closing of this capturing district. Therefore, no monies have been appropriated for the 2011/2012 Approved Budget.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Property Taxes	6,340	6,459	9,331	9,337	9,337	1,608	0
Other Revenues	609	0	0	0	0	0	0
Total Revenues	6,949	6,459	9,331	9,337	9,337	1,608	0

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1775 Component Unit	0	0	0	9,337	9,337	144	0
Total Expenditures	0	0	0	9,337	9,337	144	0

FUNDING LEVEL BY CATEGORY

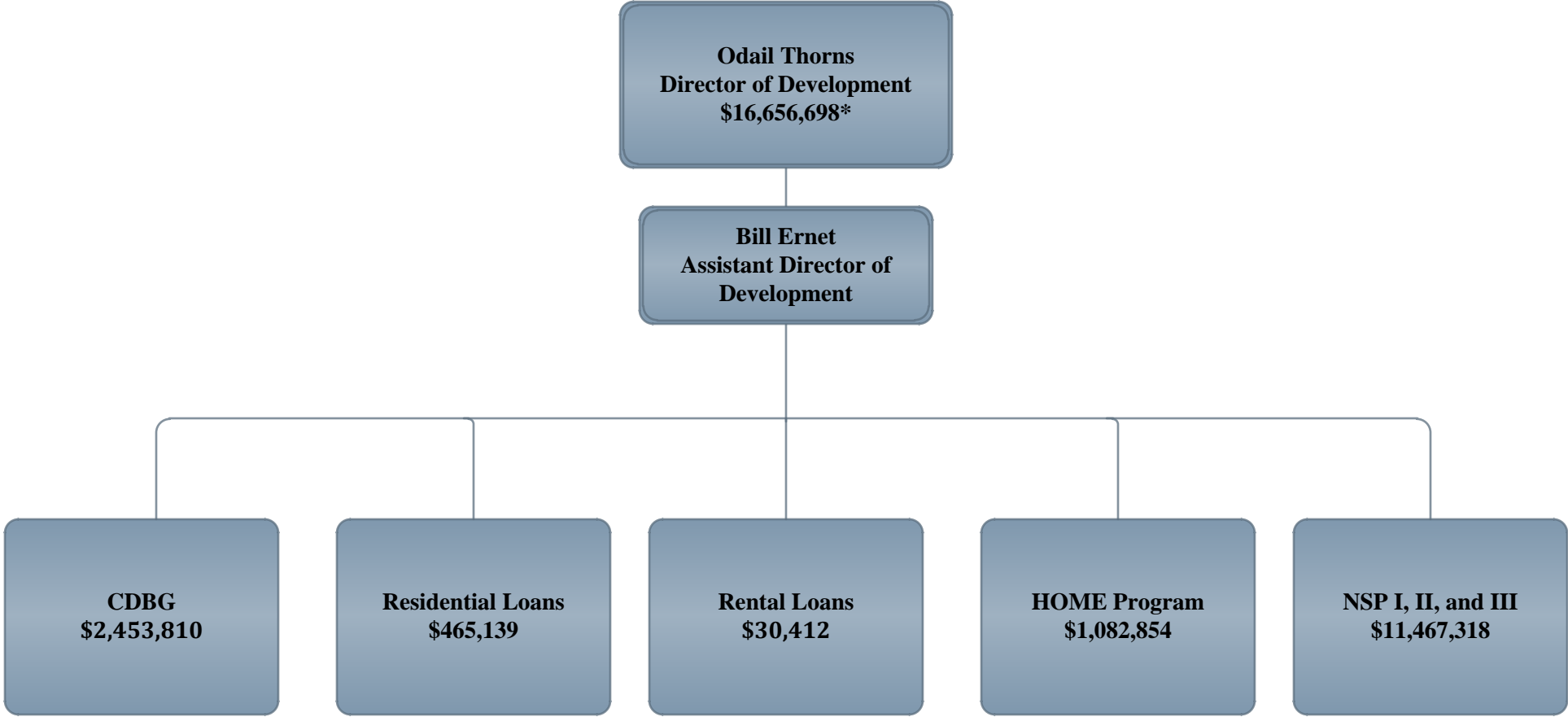
	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	144	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	9,337	9,337	0	0
Total Expenditures	0	0	0	9,337	9,337	144	0





COMMUNITY DEVELOPMENT
BLOCK GRANT

**CITY OF SAGINAW
COMMUNITY DEVELOPMENT BLOCK GRANT**



** This figure is inclusive of the Department of Development's General, Enterprise, and other Special Revenue Fund budgets.*

**COMMUNITY DEVELOPMENT BLOCK GRANT (275)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

The Community Development Block Grant (CDBG) Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program. The CDBG administers federal funds to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	2,453,810	CDBG ADMINISTRATION	520,406
		SPECIAL PROJECTS	619,090
		ECON. DEVE. SUBGRANTEES	417,442
		SAGINAW ECON. DEV. CORP	135,857
		CODE COMPLIANCE	176,551
		SUBGRANTEES	165,000
		MCKINNEY HOMELESS	416,444
		TRANSFERS	3,020
TOTAL RESOURCES	<u>2,453,810</u>	TOTAL APPROPRIATIONS	<u>2,453,810</u>

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

REVENUE BUDGET SUMMARY

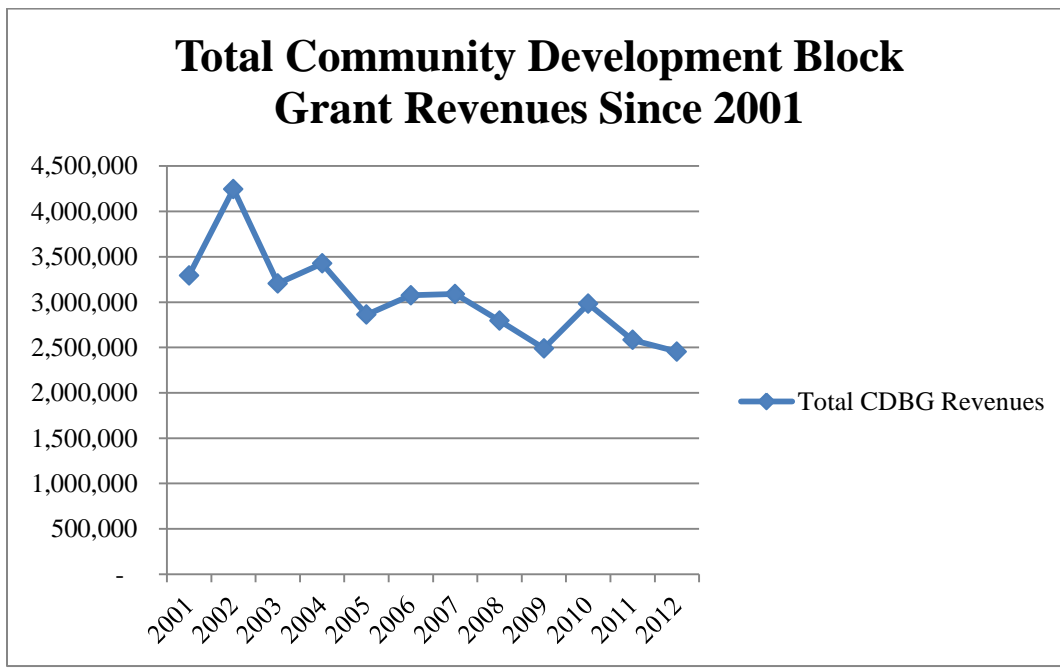
The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program. This is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are

legally restricted to expenditures for specific purposes. The major source of revenue for this fund is the Department of Housing and Development entitlement monies. For 2012 CDBG revenues will increase 18.05% from the 2011 budgeted levels. This increase is due to the increase in the City's federal entitlement allocation.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	2,835,988	2,483,945	2,872,636	2,078,062	3,399,434	2,569,558	2,453,810
Interests and Rents	425	426	216	500	500	145	0
Other Revenues	(41,878)	4,873	108,952	0	0	13,267	0
Total Revenues	2,794,535	2,489,244	2,981,804	2,078,562	3,399,934	2,582,970	2,453,810

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. This trend reveals three significant spikes in revenue: 2002, 2004, and 2010. In 2002, there was a 31.21% increase in block grant entitlement funds. In 2004, there was a \$547,054 increase in transfer into the fund from SEDC. Lastly, in 2010 there was 200% increase in monies for the Stewart McKinney Homeless Program. The fund also experienced two major drops in revenue in 2005 there was a decrease in Child Care Fees and transfers from comp units. In 2009, there was a -13.77% decrease in block grant entitlement monies.

DETAIL REVENUES ANALYSIS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Block Grant Entitlement	2,748,864	2,370,479	2,529,876	1,968,481	2,789,853	2,049,137	2,037,366
Stewart McKinney Homeless	87,124	113,466	342,760	109,581	109,581	520,421	109,844
Homeless P & R Program	0	0	0	0	500,000	0	306,600
Interests on Investments	425	426	216	500	500	145	0
Reimbursements	610	0	0	0	0	12,137	0
Surplus Receipts	(42,488)	4,873	100	0	0	245	0
Demolition Contracts	0	0	2,397	0	0	885	0
Transfers In	0	0	106,455	0	0	0	0
Total	2,794,535	2,489,244	2,981,804	2,078,562	3,399,934	2,582,970	2,453,810

EXPENDITURE BUDGET SUMMARY

The total Community Development Block Grant Fund expenditures will be \$2,453,810 for FY 2012. This represents a 18.05% increase from the FY 2011 budgeted levels. *Personnel Services* Expenditures for personnel services will decrease by -1.32% due a change in the allocation of unfunded pension costs. The Community Development Block Grant Fund’s personnel complement will remain the same for the 2011/2012 Approved Budget. However, the following changes will occur: in CDBG Administration .05 of the Assistant Director of Development and .5 of the Accountant/Compliance Officer will be added. This

division will also be reduced by .2 of the Director of Development. *Operating Expenses* for the Community Block Grant Fund increase by \$68,144, or 10.96%. This increase can be attributed to increased charges for information management and increased appropriations for the McKinney Homeless and Special Projects Divisions. *Capital Outlay* There are no capital expenditures for this fund in FY 2012. The category of *Miscellaneous Expenditures* will be \$1,034,631 for FY 2012. This represents an increase of \$316,910, or 44.15% for the upcoming year.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6510 CDBG Administration	499,624	495,346	530,737	459,501	590,691	678,501	520,406
6511 Special Projects	542,011	556,017	657,106	570,531	1,258,824	486,267	619,090
6512 Economic Development	514,374	499,208	518,653	50,000	50,000	17,349	0
6513 Econ. Development Sub-grantees	351,107	396,274	389,896	396,416	396,416	398,018	417,442
6520 Saginaw Econ. Development Corp.	116,536	150,212	148,956	139,521	140,182	127,574	135,857
6572 Code Compliance	186,606	160,966	161,559	174,014	175,241	168,163	176,551
6574 Sub-grantees	469,431	107,071	180,586	172,959	172,959	214,291	165,000
6585 McKinney Homeless	95,743	118,110	388,274	109,581	609,581	486,767	416,444
9660 Transfers	19,103	6,040	6,040	6,039	6,040	6,040	3,020
Total Expenditures	2,794,535	2,489,244	2,981,807	2,078,562	3,399,934	2,582,970	2,453,810

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	763,671	787,393	824,935	738,908	797,562	774,817	729,102
Operating Expenses	529,636	683,635	680,374	621,933	1,384,051	702,513	690,077
Capital Outlay	737	587	0	0	600	525	0
Miscellaneous	1,500,491	1,017,629	1,476,495	717,721	1,217,721	1,105,115	1,034,631
Total Expenditures	2,794,535	2,489,244	2,981,804	2,078,562	3,399,934	2,582,970	2,453,810

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6510 CDBG Administration	7.78	6.78	6.78	1.98	1.98	1.98	2.33
6511 Special Projects	1.00	2.00	2.00	2.00	2.00	2.00	2.00
6520 Saginaw Economic Development Corp.	1.35	1.25	1.25	1.05	1.05	1.05	1.05
6572 Code Compliance	2.25	2.00	0.00	2.00	2.00	2.00	2.00
Total Positions	12.38	12.03	10.03	7.03	7.03	7.03	7.38

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

275-6510 CDBG Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	153,646	Director of Development	0.20	18,447
Overtime	1,500	Assistant Director	0.25	19,458
Fringe Benefits	226,412	Block Grant Administrator	0.88	61,075
		Block Grant Specialist	0.50	22,968
		NSP Accountant		
		Compliance Officer	0.50	31,698
TOTAL	381,558	Total Personnel	2.33	153,646
OPERATING EXPENSES				
Supplies	2,000	Overtime		1,500
Internal Services	11,828			
Other Services				
Professional Fees	111,170	FICA		12,264
Maintenance Fees	4,600	Healthcare Benefits - Active		26,506
Other Contracted Fees	9,250	Healthcare Benefits - Retirees		134,580
		Pension		53,062
TOTAL	138,848	Total Fringe Benefits		226,412
CAPITAL OUTLAY	0			
		TOTAL	2.33	381,558
TOTAL	0			
TOTAL APPROPRIATION	520,406			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

275-6511 Special Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	47,855	Dangerous Building		
Overtime	0	Inspector	1.00	46,095
Fringe Benefits	41,277	Intern	1.00	1,760
TOTAL	89,132	Total Personnel	2.00	47,855
OPERATING EXPENSES		Overtime		0
Supplies	0	FICA		3,661
Internal Services	13,062	Healthcare Benefits - Active		15,124
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		22,492
Maintenance Fees	484,171	Total Fringe Benefits		41,277
Other Contracted Fees	0			
TOTAL	497,233	TOTAL	2.00	89,132
CAPITAL OUTLAY				
	0			
TOTAL	0			
MISCELLANEOUS				
	32,725			
TOTAL	32,725			
TOTAL APPROPRIATION	619,090			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

275-6520 Saginaw Economic Development Corp.

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	52,783	Director of Development	0.15	13,835
Overtime	1,000	SEDC Loan Support	0.90	38,948
Fringe Benefits	39,807			
		Total Personnel	1.05	52,783
TOTAL	93,590			
		Overtime		1,000
OPERATING EXPENSES				
Supplies	2,000	FICA		4,000
Internal Services	6,742	Healthcare Benefits - Active		13,142
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	10,000	Pension		22,665
Maintenance Fees	15,775			
Other Contracted Fees	7,750	Total Fringe Benefits		39,807
TOTAL	42,267			
		TOTAL	1.05	93,590
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	135,857			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

275-6572 Code Compliance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	92,555	Residential Rehab.		
Overtime	0	Specialist	2.00	92,555
Fringe Benefits	72,267			
TOTAL	164,822	Total Personnel	2.00	92,555
		Overtime		0
OPERATING EXPENSES				
Supplies	0	FICA		7,464
Internal Services	11,429	Healthcare Benefits - Active		19,819
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		44,984
Maintenance Fees	300			
Other Contracted Fees	0	Total Fringe Benefits		72,267
TOTAL	11,729	TOTAL	2.00	164,822
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	176,551			

**CDBG RESIDENTIAL LOANS (276)
 RESOURCE ALLOCATION
 2011/2012 APPROVED BUDGET**

The CDBG Residential Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	345,139	RESIDENTIAL LOANS	357,153
INTEREST	20,000	SINGLE FAMILY	107,986
OTHER REVENUES	100,000		
TOTAL RESOURCES	<u>465,139</u>	TOTAL APPROPRIATIONS	<u>465,139</u>

CDBG RESIDENTIAL LOANS

REVENUE BUDGET SUMMARY

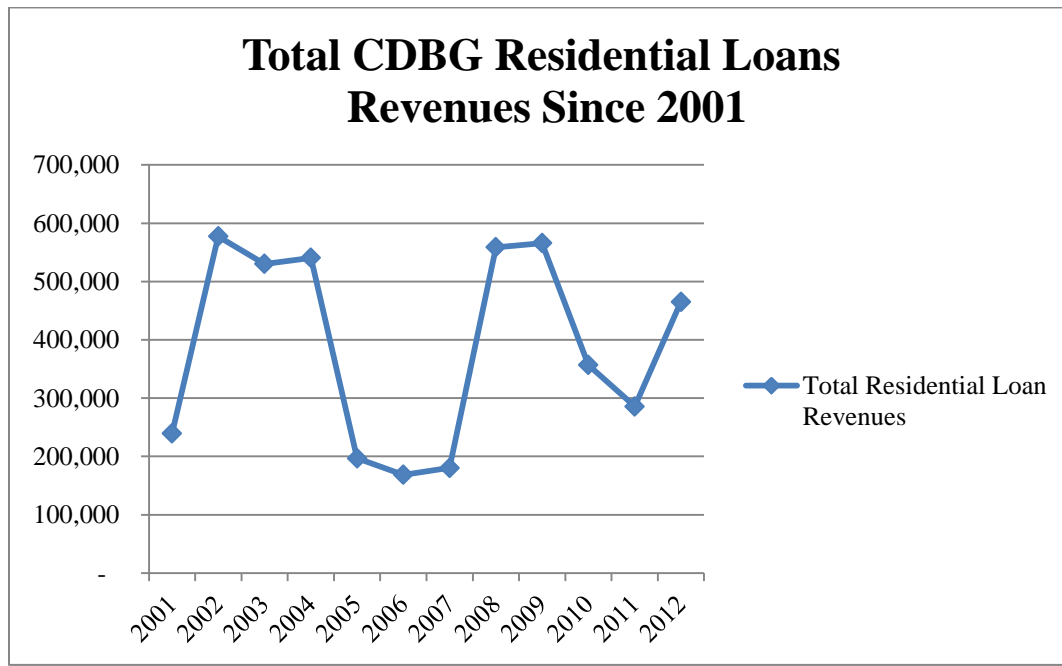
The CDBG Residential Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are

legally restricted to expenditures for specific purposes. CDBG Residential Loan Fund revenues will decrease by -9.37% or -\$48,073, from the 2011 budgeted levels. This is due to a decrease in the City’s federal entitlement allocation.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	398,031	427,392	201,135	380,000	383,632	176,495	345,139
Interests and Rents	23,039	19,362	18,581	20,000	20,000	17,719	20,000
Other Revenues	137,704	119,108	103,900	80,000	80,000	91,530	100,000
Transfer from Other Funds	0	0	33,212	33,212	33,212	0	0
Total Revenues	558,774	565,862	356,828	513,212	516,844	285,744	465,139

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. This trend reveals two significant spikes in revenue: 2002 and 2008. In 2002, there was a \$137,566 transfer from the Community Development Block Grant Fund that did not occur in 2001. In 2008, there was a \$398,031 carryover of entitlement funds from the previous year. This fund also experienced two major drops in revenue: in 2005 there was a decrease in entitlement funds from the federal government and principal loan payments and in 2010 there was a -52.94% decrease in block grant entitlement monies.

EXPENDITURE BUDGET SUMMARY

The total CDBG Residential Loan Fund expenditures will be \$465,139 for FY 2012. This represents a -9.37% decrease from the FY 2011 budgeted levels. *Personnel Services* Expenditures for personnel services will increase by 2.44% due to a change in the allocation of MERS unfunded pension costs. The CDBG Residential Loan Fund compliment will remain the same for the 2011/2012 Approved Budget. *Operating Expenses* for

the CDBG Residential Loans Fund decrease by -\$9,796, or -10.09%. This decrease can be attributed to incremental decreases in line items throughout the fund. *Capital Outlay* There are no capital expenditures budgeted for this fund. The category of *Miscellaneous Expenditures* will be \$258,466; this represents a decrease of \$25,980 or -9.13%, which can be attributed to a reduction in federal loan funds.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6540 Residential Loans	200,117	392,863	293,717	432,609	449,420	186,187	357,153
6550 Single Families	358,657	172,999	48,718	65,459	67,424	59,295	107,986
9660 Transfers	0	0	14,394	0	0	0	0
Total Expenditures	558,774	565,862	356,829	498,068	516,844	245,482	465,139

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	114,070	144,601	104,812	116,592	118,210	101,174	119,439
Operating Expenses	57,774	57,184	69,506	97,030	111,423	51,516	87,234
Capital Outlay	0	675	266	0	0	0	0
Miscellaneous	386,930	363,402	182,245	284,446	287,211	93,472	258,466
Total Expenditures	558,774	565,862	356,829	498,068	516,844	246,162	465,139

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6540 Residential Loans	1.70	1.70	0.00	1.50	1.50	1.50	1.50
Total Positions	1.70	1.70	0.00	1.50	1.50	1.50	1.50

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

276-6540 Residential Loans

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	65,826	Block Grant Specialist	0.50	22,968
Overtime	0	Rehabilitation Application Specialist	1.00	42,859
Fringe Benefits	53,613			
TOTAL	119,439	Total Personnel	1.50	65,826
OPERATING EXPENSES				
		Overtime		0
Supplies	3,000			
Internal Services	7,634	FICA		5,227
Other Services		Healthcare Benefits - Active		16,167
Professional Fees	31,000	Healthcare Benefits - Retirees		0
Maintenance Fees	38,400	Pension		32,219
Other Contracted Fees	7,200			
TOTAL	87,234	Total Fringe Benefits		53,613
		TOTAL	1.50	119,439
CAPITAL OUTLAY				
	0			
TOTAL	0			
MISCELLANEOUS				
	150,480			
TOTAL	150,480			
TOTAL APPROPRIATION	357,153			

**CDBG RENTAL LOANS (277)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

The CDBG Rental Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund.

RESOURCES		APPROPRIATIONS	
INTEREST	15,412	RENTAL LOANS	30,412
OTHER REVENUES	15,000		
TOTAL RESOURCES	30,412	TOTAL APPROPRIATIONS	30,412

CDBG RENTAL LOANS

REVENUE BUDGET SUMMARY

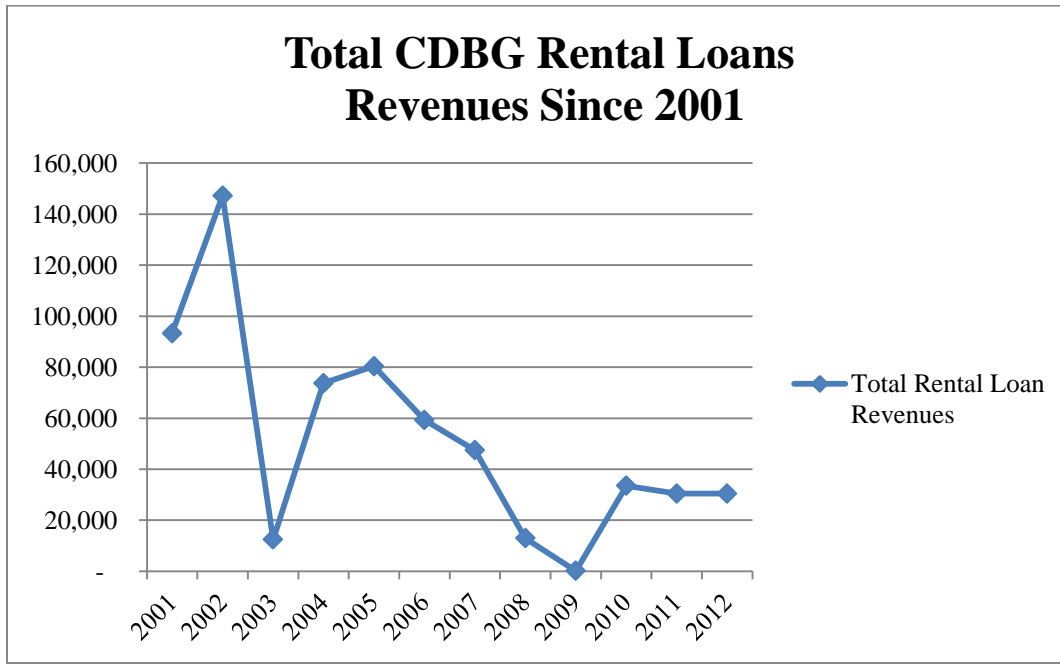
The CDBG Rental Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of

specific revenue sources that are legally restricted to expenditures for specific purposes. CDBG Rental Loan Fund revenues will remain unchanged from the 2011 budgeted levels.

SUMMARY OF REVENUE

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Interests and Rents	7,711	0	13,198	15,412	15,412	11,959	15,412
Other Revenues	4,688	109	20,290	15,000	15,000	18,490	15,000
Total Revenues	12,399	109	33,488	30,412	30,412	30,449	30,412

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. This trend reveals three significant spikes in revenue: 2002, 2004, and 2010. In 2002, there was a one-time award of block grant entitlement funds. In 2008, there was a 283% increase in interests collected on loans from the previous year. In 2010, the spike in revenue can be attributed to an increase in principle loan payments. The fund also experienced one major drop in revenue in 2003 there was a decrease in entitlement funds from the federal government. From 2010 through 2012 the funds revenues have remained fairly consistent.

EXPENDITURE BUDGET SUMMARY

The total CDBG Rental Loan Fund expenditures will be \$30,412 for FY 2012. This represents a net zero increase from FY 2011. *Personnel Services* There are no personnel expenditures for FY 2012. *Operating Expenses* for the CDBG Rental Loans Fund decrease by -\$275, or -1.04%. This decrease can be attributed a

decrease in General Repairs. *Capital Outlay* There are no capital expenditures budgeted for in this fund. The category of *Miscellaneous Expenditures* will increase by \$275 which can be attributed to an increase in transfers out.

FUNDING LEVEL SUMMARY

	<u>2007/08</u> Actual	<u>2008/09</u> Actual	<u>2009/10</u> Actual	<u>2010/11</u> Approved	<u>2010/11</u> Adjusted	<u>2010/11</u> Projected	<u>2011/12</u> Approved
6560 Rental Loans	1,945	109	276	30,412	30,412	3,343	30,412
9660 Transfers	10,454	0	33,212	0	0	0	0
Total Expenditures	12,399	109	33,488	30,412	30,412	3,343	30,412

FUNDING LEVEL BY CATEGORY

	<u>2007/08</u> Actual	<u>2008/09</u> Actual	<u>2009/10</u> Actual	<u>2010/11</u> Approved	<u>2010/11</u> Adjusted	<u>2010/11</u> Projected	<u>2011/12</u> Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	1,945	109	276	26,412	26,412	3,343	26,137
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	10,454	0	33,212	4,000	4,000	0	4,275
Total Expenditures	12,399	109	33,488	30,412	30,412	3,343	30,412

**CDBG BLOCK GRANT HOME PROGRAM (278)
 RESOURCE ALLOCATION
 2011/2012 APPROVED BUDGET**

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.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	1,000,000	HOME PROGRAM	1,082,854
OTHER REVENUES	78,579		
TRANSFERS	4,275		
TOTAL RESOURCES	<u>1,082,854</u>	TOTAL APPROPRIATIONS	<u>1,082,854</u>

CDBG HOME PROGRAM

REVENUE BUDGET SUMMARY

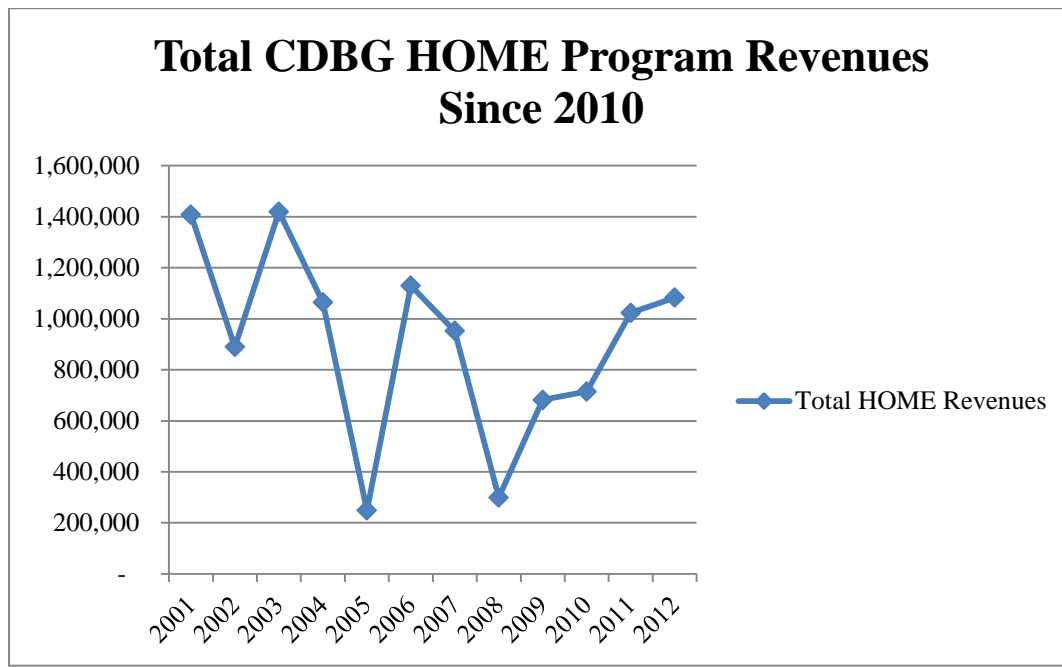
The HOME Program Fund provides for city generated housing rehabilitation activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipient. The focus is on providing low interest loans to low-income families for home rehabilitation. This fund classified in the a Special Revenue Fund, which means it is used to account for

proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. CDBG HOME Program revenues will decrease by - \$317,146, or -22.65% from the 2011 budgeted levels. This decrease is due to the reduction in the City's federal entitlement funds.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Federal Grants	293,122	656,286	697,976	1,400,000	1,637,060	994,173	1,000,000
Other Revenues	0	25,805	2,379	0	0	29,050	78,579
Transfer from Other Funds	5,849	0	14,394	0	0	0	4,275
Total Revenues	298,971	682,091	714,749	1,400,000	1,637,060	1,023,223	1,082,854

REVENUE TRENDS



The above graph reflects numerical data from FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The three lowest points of revenues for this fund were in 2002, 2005, and 2008. In 2002, there was a -59.13% decrease in the HOME allocation from the federal government. In 2005 and 2008 the significant decreases were also due to reductions in the HOME allocation. The three years with the highest revenue for this fund were 2001, 2003, and 2006. In 2001 and 2006 the federal HOME allocations were over \$1.1 million. In 2003, the federal allocation was only slight above \$800,000, but home sales for that year were over half million dollars, the highest of any year in the fund.

EXPENDITURE BUDGET SUMMARY

The total CDBG HOME Program Fund expenditures will be \$1,082,854 for FY 2012. This represents a -22.65% decrease from the FY budgeted 2011 levels. *Personnel Services* Expenditures for personnel services will increase by 8.81%, or \$7,687 due to a change in the allocation of MERS unfunded pension costs. The CDBG HOME Program personnel complement will remain the same. *Operating Expenses* for the CDBG HOME

Program Fund will increase by \$229, or 5.00%. This change can be attributed to an increase in information management charges for the fund. *Capital Outlay* There are no capital expenditures budgeted for this fund. The category of *Miscellaneous Expenditures* will decrease by -\$325,062, or -24.85% due to a reduction in grant disbursement expenditures.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6540 Residential Loans	298,971	682,091	714,732	1,400,000	1,637,060	1,023,223	1,082,854
Total Expenditures	298,971	682,091	714,732	1,400,000	1,637,060	1,023,223	1,082,854

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	63,308	54,085	75,962	87,264	93,739	88,154	94,951
Operating Expenses	7,051	3,848	3,435	4,582	4,582	4,582	4,811
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	228,612	624,158	635,335	1,308,154	1,538,739	930,487	983,092
Total Expenditures	298,971	682,091	714,732	1,400,000	1,637,060	1,023,223	1,082,854

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6540 CDBG Home Program	0.92	0.92	0.92	1.12	1.12	1.12	1.12
Total Positions	0.92	0.92	0.92	1.12	1.12	1.12	1.12

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

278-6580 Home Program

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	51,187	Block Grant		
Overtime	0	Administrator	0.12	8,328
Fringe Benefits	43,764	Rehabilitation Application Specialist	1.00	42,859
TOTAL	94,951	Total Personnel	1.12	51,187
OPERATING EXPENSES				
		Overtime		0
Supplies	0			
Internal Services	4,811			
Other Services		FICA		3,916
Professional Fees	0	Healthcare Benefits - Active		15,507
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		24,341
TOTAL	4,811	Total Fringe Benefits		43,764
CAPITAL OUTLAY	0	TOTAL	1.12	94,951
TOTAL	0			
MISCELLANEOUS	983,092			
TOTAL	983,092			
TOTAL APPROPRIATION	1,082,854			

NEIGHBORHOOD STABILIZATION PROGRAM (NSP) (279)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

This fund is a combination of Neighborhood Stabilization Program I and II. New in FY 2012 is the Neighborhood Stabilization III program. The City expects to utilize all three programs for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	9,467,318	NSP I	205,000
OTHER REVENUES	2,000,000	NSP II	10,020,000
		NSP III	1,242,318
TOTAL RESOURCES	<u>11,467,318</u>	TOTAL APPROPRIATIONS	<u>11,467,318</u>

Neighborhood Stabilization Program (NSP)

REVENUE BUDGET SUMMARY

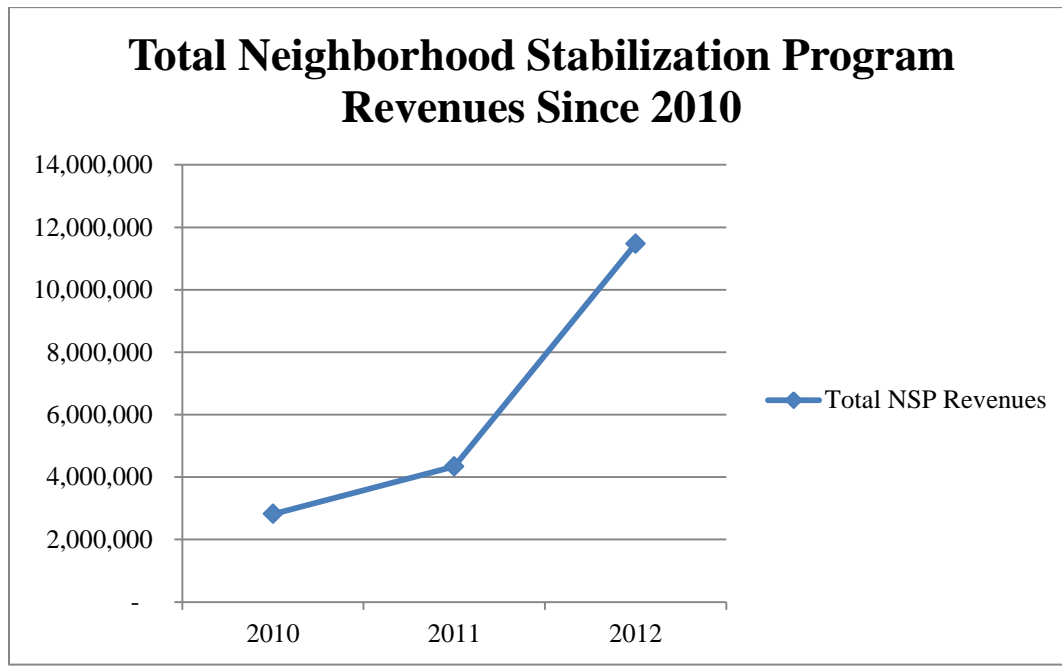
This fund is a combination of Neighborhood Stabilization Program I, II and III. In FY 2012 the City expects to utilize all three programs for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures. This fund is classified as a Special Revenue Fund, which means it is used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

The major source of revenue for this is an allocation from the Department of Housing and Urban Development, which must be completely expended within three years. The NSP revenues will increase 78.40% from the 2011 budgeted levels. This increase is due to the City being awarded additional allocations for the Neighborhood Stabilization Program III.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Federal Grants	0	0	2,812,756	6,428,500	6,519,450	4,261,908	9,467,318
Other Revenues	0	0	2,329	0	0	77,967	2,000,000
Total Revenues	0	0	2,815,085	6,428,500	6,519,450	4,339,875	11,467,318

REVENUE TRENDS



The above graph reflects numerical data from FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The City was awarded its firsts NSP allocation in 2010. In 2011 and 2012 the city sees increases in revenue directly related to the City receiving awards for NSP II and III.

EXPENDITURE BUDGET SUMMARY

The total Neighborhood Stabilization Program Fund expenditures will be \$11,467,318 for FY 2012. This represents 78.40% increase from the FY 2011 levels. *Personnel Services* Expenditures for personnel services will increase by 10.88% or \$28,805. In the NSP III Division, .20 of the Director of Development will be redistributed from the CDBG Administration Division. This addition will be offset by the reduction of .05 of the Assistant Director of Development position. *Operating*

Expenses for the Neighborhood Stabilization Program Fund will decrease by -\$1,880,395, or -32.07%. This decrease can be attributed to the phasing out of NSP I for operational costs. *Capital Outlay* There are no capital expenditures for this fund. The category of *Miscellaneous Expenditures* will increase by \$6,890,408 due to significant increase in construction projects.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
NSP I	0	0	2,419,373	928,500	969,117	728,926	205,000
NSP II	0	0	395,712	5,500,000	5,550,333	3,610,949	10,020,000
NSP III	0	0	0	0	0	0	1,242,318
Total Expenditures	0	0	2,815,085	6,428,500	6,519,450	4,339,875	11,467,318

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	6,536	264,707	264,707	193,012	293,512
Operating Expenses	0	0	2,723,544	5,863,793	3,607,328	2,108,271	3,983,398
Capital Outlay	0	0	1,370	0	2,000	1,472	0
Miscellaneous	0	0	83,635	300,000	2,645,415	2,037,120	7,190,408
Total Expenditures	0	0	2,815,085	6,428,500	6,519,450	4,339,875	11,467,318

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6551 NSP II	0.00	0.00	0.00	3.10	3.10	3.10	2.75
Total Positions	0.00	0.00	0.00	3.10	3.10	3.10	2.75

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

279-6551 NSP II

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	178,187	Director of Development	0.50	46,117
Overtime	1,500	Assistant Director	0.25	19,458
Fringe Benefits	113,825	Licensed Inspector	0.50	35,985
		NSP Accountant/ Compliance Officer	0.50	31,699
		Construction Coordinator	1.00	44,929
TOTAL	293,512			
OPERATING EXPENSES		Total Personnel	2.75	178,187
Supplies	0			
Internal Services	13,966	Overtime		1,500
Other Services				
Professional Fees	1,580,000	FICA		13,337
Maintenance Fees	2,149,000	Healthcare Benefits - Active		36,322
Other Contracted Fees	20,000	Healthcare Benefits - Retirees		0
		Pension		64,166
TOTAL	3,762,966	Total Fringe Benefits		113,825
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.75	293,512
MISCELLANEOUS	5,963,522			
TOTAL	5,963,522			
TOTAL APPROPRIATION	10,020,000			

**SEDC REVOLVING LOAN (282)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

The purpose of the Saginaw Economic Development Corporation (SEDC) Revolving Loan Fund (RLF) is to create permanent, long-term jobs within the City of Saginaw by providing “gap” and start-up financing to qualified businesses for eligible activities. Loans made through the Revolving Loan Fund are intended to help bridge the gap created by shortfalls in commercial financing. Funds are repaid into the program and recycled to other businesses, thus allowing an ongoing job creation program. Funds are available for businesses located in the City of Saginaw.

RESOURCES			APPROPRIATIONS
FEDERAL GRANTS	897,165	SEDC	1,157,165
INTEREST AND RENTS	60,000		
OTHER REVENUES	200,000		
TOTAL RESOURCES	1,157,165	TOTAL APPROPRIATIONS	1,157,165

SEDC REVOLVING LOAN

REVENUE BUDGET SUMMARY

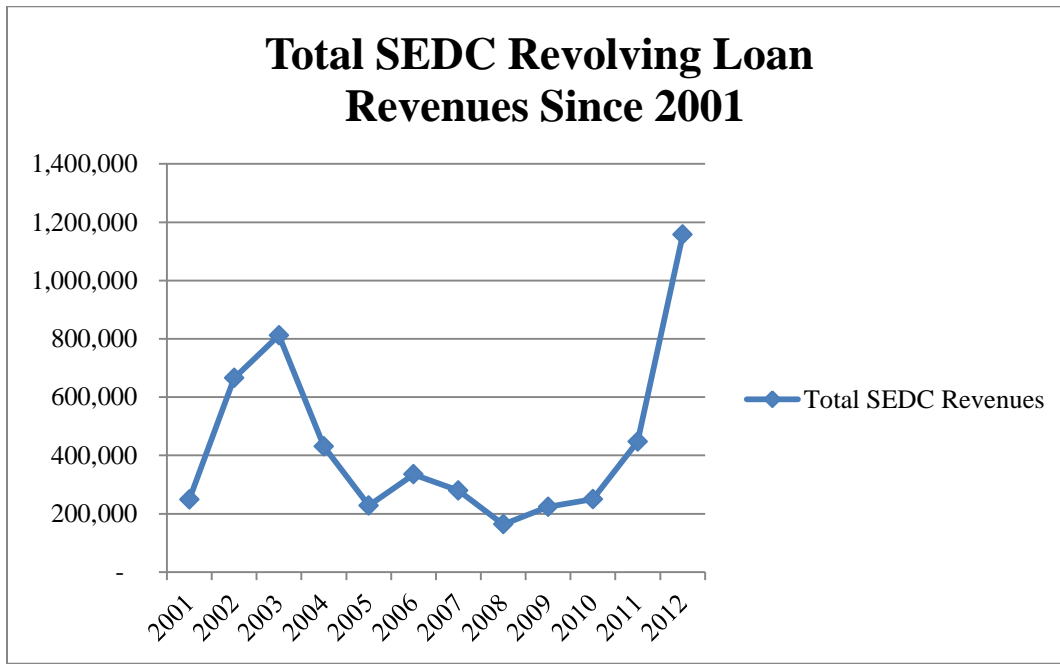
The purpose of the Saginaw Economic Development Corporation (SEDC) Revolving Loan Fund (RLF) is to create permanent, long-term jobs within the City of Saginaw by providing “gap” and start-up financing to qualified businesses for eligible activities. Loans made through the Revolving Loan Fund are intended to help bridge the gap created by shortfalls in commercial financing. This fund is classified as a Special Revenue

Fund, which is defined as a fund used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. SEDC Revolving Loan fund revenues will increase to \$1,157,165, up over 100% from the 2011 budgeted levels. This increase is due to an increase in block grant entitlement funds allocation.

SUMMARY OF REVENUE

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	0	0	0	0	0	0	897,165
Charge for Services	0	750	2,000	0	0	500	0
Interest and Rents	46,358	60,366	73,551	50,000	50,000	45,558	60,000
Other Revenues	117,427	684,204	278,974	350,000	350,000	401,166	200,000
Total Revenues	163,785	745,320	354,525	400,000	400,000	447,224	1,157,165

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. This trend reveals three spikes in revenue: 2002, 2003, and 2012. All three were due to an increase in the allocation of block grant entitlement funds. The fund also experienced two major dips in revenue in 2005 and 2008. Both decreases were due to a decrease in principle loan payments.

EXPENDITURE BUDGET SUMMARY

The total SEDC Revolving Loan Fund expenditures will be \$1,157,165 for FY 2012. *Personnel Services* There are no personnel expenditures for FY 2012. *Operating Expenses* There are no operating expenditures for this

fund. *Capital Outlay* There are no capital purchases budgeted for this fund. The category of *Miscellaneous Expenditures* will increase by \$715,165 which can be attributed to an increase in funds for loan disbursements.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8570 SEDC	101,663	745,320	354,525	400,000	400,000	447,224	1,157,165
Total Expenditures	101,663	745,320	354,525	400,000	400,000	447,224	1,157,165

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	8,323	4,946	0
Miscellaneous	101,663	745,320	354,525	400,000	391,677	442,278	1,157,165
Total Expenditures	101,663	745,320	354,525	400,000	400,000	447,224	1,157,165





ENTERPRISE FUNDS

CELEBRATION PARK FUND
PARKING OPERATIONS AND MAINTENANCE FUND
SEWER OPERATIONS AND MAINTENANCE FUND
WATER OPERATIONS AND MAINTENANCE FUND

**CELEBRATION PARK (508)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

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

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

RESOURCES		APPROPRIATIONS	
SERVICES AND SALES	2,500	CELEBRATION PARK	71,127
INTEREST AND RENTS	15,500		
TRANSFERS	53,127		
TOTAL RESOURCES	71,127	TOTAL APPROPRIATIONS	71,127

CELEBRATION PARK

REVENUE BUDGET SUMMARY

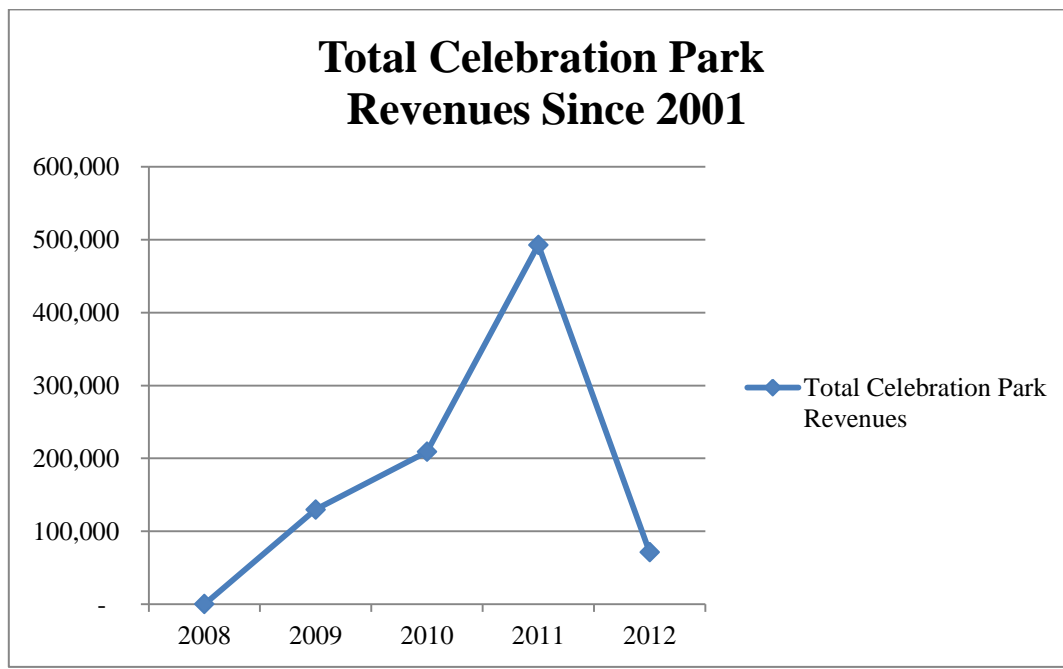
Celebration Park Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the construction and operation of

the Frank N. Andersen – Celebration Park is recorded in this fund. The Celebration Park Fund will decrease by 92.16% or \$837,054 for the 2011/2012 Approved Budget. This decrease is attributed to the elimination of state and local grant funding sources for the park.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Grants	0	0	48,000	200,000	200,000	429,798	0
Local Grants	0	0	53,500	708,801	708,185	50,000	0
Services and Sales	0	29,650	111	0	0	13,161	0
Interests and Rents	0	0	213	0	0	0	15,500
Transfer from Other Fund	0	100,000	107,307	0	0	0	53,127
Total Revenues	0	129,650	209,131	908,181	908,185	492,959	71,127

REVENUE TRENDS



The above graph reflects numerical data from FY 2008 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. In 2009, transfers from the General Fund supported park development. From 2010 through 2011 revenue steadily increases through grants from the state and local entities to complete the park's construction. In FY 2012 the park will no longer be supported by government grants, but by incoming rental rates and operating transfers from the Technical Services Department and Community Public Safety for services rendered.

EXPENDITURE BUDGET SUMMARY

The total Celebration Park Fund expenditures will be \$71,127 for FY 2012. Celebration Park expenditures for FY 2012 only include reduced amounts for capital to replace and update park features. *Personnel Services* is projected to increase minimally by \$1,446. The personnel complement will remain the same. *Operating Expenses* Celebration Park operating expenses decreased by -\$817,500, or -97.09%. This reduction in

operating expenses can be attributed to the completion of construction. *Capital Outlay* will be \$2,000 to cover the replacement of some park features and represents a decrease of -93.75%. The category of *Miscellaneous Expenditures* will be \$21,000 for the upcoming year. This represents the first repayment to the General Fund for a loan.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7580 Celebration Park	0	38,034	217,280	908,181	908,185	576,699	71,127
Total Expenditures	0	38,034	217,856	908,181	908,185	576,699	71,127

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	22,181	22,185	23,067	23,627
Operating Expenses	0	38,034	213,974	846,000	842,000	542,402	24,500
Capital Outlay	0	0	3,306	40,000	32,000	0	2000
Miscellaneous	0	0	576	0	12,000	11,230	21,000
Total Expenditures	0	38,034	217,856	908,181	908,185	576,699	71,127

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7580 Celebration Park	0	0	0	10	10	10	10
Total Positions	0	0	0	10	10	10	10

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

508-7580 Celebration Park

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	21,949	Splash Park Coordinator	3.00	9,000
Overtime	0	Splash Park Attendants	7.00	12,949
Fringe Benefits	1,678			
		Total Personnel	<u>10.00</u>	<u>21,949</u>
TOTAL	<u>23,627</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	9,500	FICA		1,678
Internal Services	0	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,000	Pension		0
Maintenance Fees	13,000			
Other Contracted Fees	0	Total Fringe Benefits		<u>1,678</u>
TOTAL	<u>24,500</u>	TOTAL	<u>10.00</u>	<u>23,627</u>
CAPITAL OUTLAY				
	2,000			
TOTAL	<u>2,000</u>			
MISCELLANEOUS				
	21,000			
TOTAL	<u>21,000</u>			
TOTAL APPROPRIATION	<u><u>71,127</u></u>			

PARKING OPERATIONS AND MAINTENANCE FUND (516)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGT

Parking Operations and Maintenance Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the operation of the parking system are recorded in the Parking Operations and Maintenance Fund.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	170,000	PARKING OPERATIONS	296,062
FINES AND FORFEITURES	127,622	TRANSFERS	1,560
TOTAL RESOURCES	<u>297,622</u>	TOTAL APPROPRIATIONS	<u>297,622</u>

PARKING OPERATIONS AND MAINTENANCE

REVENUE BUDGET SUMMARY

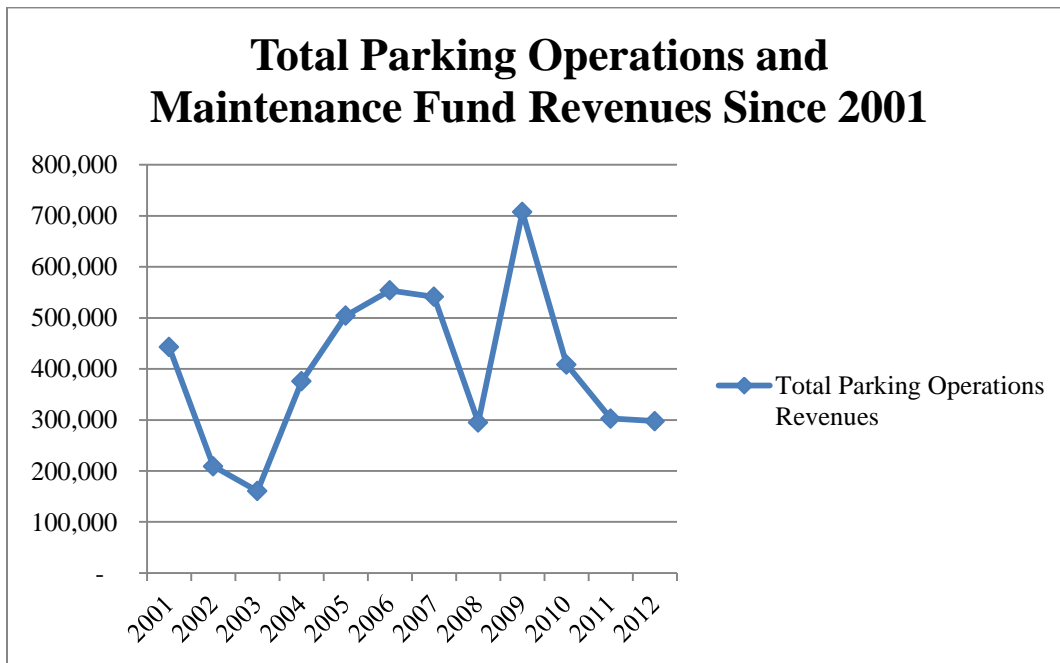
Parking Operations and Maintenance Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the operation of the parking system are recorded in the

Parking Operations and Maintenance Fund. The Parking Operations and Maintenance Fund will decrease by - 6.31% or \$20,060, for the 2011/2012 Approved Budget. This decrease is attributed to the elimination of transfer from the General Fund.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Charges for Service	176,492	175,427	154,123	170,000	170,000	148,656	170,000
Fines and Forfeitures	122,292	111,538	147,708	120,000	120,000	126,161	127,622
Interest and Rents	(512)	(267)	125	0	0	59	0
Other Revenues	(43,063)	0	0	0	6,314	0	0
Transfers from Other Funds	39,824	420,880	106,611	27,682	27,682	27,682	0
Total Revenues	295,033	707,578	408,567	317,682	323,996	302,558	297,622

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. There was a significant decrease of revenue resulting from a decrease of \$249,931, in the Use of Fund Equity from 2001 to 2002. Revenues in this fund increased over 100% due to the recognition of parking violation fines in the parking fund, instead of the General Fund. In 2008, there was another drop in revenue due to a - 82.84% decrease in the transfer of money from other funds. In 2009, there was another significant increase in revenues

due to the General Fund subsidizing the Parking Fund, to pay for the last debt service payment on Ramp 1. In 2010, the transfer from the General Fund decrease by -74.66%, causing a sharp drop the in revenue trend line. For fiscal years 2011 and 2012 the fund revenues appear to be leveling out.

DETAIL REVENUES ANALYSIS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Boot Removal Fees	150	200	250	0	0	300	0
Parking Ramp #1	37,954	37,174	35,559	35,000	35,000	34,344	35,000
Parking Ramp #2	740	90	0	0	0	0	0
Parking Lot Receipts	137,648	137,963	118,314	135,000	135,000	114,012	135,000
Parking Violation Fines	122,292	111,538	147,708	120,000	120,000	126,161	127,622
Interests on Investments	(512)	(267)	125	0	0	59	0
Surplus Receipts	(43,063)	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Use of Fund Equity	0	0	0	0	6,314	0	
Transfer from Other Funds	0	0	0	0	0	0	0
GF Transfer (Reserved)	39,824	420,880	106,611	27,682	27,682	27,682	0
Totals	295,033	707,578	408,567	317,682	323,996	302,558	297,622

EXPENDITURE BUDGET SUMMARY

The total Parking Operations and Maintenance Fund expenditures will be \$297,622 for FY 2012. This represents a -6.31% decrease from the FY 2011 levels. *Personnel Services* Expenditures for personnel services will decrease by -12.74% due a change in the allocation of unfunded pension costs. The Parking Operations and Maintenance Fund's personnel complement for 2011/2012 Approved Budget will remain the same as the

2010/2011 Approved Budget. *Operating Expenses* Parking Operations and Maintenance operating expenses will increase by \$7,906, or 7.36%. This slight increase can be attributed to an increase in charges for information management expenses. *Capital Outlay* There are no capital expenditures budgeted for this fund. The category of *Miscellaneous Expenditures* will be \$1,560 for the upcoming year.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7510 Parking Operations/Maint.	363,370	322,380	414,162	314,562	320,876	288,702	296,062
9660 Transfers	2,621	3,080	3,080	3,120	3,120	3,120	1,560
Total Expenditures	365,991	325,460	417,242	317,682	323,996	291,822	297,622

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	202,561	205,787	332,054	207,206	208,074	193,753	180,800
Operating Expenses	160,809	116,593	82,108	107,356	112,802	94,949	115,262
Miscellaneous	2,621	3,080	3,080	3,120	3,120	3,120	1,560
Total Expenditures	365,991	325,460	417,242	317,682	323,996	291,822	297,622

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7510 Parking Operations and Maint.	2.25	2.00	2.00	1.00	1.00	1.00	1.00
Total Positions	2.25	2.00	2.00	1.00	1.00	1.00	1.00

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

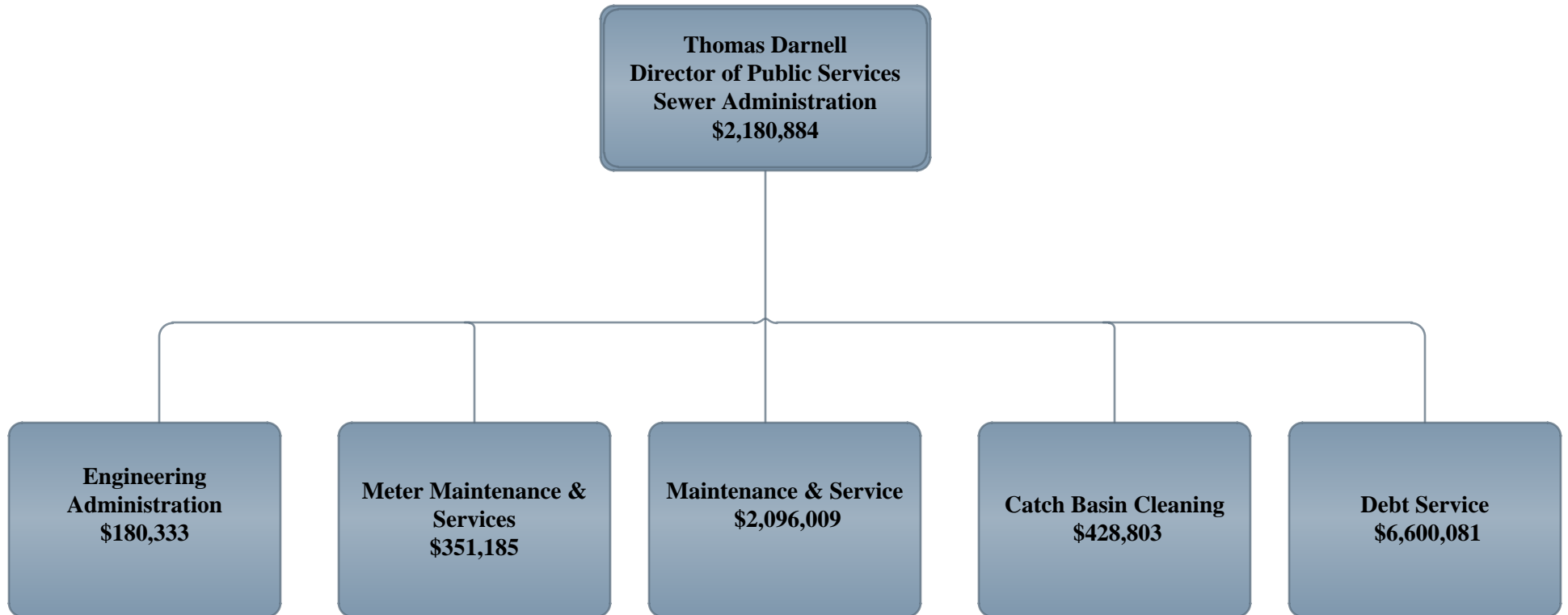
**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

516-7510 Parking System

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	31,069	Parking Enforcement		
Overtime	5,000	Officer	1.00	31,069
Fringe Benefits	144,731			
		Total Personnel	<u>1.00</u>	<u>31,069</u>
TOTAL	<u>180,800</u>			
		Overtime		<u>5,000</u>
OPERATING EXPENSES				
Supplies	7,350	FICA		2,760
Internal Services	15,811	Healthcare Benefits - Active		15,815
Other Services		Healthcare Benefits - Retirees		103,664
Professional Fees	46,730	Pension		22,492
Maintenance Fees	43,784			
Other Contracted Fees	1,587	Total Fringe Benefits		<u>144,731</u>
TOTAL	<u>115,262</u>	TOTAL	<u>1.00</u>	<u>180,800</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
MISCELLANEOUS				
	1,560			
TOTAL	<u>1,560</u>			
TOTAL APPROPRIATION	<u><u>297,622</u></u>			

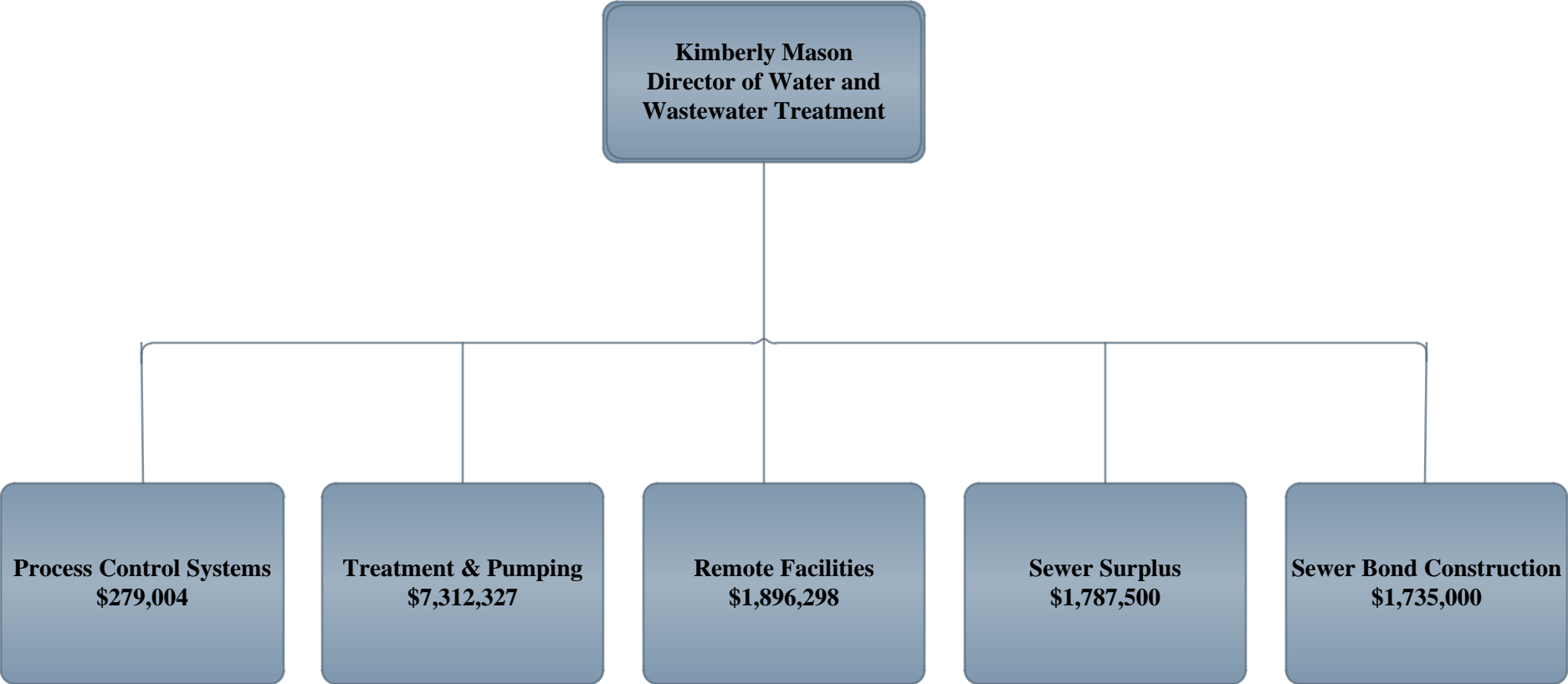
CITY OF SAGINAW

SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$25,404,141 for FY 2012. Transfers equate to \$33,977, which is not reflected in neither organizational charts.

CITY OF SAGINAW
SEWER TREATMENT AND PROCESS CONTROL SYSTEMS



SEWER OPERATIONS AND MAINTENANCE FUND (590)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

The Sewer Operations and Maintenance Fund is the largest Enterprise/Proprietary Fund for the City of Saginaw. This fund is used to account for revenues and expenditures associated with the provision of sewer services to residential, commercial, and industrial establishments of the city as well as several municipalities surrounding the city.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	238,900	SEWER ADMINISTRATION	2,180,884
NON-BUSINESS PERMITS	800	ENGINEERING ADMIN.	180,333
SERVICES - SALES	20,809,952	PROCESS CONTROL SYSTEMS	279,004
FINES AND FORFEITURES	55,000	METER MAINT. & SERVICE	351,185
INTEREST AND RENTS	467,500	MAINTENANCE & SERVICE	2,096,009
OTHER REVENUES	3,831,989	CATCH BASIN CLEANING	428,803
		TREATMENT & PUMPING	7,312,327
		REMOTE FACILITIES	1,896,298
		SEWER SURPLUS	1,787,500
		SEWER BOND CONSTRUCTION	1,735,000
		DEBT SERVICE	6,600,081
		CUSTOMER ACCOUNTING	522,740
		TRANSFERS	33,977
TOTAL RESOURCES	<u><u>25,404,141</u></u>	TOTAL APPROPRIATIONS	<u><u>25,404,141</u></u>

Note:

The 2010 Budget combined the Sewer Surplus Fund and the Sewer Bond Construction Fund into the Sewer Operations and Maintenance Fund.

SEWER OPERATIONS AND MAINTENANCE

REVENUES BUDGET SUMMARY

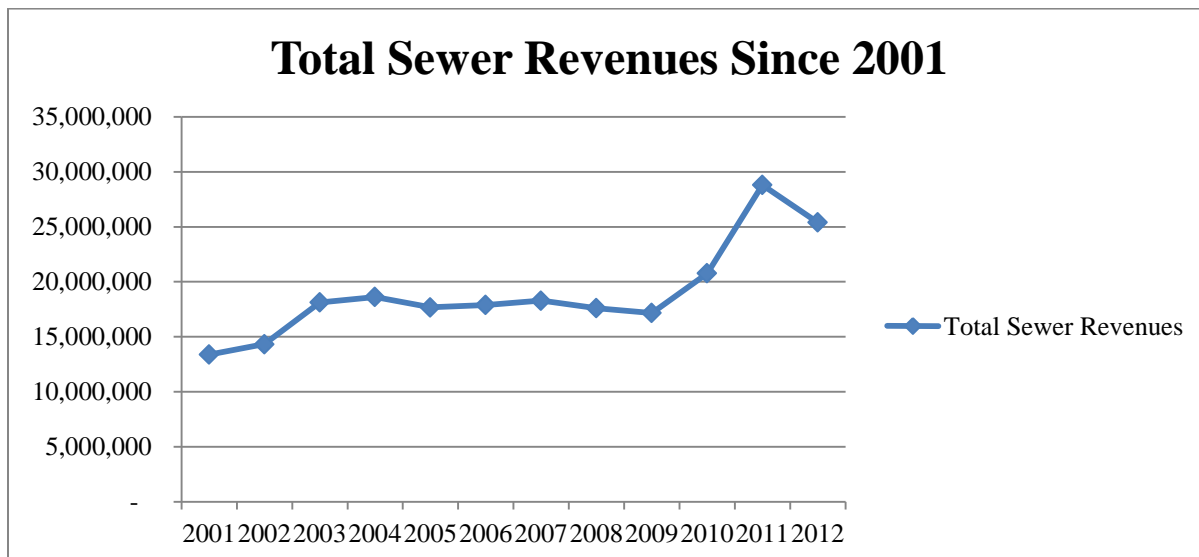
The Sewer Operation and Maintenance Fund's major revenue sources are charges based upon the size of the meter, "readiness-to-serve charges" and the quantity of water consumed "commodity charge". This is based on the water consumption. The City also assesses a utility lien charge for industrial users of the system. Other revenue sources are IPP permits, septic hauling fees, interest, EPA grants, IPP testing and sampling, IPP fines and charges, surplus receipts, insurance claims, use of fund equity, and bond proceeds.

For FY 2011/12, the Sewer Operations and Maintenance Fund's revenues are projected to decrease \$2,830,841, or 10.03% from the approved 2010/11 budgeted levels. The reduction in revenues is a direct result of a decrease in bond proceeds from federal stimulus as well as a reduction in the amount of retained earnings appropriated. The City, however, expects to receive grant monies for the continuation of construction projects and updates to sewer facilities.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Federal Grants	879,317	387,335	0	238,900	238,900	90	238,900
Non-Business Permits	600	3,200	200	600	600	800	800
Services - Sales	16,172,061	16,105,403	20,105,171	20,751,952	20,751,952	21,152,259	20,809,952
Fines and Forfeitures	24,310	26,061	23,557	144,000	144,000	0	55,000
Interest and Rents	510,527	464,801	570,618	477,500	477,500	625,943	467,500
Other Revenues	23,473	1,657,980	71,619	6,622,030	10,345,384	7,027,484	3,831,989
Total Revenues	17,610,288	18,644,780	20,771,165	28,234,982	31,958,336	28,806,576	25,404,141

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The spike from FY 2010 that continued through FY 2011 is due in large part by the City increasing the residential, commercial, and industrial sewer rate that began July 1, 2009 and July 1, 2010. Additionally, in FY 2011, the City increased its septic hauling fee rate to \$.03 per gallon. Further, during FY 2011 the City was able to

obtain Build America funding to assist in construction at the Wastewater Treatment Plant. This is a one time revenue source that will not be available during FY 2012.

DETAIL REVENUES ANALYSIS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Shared Revenues	160,687	0	0	0	0	0	0
FEMA	0	5,664	0	0	0	0	0
EPA Grant	718,630	381,671	0	238,900	238,900	0	238,900
Miscellaneous	0	0	0	0	0	90	0
IPP Permits	600	3,200	200	600	600	800	800
Sewer	16,069,908	15,953,373	19,925,216	20,604,952	20,604,952	20,869,496	20,604,952
Sewer Connection	16,892	19,523	21,283	25,000	25,000	25,030	25,000
IPP Testing and Sampling	20,987	63,960	72,515	52,000	52,000	97,143	40,000
Materials & Services	64,274	68,547	86,157	70,000	70,000	160,590	140,000
IPP Fines & Charges	24,310	26,061	23,557	144,000	144,000	0	55,000
Interest on Investments	54,971	24,092	22,284	25,000	25,000	10,631	15,000
Interest on Spec. Assmt	2,556	2,224	650	2,500	2,500	0	2,500
Interest & Penalties	453,000	438,485	547,654	450,000	450,000	615,312	450,000
Special Assessments	6,433	186,970	52,614	150,742	150,742	(43,174)	52,600
Surplus Receipts	7,149	5,088	3,962	3,000	3,000	8,161	3,000
Reimbursements	71	38	0	0	0	2,751	0
Insurance Claims	0	0	0	0	0	0	0
Gain/Loss on Invest.	9,820	(17,769)	15,043	10,000	10,000	274	10,000
Use of Fund Equity	0	1,483,653	0	2,988,288	6,711,642	6,150,996	2,031,389
Bond Proceeds/SRF	0	0	0	3,470,000	3,470,000	908,475	1,735,000
Totals Revenues	17,610,288	18,644,780	20,771,135	28,234,982	31,958,336	28,806,575	25,404,141

SEWER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Sewer Operations and Maintenance Fund will decrease \$2,830,841, or -10.03% from the approved 2010/11 budgeted levels. *Personnel Services* will increase \$124,113, or 1.52%. In FY 2011/2012, 1.34 positions will be added to the Sewer Operations and Maintenance Fund, changing the personnel complement in this fund from 82.59 FTE to 83.59 FTE. In the Maintenance and Services Division .5 of a Crossover Operator and .5 of a Utilities Person II position will be added. Additional in this division, for FY 2012, the Office Assistant III will be reclassified to an Administrative Professional. Likewise, in the Treatment and Pumping Division, .20 of the Assistant Superintendent of Wastewater Treatment and a temporary Laborer will be added. In previous fiscal years, the Assistant Superintendent of Wastewater Treatment was split with the Remotes Facilities

Division. Also, .30 of the Plant Maintenance Electrician B position will be transferred to the Remotes Facilities Division from the Treatment and Pumping Division. *Operating Expenses* is expected to decrease \$1,958,701 from FY 2010/2011. In FY 2011/2012, the City will decrease the number construction projects that will be completed. This fund will also recognize a reduction in its indirect charges to other funds, such as the cost allocation plan, information management charges, and fleet charges. *Capital Outlay* will also decrease \$999,307, or 34.97%. This decrease in capital purchases is a direct result of a reduction in system projects. The category of *Miscellaneous* will decrease \$16,946 from the 2011 approved budgeted levels. This decrease is due to the reduction in the amount debt service that will be paid as well as a reduction in the amount allocated to the City's Other Post Employee Benefits in FY 2012.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4810 Sewer Administration	7,144,054	7,339,855	8,230,572	2,508,482	7,619,047	7,486,061	2,180,884
4811 Engineering Admin.	0	(19)	138,323	177,237	178,255	164,130	180,333
4815 Process Control Systems	121,206	110,155	111,734	262,452	266,036	148,898	279,004
4820 Meter Maint. & Service	289,746	377,974	540,010	424,207	435,720	429,394	351,185
4821 Maintenance & Service	1,889,247	1,942,904	1,598,919	2,004,149	2,024,322	1,788,240	2,096,009
4822 Catch Basin Cleaning	260,826	300,515	259,253	349,554	351,162	287,386	428,803
4830 Treatment and Pumping	5,337,541	5,701,091	5,407,105	6,990,848	7,420,376	6,129,696	7,312,327
4835 Remotes Facilities	1,014,068	1,337,911	1,223,165	1,810,860	1,827,738	1,322,336	1,896,298
4840 Sewer Surplus	48,254	120,299	155,344	3,275,757	3,686,046	1,671,306	1,787,500
4843 Sewer Bond Construction	0	0	0	3,470,000	6,292,450	2,822,449	1,735,000
4845 Debt Service	6,519,784	947,826	821,357	6,583,050	6,583,050	5,969,102	6,600,081
5311 Customer Accounting	563,236	418,931	472,794	330,432	549,480	519,624	522,740
9660 Transfers	40,288	47,338	47,338	47,954	67,954	67,954	33,977
Total Expenditures	23,228,250	18,644,780	19,005,914	28,234,982	37,301,636	28,806,576	25,404,141

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	6,530,823	6,977,125	8,205,314	8,161,029	8,339,863	7,588,718	8,285,142
Operating Expenses	10,077,734	10,550,771	9,796,536	10,585,442	19,024,879	13,976,196	8,626,741
Capital Outlay	59,621	121,720	135,369	2,857,507	3,285,890	1,204,606	1,858,200
Miscellaneous	6,560,072	995,164	868,695	6,631,004	6,651,004	6,037,056	6,634,058
Total Expenditures	23,228,250	18,644,780	19,005,914	28,234,982	37,301,636	28,806,576	25,404,141

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4810 Sewer Administration	3.03	2.93	1.88	1.88	1.88	1.88	1.88
4811 Engineering Admin.	0.00	0.00	1.76	1.51	1.51	1.51	1.51
4815 Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4820 Meter Maint. & Service	5.00	6.00	7.00	3.75	3.75	3.75	2.75
4821 Maintenance & Service	11.00	24.49	18.62	13.50	13.50	13.50	14.50
4822 Catch Basin Cleaning	5.00	5.25	4.75	2.95	2.95	2.95	2.95
4830 Treatment and Pumping	45.45	47.95	47.95	47.25	47.25	47.25	47.95
4835 Remotes Facilities	9.55	11.55	10.55	10.75	10.75	10.75	11.05
Total Positions	80.03	99.17	93.51	82.59	82.59	82.59	83.59

The employees listed under Sewer Operations and Maintenance Fund's Customer Accounting Division is a part of the Department of Fiscal Services.

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4810 Sewer Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	128,596	Director of Public Services	0.40	34,945
Overtime	0	Director of Water &		
Fringe Benefits	802,372	Wastewater Treatment Plants	0.50	46,578
		Staff Professional	0.98	47,073
TOTAL	<u>930,968</u>	Total Personnel	<u>1.88</u>	<u>128,596</u>
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	600			
Internal Services	1,129,599			
Other Services		FICA		9,935
Professional Fees	106,267	Healthcare Benefits - Active		39,940
Maintenance Fees	950	Healthcare Benefits - Retirees		708,507
Other Contracted Fees	12,000	Pension		43,990
TOTAL	<u>1,249,416</u>	Total Fringe Benefits		<u>802,372</u>
CAPITAL OUTLAY	500	TOTAL	<u><u>1.88</u></u>	<u><u>930,968</u></u>
TOTAL	<u>500</u>			
TOTAL APPROPRIATION	<u><u>2,180,884</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4811 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	89,018	City Engineer	0.25 22,612
Overtime	10,000	Assistant City Engineer	0.25 17,091
Fringe Benefits	69,578	Engineering Office Supv.	0.25 15,356
TOTAL	<u>168,596</u>	Engineering Technician I	0.13 6,198
		Surveying Technician I	0.13 6,265
		Survey Assistant III	0.25 10,711
		Administrative Professional	0.25 10,785
OPERATING EXPENSES		Total Personnel	<u>1.51 89,018</u>
Supplies	0		
Internal Services	11,237	Overtime	<u>10,000</u>
Other Services			
Professional Fees	0	FICA	6,888
Maintenance Fees	0	Healthcare Benefits - Active	28,135
Other Contracted Fees	500	Healthcare Benefits - Retirees	0
TOTAL	<u>11,737</u>	Pension	34,555
		Total Fringe Benefits	<u>69,578</u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>	TOTAL	<u><u>1.51 168,596</u></u>
TOTAL APPROPRIATION	<u><u>180,333</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4815 Process Control Systems

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	57,488	Instrument & Control Admin	0.50 35,389
Overtime	250	Instrument & Control Tech	0.50 22,099
Fringe Benefits	41,695		
TOTAL	99,433	Total Personnel	1.00 57,488
		Overtime	250
OPERATING EXPENSES			
Supplies	76,500	FICA	4,417
Internal Services	3,796	Healthcare Benefits - Active	15,541
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	73,900	Pension	21,737
Maintenance Fees	1,025		
Other Contracted Fees	7,350	Total Fringe Benefits	41,695
TOTAL	162,571	TOTAL	1.00 99,433
CAPITAL OUTLAY	17,000		
TOTAL	17,000		
TOTAL APPROPRIATION	279,004		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4820 Meter Maintenance & Service

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	132,836	ROW Administrator	0.25 19,223
Overtime	6,000	Chief ROW Utilities Foreman	0.25 16,465
Fringe Benefits	169,083	Mech Equip Repairperson II	0.25 11,362
		Crossover Operator	1.00 42,360
		Utilities Person II	1.00 43,426
TOTAL	307,919	Total Personnel	2.75 132,836
OPERATING EXPENSES			
		Overtime	6,000
Supplies	9,500		
Internal Services	6,266		
Other Services		FICA	13,509
Professional Fees	15,000	Healthcare Benefits - Active	96,228
Maintenance Fees	12,500	Healthcare Benefits - Retirees	0
Other Contracted Fees	0	Pension	59,346
TOTAL	43,266	Total Fringe Benefits	169,083
CAPITAL OUTLAY	0	TOTAL	2.75 307,919
TOTAL	0		
TOTAL APPROPRIATION	351,185		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4821 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	573,365	ROW Administrator	0.25	19,223
Overtime	20,000	Chief ROW Utilities Foreman	0.25	16,465
Fringe Benefits	603,603	ROW Utilities Foreman	1.00	53,214
		Mech Equip Repairperson II	0.25	11,362
TOTAL	1,196,968	Administrative Professional	0.50	20,611
		Utilities Person III	1.50	66,785
		Utilities Person II	2.00	86,312
OPERATING EXPENSES		Crossover Operator	7.50	284,903
Supplies	531,700	Tree Trimmer	0.25	10,642
Internal Services	21,023	Laborer	1.00	3,848
Other Services		Total Personnel	14.50	573,365
Professional Fees	242,031			
Maintenance Fees	86,887	Overtime		20,000
Other Contracted Fees	5,000			
TOTAL	886,641	FICA		47,009
		Healthcare Benefits - Active		282,902
CAPITAL OUTLAY	12,400	Healthcare Benefits - Retirees		0
		Pension		273,692
TOTAL	12,400	Total Fringe Benefits		603,603
TOTAL APPROPRIATION	2,096,009	TOTAL	14.50	1,196,968

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4822 Catch Basin Cleaning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	127,550	Heavy Equipment Operator	2.50	108,426
Overtime	2,000	Tree Trimmer	0.25	10,642
Fringe Benefits	147,737	Administrative Professional	0.20	8,482
TOTAL	<u>277,287</u>	Total Personnel	<u>2.95</u>	<u>127,550</u>
OPERATING EXPENSES				
		Overtime		<u>2,000</u>
Supplies	0			
Internal Services	1,516	FICA		11,214
Other Services		Healthcare Benefits - Active		71,423
Professional Fees	150,000	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		65,100
Other Contracted Fees	0			
TOTAL	<u>151,516</u>	Total Fringe Benefits		<u>147,737</u>
		TOTAL	<u><u>2.95</u></u>	<u><u>277,287</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>428,803</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4830 Treatment & Pumping

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	2,105,587	Supt of Wastewater Tmt	0.80 69,754
Overtime	95,000	Asst Supt of Wastewater	1.00 71,277
Fringe Benefits	1,907,643	Chief Chemist	1.00 58,962
		Operating Foreman	5.00 244,894
TOTAL	4,108,230	Plant Mtce Foreman WW	1.00 53,114
		Electrical Mtce Foreman	0.75 45,253
		Plant Engineer	0.80 54,434
OPERATING EXPENSES		Plant Maintenance Supervisor	0.35 23,448
Supplies	711,350	Environ Compliance Admin.	1.00 65,459
Internal Services	78,338	Environ Compliance Analyst	3.00 134,370
Other Services		Plant Mtce Electrician B	2.00 92,022
Professional Fees	1,105,120	Plant Operator B	10.00 433,010
Maintenance Fees	1,135,189	Equipment & Safety Specialist	0.75 32,281
Other Contracted Fees	55,300	Administrative Professional	0.75 31,806
		Laboratory Technician	2.00 90,468
TOTAL	3,085,297	Plant Mtce. Mechanic B	1.00 44,351
		Sewage Plant Mtce Person III	1.00 44,433
CAPITAL OUTLAY	118,800	Sewage Plant Mtce Person II	4.00 173,487
		Sewage Plant Mtce Person I	5.00 212,931
TOTAL	118,800	Remote Facilities Person II	1.00 43,427
		Stock Clerk WWT	0.75 31,691
TOTAL APPROPRIATION	7,312,327	Custodial Worker B	1.00 40,448
		Laborer (Temp)	3.00 11,189
		Intern (Temp)	1.00 3,078
		Total Personnel	47.95 2,105,587
		Overtime	95,000
		FICA	177,460
		Healthcare Benefits - Active	751,534
		Healthcare Benefits - Retirees	0
		Pension	978,649
		Total Fringe Benefits	1,907,643
		TOTAL	47.95 4,108,230

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-4835 Remote Facilities

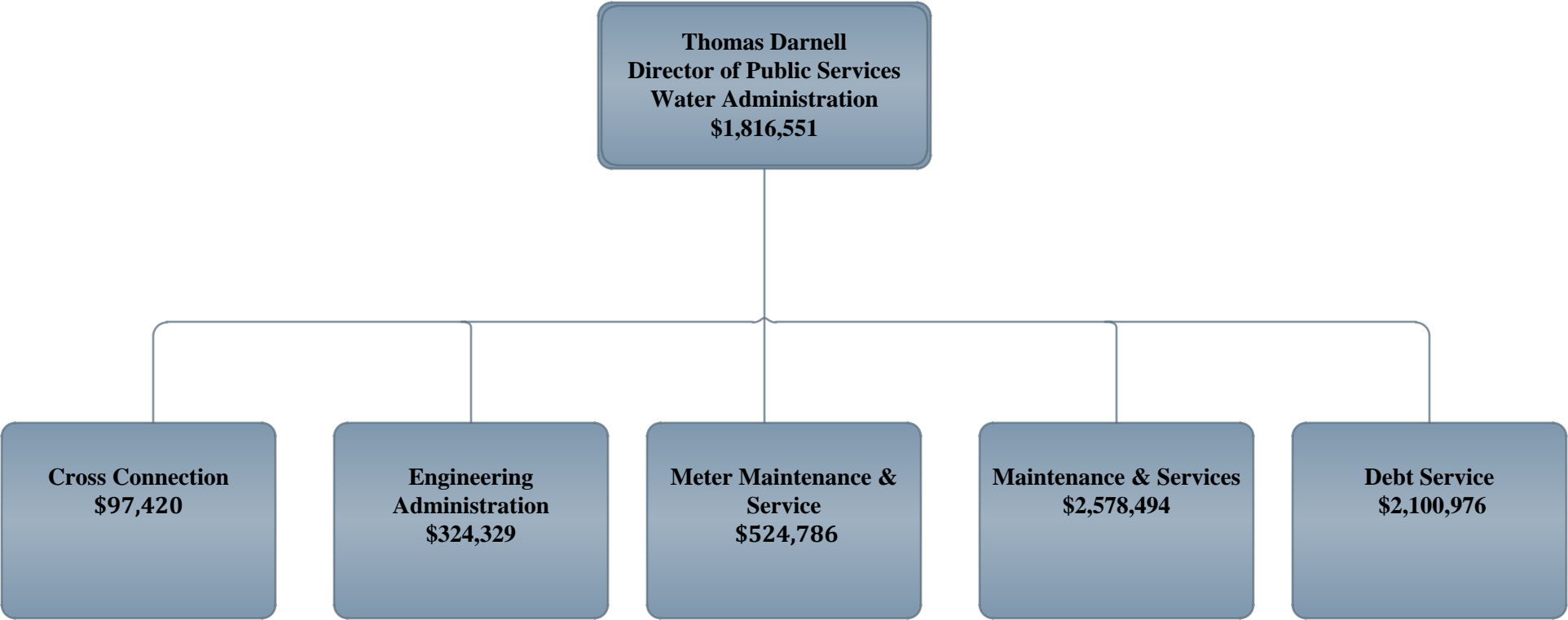
Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	477,631	Supt of Wastewater Treatment	0.20 17,439
Overtime	15,000	Plant Maintenance Supervisor	0.65 43,546
Fringe Benefits	435,993	Plant Engineer	0.20 13,608
TOTAL	<u>928,624</u>	Electrical Maintenance Foreman	0.25 15,084
		Plant Mtce Electrician B	1.00 46,022
		Equipment & Safety Specialist	0.25 10,760
		Administrative Professional	0.25 10,602
OPERATING EXPENSES		Stock Clerk WWT	0.25 10,564
Supplies	350,150	Plant Maint Mechanic B	1.00 45,158
Internal Services	12,969	Remote Facilities Person III	1.00 42,941
Other Services		Remote Facilities Person II	5.00 218,829
Professional Fees	158,150	Laborer (Temp)	1.00 3,078
Maintenance Fees	408,705	Total Personnel	<u>11.05 477,631</u>
Other Contracted Fees	5,700		
TOTAL	<u>935,674</u>	Overtime	<u>15,000</u>
		FICA	40,809
CAPITAL OUTLAY	32,000	Healthcare Benefits - Active	174,487
TOTAL	<u>32,000</u>	Healthcare Benefits - Retirees	0
		Pension	220,697
TOTAL APPROPRIATION	<u><u>1,896,298</u></u>	Total Fringe Benefits	<u>435,993</u>
		TOTAL	<u><u>11.05 928,624</u></u>

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

590-5311 Customer Accounting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	131,592	Admin of Utilities Account	0.50	28,450
Overtime	0	Collection Correspondent	0.50	19,854
Fringe Benefits	135,525	Customer Services Coordin.	0.38	11,666
		Office Assistant III	1.50	47,672
		Customer Service Rep	0.76	23,950
TOTAL	<u>267,117</u>			
		Total Personnel	<u>3.14</u>	<u>131,592</u>
OPERATING EXPENSES				
		Overtime		<u>0</u>
Supplies	1,400			
Provision for Losses	185,000			
Internal Services	22,223	FICA		10,166
Other Services		Healthcare Benefits - Active		47,731
Professional Fees	42,000	Healthcare Benefits - Retirees		0
Maintenance Fees	4,100	Pension		77,628
Other Contracted Fees	900			
TOTAL	<u>255,623</u>	Total Fringe Benefits		<u>135,525</u>
		TOTAL	<u>3.14</u>	<u>267,117</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>522,740</u></u>			

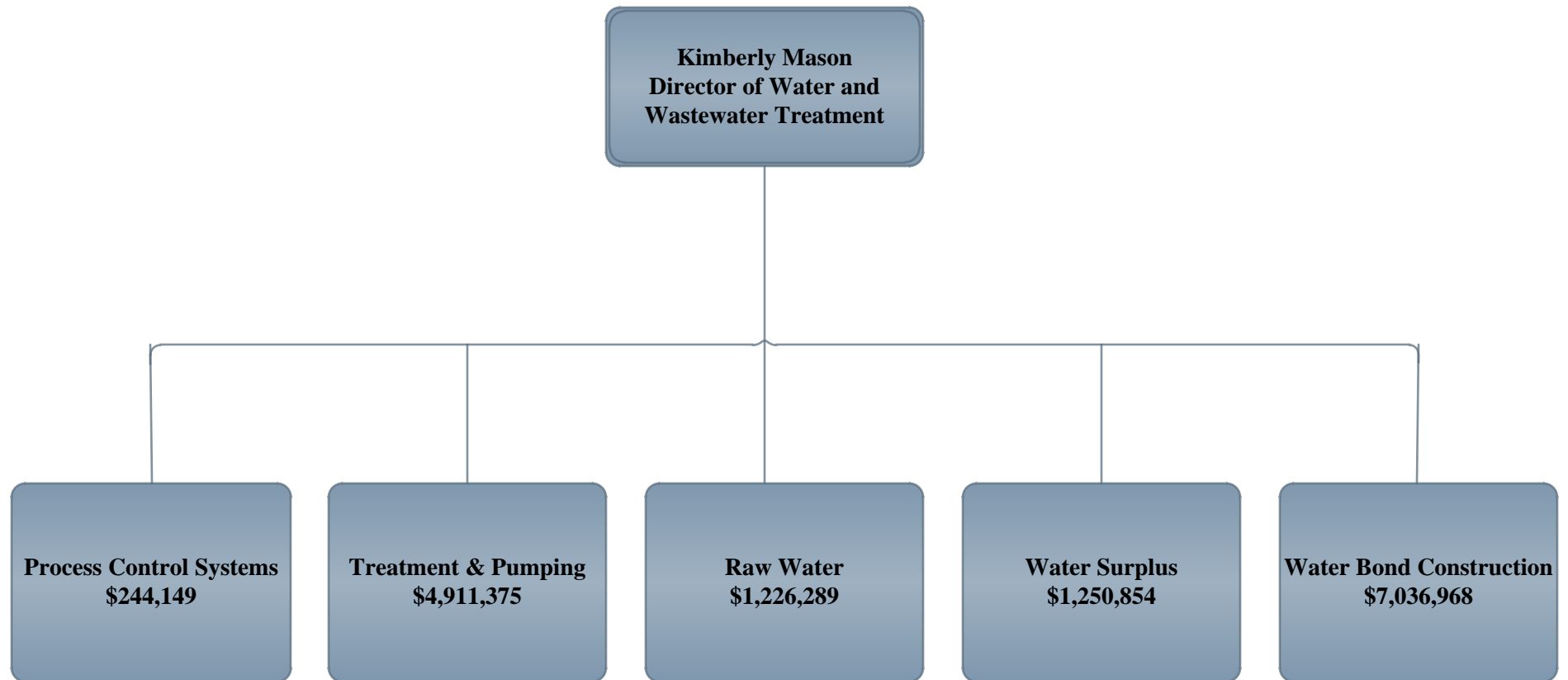
CITY OF SAGINAW
WATER OPERATIONS AND MAINTENANCE FUND



The total Water Operations and Maintenance Fund is \$22,590,163. Transfer equates to \$24,375, which is not reflected in neither of the organizational charts.

CITY OF SAGINAW

WATER TREATMENT AND PROCESS CONTROL SYSTEMS



**WATER OPERATIONS AND MAINTENANCE (591)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

The Water Operations and Maintenance Fund is the second largest Enterprise/Proprietary Fund for the City of Saginaw. This fund is used to account for revenues and expenditures associated with the provision of water services to residential, commercial, and industrial establishments of the city as well as several municipalities surrounding the city. The ten largest customers are: Saginaw, Thomas, Frankenmuth, Buena Vista, Bridgeport, Tittabawassee, Kochville, and Birch Run Townships, North American Op/BV, James, Swan Creek, and St. Charles.

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	14,453,470	CROSS CONNECTIONS	97,420
INTEREST AND RENTS	141,000	WATER ADMINISTRATION	1,816,551
OTHER REVENUES	7,995,693	ENGINEERING ADMINISTRATION	324,329
		PROCESS CONTROL SYSTEMS	244,149
		METER MAINT. & SERVICE	542,786
		MAINTENANCE & SERVICE	2,578,494
		TREATMENT & PUMPING	4,911,375
		RAW WATER	1,226,289
		WATER SURPLUS	1,250,854
		WATER BOND CONSTRUCTION	7,036,968
		DEBT SERVICE	2,100,976
		CUSTOMER ACCOUNTING	435,597
		TRANSFERS	24,375
TOTAL RESOURCES	<u>22,590,163</u>	TOTAL APPROPRIATIONS	<u>22,590,163</u>

WATER OPERATIONS AND MAINTENANCE

REVENUE BUDGET SUMMARY

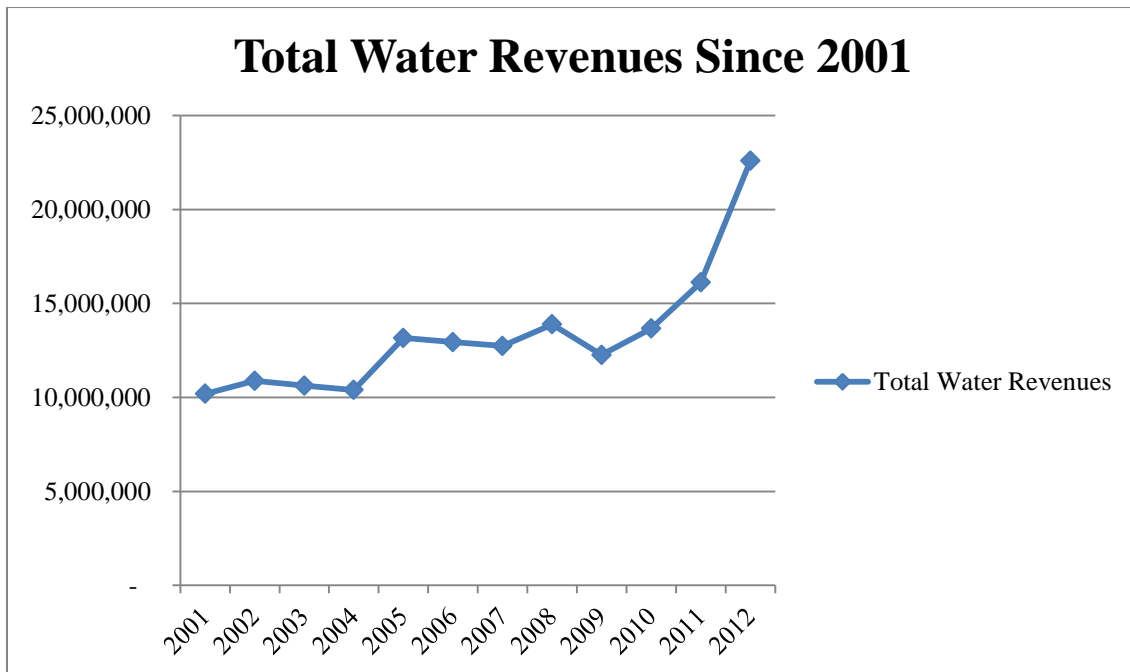
The Water Operations and Maintenance Fund's major revenue sources are charges based upon the size of the meter, "readiness-to-serve charges" and the quantity of water consumed "commodity charge". The net rate charged for treated and filtered water to consumers within the limits of the City is the sum of the readiness-to-serve and the commodity charge. Other revenue sources are: sale of junk, turn on charges, material and services, interest, interest on investments, interest and penalties, gain on bond refunding, and available and unrestricted retained earnings. For FY 2011/12, the

Water Operations and Maintenance Fund's revenues are projected to decrease \$5,640,254, or -19.98% from the FY 2011 approved budget. The reduction in the 2012 Approved Budget is a direct result of a reduction in the amount of monies received in bond refunding. Although this is a reduction to the FY 2012 budget, please note that in FY 2011 the City did receive a \$10,570,000 Water Supply System Revenue Bond for the purpose of paying the cost of acquiring and constructing improvements to the City's Water Supply System.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Grants	126	14,487	0	0	0	214	0
Services - Sales	12,170,108	12,097,581	13,504,686	14,057,470	14,453,470	15,802,318	14,453,470
Interest and Rents	373,138	257,900	154,016	141,000	141,000	170,514	141,000
Other Revenues	1,346,623	(106,642)	6,355	14,031,947	16,742,674	146,751	7,995,693
Total Revenues	13,889,995	12,263,326	13,665,057	28,230,417	31,337,144	16,119,797	22,590,163

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues and FY 2012 Approved Budget. The spike from FY 2010 that continued through FY 2011 is due in large part by the City increasing the residential, commercial, and industrial sewer rate that began July 1, 2009 and July 1, 2010. Rate increase will continue for the next few years. Additionally, as already stated above, in FY 2011 the issued \$10,570,000 Water Supply System Revenue Bonds, Series 2011 A for the purpose of paying the cost of acquiring and constructing improvements to the City’s Water Supply System. The City will utilize these monies during FY 2012.

DETAIL REVENUES ANALYSIS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Shared Revenues	126	0	0	0	0	0	0
EPA Grant	0	14,487	0	0	0	0	0
Miscellaneous Federal Grant	0	0	0	0	0	214	0
Sale of Junk	380	980	11,392	4,000	4,000	17,813	4,000
Turn on Charges	3,136	3,588	3,553	3,000	3,000	2,652	3,000
Water	11,614,926	11,693,606	13,104,957	14,036,470	14,036,470	15,406,477	14,036,470
Water Connections	8,149	9,553	4,411	10,000	10,000	16,812	10,000
Materials & Services	543,517	389,854	380,373	4,000	400,000	358,564	400,000
Interest on Investments	248,784	135,447	34,734	30,000	30,000	24,682	30,000
Dividends	0	0	636	0	0	1,868	0
Interest on Spec. Asmts.	0	1,772	0	1,000	1,000	0	1,000
Interest and Penalties	124,354	120,681	118,646	110,000	110,000	143,963	110,000
Special Assessments	(2,084)	4,297	504	0	0	426	0
Surplus Receipts	470	127	210	0	0	169	0
Cash Over and Short	98	0	0	0	0	0	0
Insurance Proceeds	11,735	0	0	0	0	0	0
Reimbursement	1,303,878	(111,066)	5,990	0	0	55,645	0
Gain/Loss on Invest.	5,000	0	(349)	0	0	62	0
Gain on Bond Refunding	27,526	0	0	10,412,063	10,412,063	0	0
Use of Fund Equity	0	0	0	3,619,884	6,330,611	90,449	7,995,693
Totals	13,889,995	12,263,326	13,665,057	28,230,417	31,337,144	16,119,796	22,590,163

WATER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Water Operations and Maintenance Fund will decrease \$6,036,454, or -21.09% from the 2010/2011 approved budgeted levels. *Personnel Services* will increase \$241,324, or 4.02%. In FY 2011/2012, 1.5 of a Utilities Person II will be added to the Maintenance and Services Division as well as .25 of a Community Police Officer will allocate to the Treatment and Pumping Division. However, to offset these increase in the staffing levels there will be a reduction of .25 of a Utilities Person I in the Meter Maintenance and Services Division and two Laborers in the Treatment and Pumping Division. *Operating Expenses* is expected to decrease \$6,867,752 from FY 2010/2012. In FY

2011/2012, the City will decrease the number construction projects that will be completed. In FY 2011 the City completed a \$10.51 million Water Revenue Bond for improvements at the Water System. *Capital Outlay* will increase \$639,000, or 35.06%. In FY 2012, the City plans to purchase new station property as well as begin to implement a new radio read system. The category of *Miscellaneous* will decrease \$48,826 from the 2011 approved budgeted levels. This decrease is due to the reduction in the amount debt service that will be paid and the amount allocated to the City's Other Post Employee Benefits in FY 2012.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3867 Cross Connection	78,813	110,136	249,632	124,610	125,633	118,119	97,420
4710 Water Administration	3,120,468	3,325,184	3,919,041	2,088,765	3,522,605	3,336,735	1,816,551
4711 Engineering Administration	0	(19)	176,010	300,198	302,024	295,854	324,329
4715 Process Control Systems	113,220	122,942	126,616	281,761	282,858	165,220	244,149
4720 Meter Maint. and Service	220,867	351,986	380,379	514,431	525,944	426,389	542,786
4721 Maintenance and Services	1,682,138	1,717,889	1,966,763	2,405,277	2,422,270	2,157,535	2,578,494
4730 Treatment and Pumping	4,014,582	4,145,034	3,886,831	4,928,367	5,027,120	4,595,590	4,911,375
4735 Raw Water	1,080,486	1,081,289	1,138,246	1,126,289	1,126,289	1,126,289	1,226,289
4740 Water Surplus	185,785	324,860	39,990	1,625,829	1,980,933	578,943	1,250,854
4741 Water Bond Construction	0	0	18,413	12,715,771	15,029,634	5,550,249	7,036,968
4745 Debt Service	1,021,197	1,587,293	1,372,663	2,136,054	2,136,054	1,936,767	2,100,976
5310 Customer Accounting	418,356	368,234	379,252	340,942	422,366	393,519	435,597
9660 Transfers	32,029	37,633	37,633	38,123	38,124	38,124	24,375
Total Expenditures	11,967,941	13,172,461	13,691,469	28,626,417	32,941,854	20,723,676	22,590,163

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	4,816,082	5,043,098	6,173,328	6,015,286	6,184,250	5,545,922	6,256,610
Operating Expenses	5,859,101	6,163,918	6,063,139	19,253,354	23,121,344	7,780,569	12,385,602
Capital Outlay	239,532	340,519	44,706	1,183,600	1,462,082	667,516	1,822,600
Miscellaneous	1,053,226	1,624,926	1,410,296	2,174,177	2,174,178	2,125,789	2,125,351
Total Expenditures	11,967,941	13,172,461	13,691,469	28,626,417	32,941,854	16,119,796	22,590,163

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3867 Cross Connection	1.00	2.00	2.00	1.00	1.00	1.00	1.00
4710 Water Administration	15.90	1.47	1.47	1.47	1.47	1.47	1.47
4711 Engineering Admin.	0.00	2.99	2.99	2.49	2.49	2.49	2.49
4715 Process Control System	1.00	2.00	2.00	1.00	1.00	1.00	1.00
4720 Meter Maint. and Service	5.00	6.50	6.50	4.25	4.25	4.25	4.00
4721 Maintenance and Service	11.00	17.38	17.38	16.75	16.75	16.75	18.00
4730 Treatment and Pumping	32.00	36.00	36.00	34.00	34.00	34.00	33.25
Total Positions	65.90	68.34	68.34	60.96	60.96	60.90	61.21

The employees listed under Water Operations and Maintenance Fund’s Customer Accounting Division is a part of the Department of Fiscal Services.

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification of the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-3867 Cross Connection

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	44,354	Utilities Person III	1.00 44,354
Overtime	1,500.00		
Fringe Benefits	47,040	Total Personnel	<u>1.00 44,354</u>
TOTAL	<u>92,894</u>	Overtime	<u>1,500</u>
OPERATING EXPENSES			
Supplies	150	FICA	3,423
Internal Services	3,376	Healthcare Benefits - Active	21,125
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	0	Pension	22,492
Maintenance Fees	1,000	Total Fringe Benefits	<u>47,040</u>
Other Contracted Fees	0		
TOTAL	<u>4,526</u>	TOTAL	<u><u>1.00 92,894</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>97,420</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-4710 Water Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	128,118	Director of Public Services	0.40	34,945
Overtime	0	Director of Water & Wastewater		
Fringe Benefits	680,807	Treatment	0.50	46,578
		Staff Professionals	0.97	46,595
TOTAL	808,925	Total Personnel	1.47	128,118
OPERATING EXPENSES				
		Overtime		0
Supplies	2,000			
Internal Services	760,981	FICA		9,091
Other Services		Healthcare Benefits - Active		37,021
Professional Fees	232,615	Healthcare Benefits - Retirees		590,929
Maintenance Fees	2,330	Pension		43,766
Other Contracted Fees	9,200			
TOTAL	1,007,126	Total Fringe Benefits		680,807
CAPITAL OUTLAY	500	TOTAL	1.47	808,925
TOTAL	500			
TOTAL APPROPRIATION	1,816,551			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-4711 Engineering Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	158,290	City Engineer	0.25	22,612
Overtime	15,000	Assistant City Engineer	0.25	17,091
Fringe Benefits	129,675	Engineering Office Super	0.25	15,356
		Engineering Technician I	0.12	5,721
TOTAL	302,965	Engineering Assistant	1.50	70,230
		Surveying Technican I	0.12	5,784
		Survey Assistant III	0.25	10,711
		Administrative Professional	0.25	10,785
OPERATING EXPENSES		Total Personnel	2.49	158,290
Supplies	0			
Internal Services	20,864	Overtime		15,000
Other Services				
Professional Fees	0	FICA		13,302
Maintenance Fees	0	Healthcare Benefits - Active		49,486
Other Contracted Fees	500	Healthcare Benefits - Retirees		0
TOTAL	21,364	Pension		66,887
		Total Fringe Benefits		129,675
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.49	302,965
TOTAL APPROPRIATION	324,329			

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-4715 Process Control Systems

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	57,488	Instrument & Control Admin.	0.50 35,389
Overtime	500	Instrument & Control Tech	0.50 22,099
Fringe Benefits	41,715		
TOTAL	99,703	Total Personnel	1.00 57,488
		Overtime	500
OPERATING EXPENSES			
Supplies	46,000	FICA	4,437
Internal Services	2,796	Healthcare Benefits - Active	15,541
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	67,900	Pension	21,737
Maintenance Fees	1,750		
Other Contracted Fees	7,000	Total Fringe Benefits	41,715
TOTAL	125,446	TOTAL	1.00 99,703
CAPITAL OUTLAY			
	19,000		
TOTAL	19,000		
TOTAL APPROPRIATION			
	244,149		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-4720 Water Metering Maintenance & Service

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	219,048	ROW Administrator	0.25 19,223
Overtime	6,000	Chief ROW Utilities Foreman	0.25 16,465
Fringe Benefits	259,317	Mech Equip Repairperson II	0.25 11,362
		Utilities Person II	2.75 129,638
		Crossover Operators	1.00 42,360
TOTAL	484,365	Total Personnel	4.00 219,048
OPERATING EXPENSES			
		Overtime	6,000
Supplies	8,500		
Internal Services	16,171		
Other Services		FICA	20,196
Professional Fees	20,000	Healthcare Benefits - Active	138,056
Maintenance Fees	13,750	Healthcare Benefits - Retirees	0
Other Contracted Fees	0	Pension	101,065
TOTAL	58,421	Total Fringe Benefits	259,317
CAPITAL OUTLAY	0	TOTAL	4.00 484,365
TOTAL	0		
TOTAL APPROPRIATION	542,786		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-4721 Maintenance & Service

Allocation Plan		Position Control	
		2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	671,574	ROW Administrator	0.25 19,223
Overtime	45,000	Chief ROW Utilities Foreman	0.25 16,465
Fringe Benefits	671,235	ROW Utilities Foreman	1.00 52,193
TOTAL	1,387,809	Mech Equip Repairperson II	0.25 11,362
		Administrative Professional	0.50 20,611
		Utilities Person III	1.50 66,784
		Utilities Person II	5.00 214,644
OPERATING EXPENSES		Crossover Operator	6.75 243,876
Supplies	743,600	Custodial Worker (PT)	1.00 18,720
Internal Services	21,784	Laborer (Temp)	2.00 7,696
Other Services		Total Personnel	18.00 671,574
Professional Fees	138,781		
Maintenance Fees	252,040	Overtime	45,000
Other Contracted Fees	17,580		
TOTAL	1,173,785	FICA	55,561
		Healthcare Benefits - Active	317,168
CAPITAL OUTLAY	16,900	Healthcare Benefits - Retirees	0
		Pension	298,506
TOTAL	16,900	Total Fringe Benefits	671,235
TOTAL APPROPRIATION	2,578,494	TOTAL	18.00 1,387,809

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-4730 Treatment & Pumping

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	1,451,258	Superintendent of Water Tmt	1.00 76,893
Overtime	75,000	Asst Super of Water Tmt	1.00 71,277
Fringe Benefits	1,288,653	Police Officer	0.25 13,042
		Chief Chemist	1.00 59,062
TOTAL	2,814,911	Operating Foreman	5.00 261,008
		Plant Mtce Foreman	1.00 57,200
		Biologist	1.00 50,465
OPERATING EXPENSES		Plant Mtce Electrician II	1.00 48,093
Supplies	633,250	Plant Mtce Electrician I	2.00 85,705
Internal Services	65,359	Filtration Plant Mtce III	3.00 129,354
Other Services		Filtration Plant Mtce II	3.00 120,512
Professional Fees	267,454	Plant Mtce Mechanic A	1.00 50,165
Maintenance Fees	969,151	Plant Operator A	5.00 212,902
Other Contracted Fees	46,550	Equipment & Safety Specialist	1.00 43,041
		Administrative Professional	1.00 41,932
TOTAL	1,981,764	Laboratory Technician	1.00 41,035
		Stock Clerk WT	1.00 39,362
CAPITAL OUTLAY	114,700	Custodial Worker A	1.00 35,114
		Laborer (Temp)	3.00 15,096
TOTAL	114,700	Total Personnel	33.25 1,451,258
TOTAL APPROPRIATION	4,911,375	Overtime	75,000
		FICA	120,911
		Healthcare Benefits - Active	501,606
		Healthcare Benefits - Retirees	0
		Pension	666,136
		Total Fringe Benefits	1,288,653
		TOTAL	33.25 2,814,911

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

591-5310 Customer Accounting

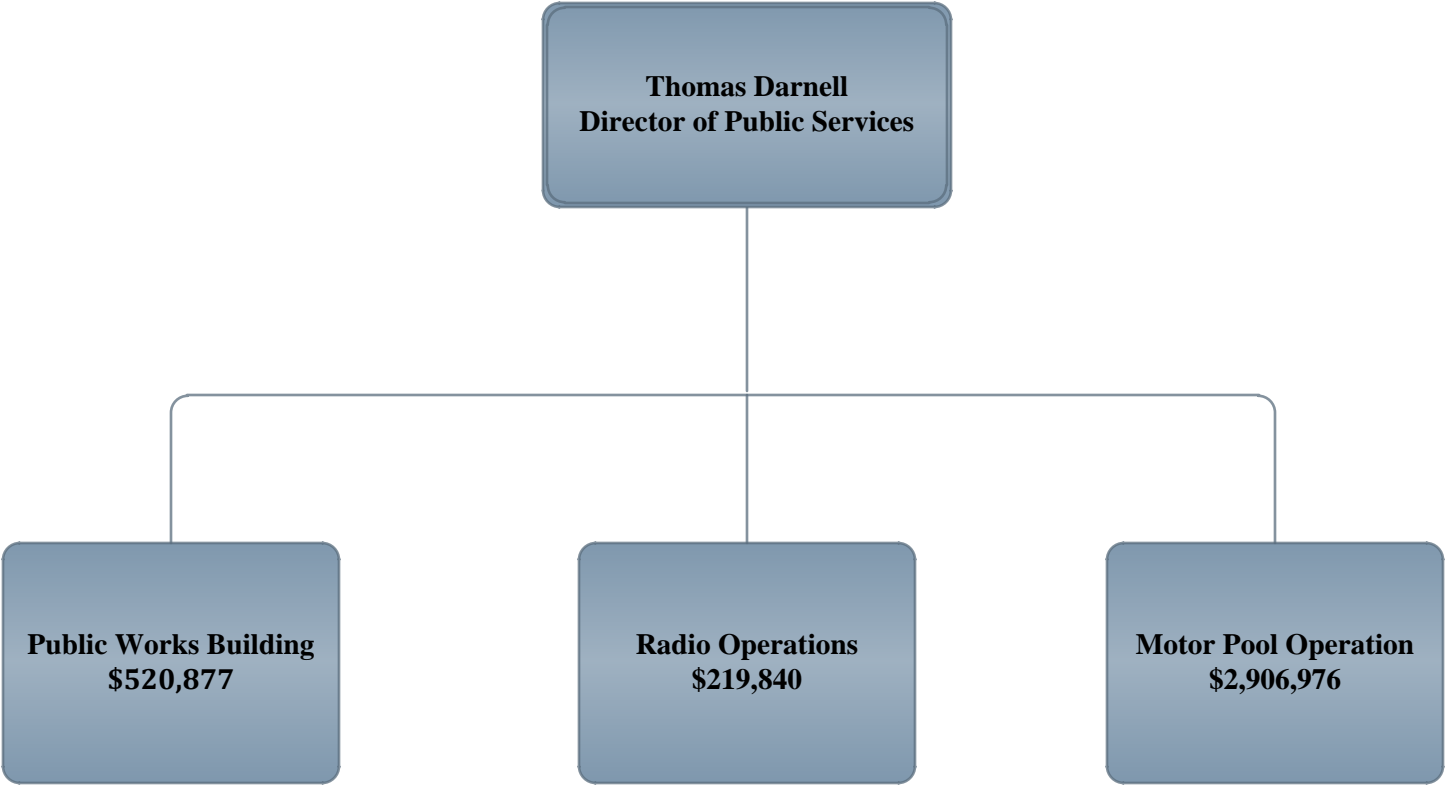
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	130,654	Admin of Utilities Account	0.50	28,450
Overtime	0	Collection Correspondent	0.50	19,854
Fringe Benefits	134,384	Office Assistant III	1.50	47,672
		Customer Service Coordinator	0.37	11,358
		Customer Service Rep	0.74	23,320
TOTAL	265,038			
		Total Personnel	3.11	130,654
OPERATING EXPENSES				
		Overtime		0
Supplies	1,500			
Provision for Losses	83,000			
Internal Services	23,459	FICA		10,096
Other Services		Healthcare Benefits - Active		47,305
Professional Fees	42,000	Healthcare Benefits - Retirees		0
Maintenance Fees	19,650	Pension		76,983
Other Contracted Fees	950			
TOTAL	170,559	Total Fringe Benefits		134,384
		TOTAL	3.11	265,038
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	435,597			



INTERNAL SERVICE FUNDS

PUBLIC WORKS BUILDING FUND
TECHNICAL SERVICES – GIS
TECHNICAL SERVICES – IS
RADIO OPERATIONS FUND
MOTOR POOL OPERATIONS FUND
SELF-INSURANCE FUND
WORKERS COMPENSATION FUND

CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES – INTERNAL SERVICE FUNDS



**PUBLIC WORKS BUILDING (641)
 RESOURCE ALLOCATION
 2011/2012 APPROVED BUDGET**

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

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	520,877	PUBLIC WORKS BUILDING	520,351
		TRANSFERS	526
TOTAL RESOURCES	<u>520,877</u>	TOTAL APPROPRIATIONS	<u>520,877</u>

PUBLIC WORKS BUILDING FUND

REVENUE BUDGET SUMMARY

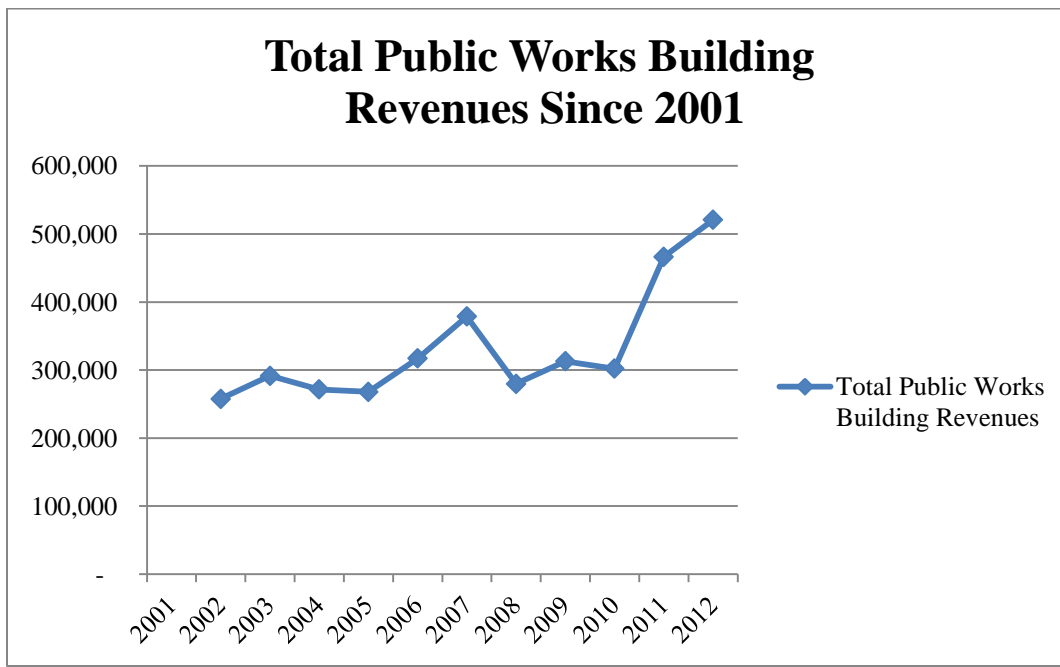
The Public Works Building Fund is considered an Internal Service fund for the City of Saginaw. This means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenues source for this fund is "Charge for Services", which is anticipated to be \$520,877 in FY 2011/12. This fund was established to account for all operating and capital expenditures

required to maintain the Public Works Service Center. Rent is charged to the departments occupying the building based on square footage. The Public Works Building will increase by 12.43% or \$57,599 for the 2011/12 Approved Budget. This increase is attributed to an increase in the contribution to other funds for services provided.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Services - Sales	279,726	312,988	307,930	463,278	466,182	465,438	520,877
Interest and Rents	45	0	32	0	0	198	0
Other Revenues	0	0	23	0	1,016	818	0
Total Revenues	279,771	312,988	301,985	463,278	467,198	466,455	520,877

REVENUE TRENDS



The above graph reflects numerical data from FY 2008 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2001-2005 there has been minimal fluctuation in the revenues collected for this fund. From 2006 through 2009 there is a slight increase in revenues yearly due to the increase in internal user fees collected in order to provide location services. There was a \$161,293 increase in revenues from 2010 to 2011 due to an increase in the fees charged to other departments.

EXPENDITURE BUDGET SUMMARY

The total Public Works Building Fund expenditures will be \$520,877 for FY 2012. The fund will increase by \$57,599 or 12.43% from FY 2011 approved budgeted levels. *Personnel Services* is projected to increase 11.44% in FY 2011/2012. The personnel complement will increase by .5 FTE from the 2011 budgeted levels. This increase is attributed to the .5 addition of the Park Maintenance Mechanic II position. *Operating Expenses* will be \$268,576 for the upcoming year. This represents

a \$22,494, or 9.14% increase. This can be attributed to the operational expenditures for fuel and increased motor pool costs. *Capital Outlay* will be increase from zero to approximately \$11,000 for the replacement of the parking lot drainage system. The category of *Miscellaneous Expenditures* will be \$526 for the upcoming year. This represents a 50% decrease from the previous fiscal year for other post-employment benefits.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
4439 Public Works Buildings	311,065	314,458	301,586	462,226	466,145	382,845	520,351
9660 Transfers	883	1,038	1,038	1,052	1,053	1,052	526
Total Expenditures	311,948	315,496	302,624	463,278	467,198	383,897	520,877

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	133,441	124,310	115,299	216,144	217,159	186,796	240,884
Operating Expenses	177,107	174,319	186,287	246,082	248,986	196,049	268,576
Capital Outlay	517	15,829	0	0	0	0	10,891
Miscellaneous	883	1,038	1,038	1,052	1,053	1,052	526
Total Expenditures	311,948	315,496	302,624	463,278	467,198	383,897	520,877

SUMMARY OF POSITIONS

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
4439 Public Works Building	2.20	2.50	2.50	3.00	3.00	3.00	3.50
Total Positions	2.20	2.50	2.50	3.00	3.00	3.00	3.50

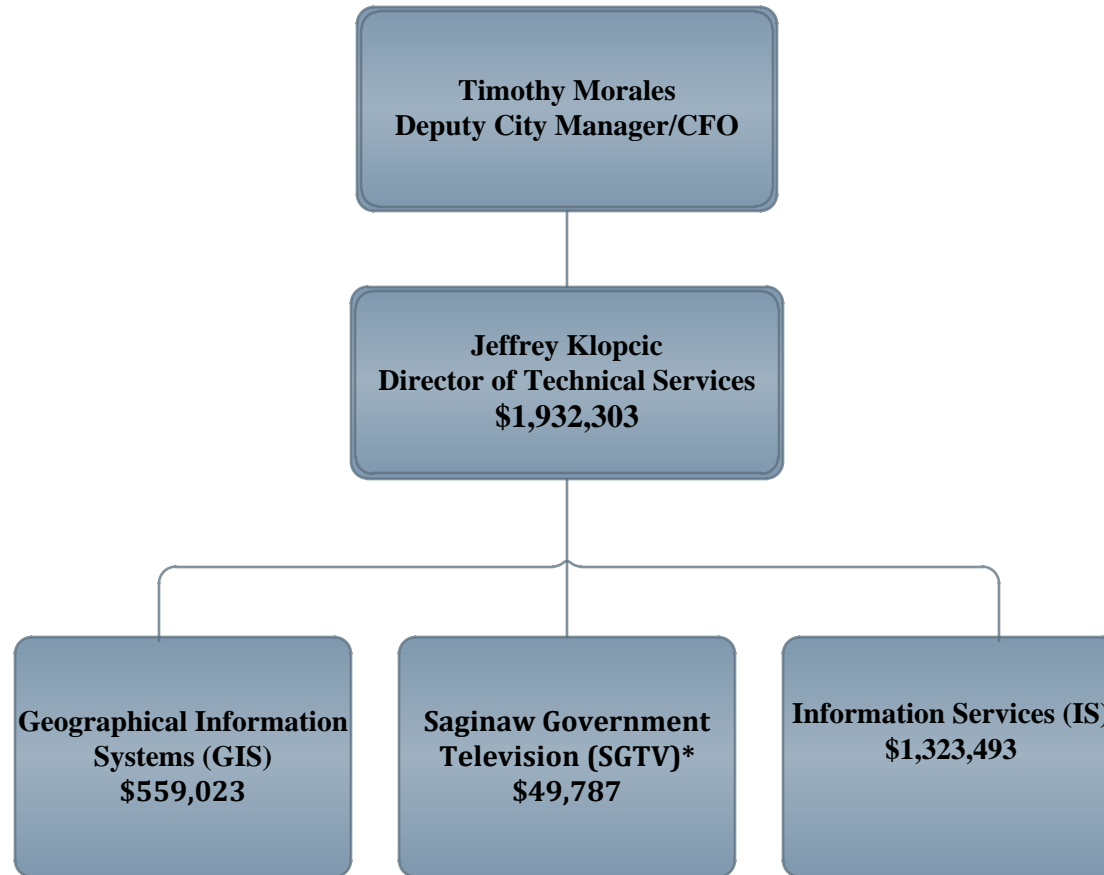
The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

641-4439 Public Works Building

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	139,646	Bldg Operations Supervisor	0.50	35,128
Overtime	3,000	Labor Foreman Street/ Building Operations	0.50	22,896
Fringe Benefits	98,238	Maintenance Person II	1.00	42,567
TOTAL	240,884	Parks/Maint. Person II	0.50	18,720
		Custodial Worker (PT)	1.00	20,336
		Total Personnel	3.50	139,646
OPERATING EXPENSES				
Supplies	17,240	Overtime		3,000
Internal Services	5,947			
Other Services		FICA		9,727
Professional Fees	32,189	Healthcare Benefits - Active		43,845
Maintenance Fees	213,200	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		44,666
TOTAL	268,576	Total Fringe Benefits		98,238
CAPITAL OUTLAY	10,891	TOTAL	3.50	240,884
TOTAL	10,891			
TOTAL APPROPRIATION	520,351			

CITY OF SAGINAW
DEPARTMENT OF TECHNICAL SERVICES – INTERNAL SERVICE FUNDS



**SGTV is accounted for in the General Government division of the General Fund.*

**DEPARTMENT OF TECHNICAL SERVICES
GEOGRAPHICAL INFORMATION SYSTEMS (GIS) (650)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

The TE-GIS fund is used to account for the development and operation of the citywide geographical information. Money for operation of this fund is supplied mainly from contributions from other city funds

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	53,000	GEOGRAPHICAL INFORMATION SYSTEMS	447,225
CHARGE FOR SERVICES	466,310	CALL CENTER	28,163
OTHER REVENUES	39,713	INCREASE IN FUND EQUITY	75,140
		TRANSFERS	8,495
TOTAL RESOURCES	<u>559,023</u>	TOTAL APPROPRIATIONS	<u>559,023</u>

**DEPARTMENT OF TECHNICAL SERVICES –
GEOGRAPHICAL INFORMATION SYSTEM (GIS)**

REVENUE BUDGET SUMMARY

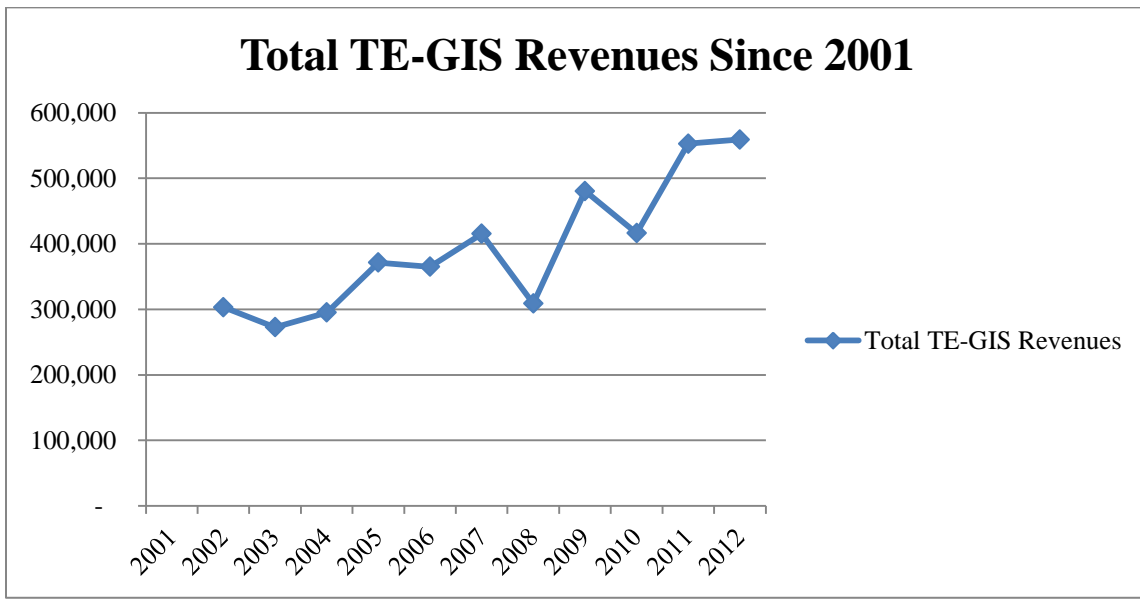
The Department of Technical Services - Geographical Information Services (GIS) Fund is considered to be an Internal Service Fund of the city. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Charge for Services”, which is anticipated to be \$466,310 in FY 2011/12. This fund is used to account for the

development and operation of the citywide geographical information system. Money for operation of this fund is supplied mainly from contributions from other city funds. For FY 2011/12, the TE-GIS Fund’s total revenues will be \$559,023. This is an increase of \$41,198 or 7.36%, from the previous fiscal year. This increase is attributed to an increase in user fees to cover the cost of service.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Services - Sales	31,054	(578)	74,994	35,000	35,000	84,656	53,000
Charges for Services	248,618	409,054	334,663	445,449	428,288	428,288	466,310
Other Revenues	29,126	72,062	6,627	37,376	39,779	39,798	39,713
Total Revenues	308,798	480,538	416,284	517,825	503,067	552,742	559,023

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and the FY 2012 Approved Budget. From FY 2001-2004 there was minimal fluctuation in the revenues collected for this fund. In 2005, revenue increased slightly due to outside parties contracting with the city for GIS services. There was another slight increase in 2007 when the TE - GIS began conducting environmental assessments for the city’s inspection division. In 2008 there was a dramatic decrease in the request for GIS services throughout the region, but this rebounded

for 2009. From 2010 actual to 2011 projected year-end balance there is a significant increase in revenues, which can be attributed to TE - GIS receiving additional monies from the Development Department for NSP II mapping services.

EXPENDITURE BUDGET SUMMARY

The total TE-GIS Fund Expenditures will be \$559,023 for FY 2012. This is a budget increase of \$41,198 or 7.95% from FY 2011 approved budgeted levels. *Personnel Services* is projected to increase 2.91% in FY 2011/2012. The personnel complement will increase by one FTE, with the addition of a Call Center Operator. *Operating Expenses* will be \$107,250 for the upcoming year. This represents a \$14,149, or 15.19% increase.

This can be attributed to the operational expenditures for the newly created Call Center. *Capital Outlay* will be decrease by 23.56% for FY 2012. The category of *Miscellaneous Expenditures* will be \$83,835 for the upcoming year. This represents a 32.78% increase from the previous fiscal year. The increase is due to the allocation increase fund equity.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1738 GIS	468,242	469,926	427,107	454,839	457,241	426,310	447,225
1739 Call Center	0	0	0	0	44,773	13,218	28,163
8559 Increase in Fund Equity	0	0	0	61,934	0	0	75,140
9660 Transfers	883	1,038	1,038	1,052	1,053	1,052	8,495
Total Expenditures	469,125	470,964	428,145	517,825	503,067	440,580	559,023

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	358,251	373,384	348,430	346,038	369,713	336,850	356,138
Operating Expenses	100,163	96,359	77,386	93,101	116,601	99,275	107,250
Capital Outlay	9,828	183	1,291	15,700	15,700	3,402	12,000
Miscellaneous	883	1,038	1,038	62,986	1,053	1,052	83,635
Total Expenditures	469,125	470,964	428,145	517,825	503,067	440,580	559,023

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1738 TE - GIS	4.00	4.00	4.00	3.50	3.50	3.50	3.50
1739 Call Center	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Total Positions	4.00	4.00	4.00	3.50	3.50	3.50	4.50

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

650-1738 TE - GIS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	189,181	Technical Services	
Overtime	7,000	Director	0.50 42,512
Fringe Benefits	142,044	GIS Analyst	1.00 56,015
		Info. Technology Analyst	1.00 50,365
TOTAL	338,225	GIS Technician	1.00 40,289
		Total Personnel	3.50 189,181
OPERATING EXPENSES			
Supplies	13,000	Overtime	7,000
Internal Services	44,612		
Other Services		FICA	14,690
Professional Fees	23,938	Healthcare Benefits - Active	50,479
Maintenance Fees	7,700	Healthcare Benefits - Retirees	0
Other Contracted Fees	9,750	Pension	76,875
TOTAL	99,000	Total Fringe Benefits	142,044
CAPITAL OUTLAY	10,000		
TOTAL	10,000	TOTAL	3.50 338,225
TOTAL APPROPRIATION	447,225		

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

650-1739 Call Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	16,640	Call Center Operator	1.00	16,640
Overtime	0			
Fringe Benefits	1,273	Total Personnel	<u>1.00</u>	<u>16,640</u>
TOTAL	<u>17,913</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		1,273
Supplies	2,000	Healthcare Benefits - Active		0
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension		0
Professional Fees	3,000	Total Fringe Benefits		<u>1,273</u>
Maintenance Fees	3,250			
Other Contracted Fees	0			
TOTAL	<u>8,250</u>	TOTAL	<u>1.00</u>	<u>17,913</u>
CAPITAL OUTLAY	2,000			
TOTAL	<u>2,000</u>			
TOTAL APPROPRIATION	<u><u>28,163</u></u>			

**DEPARTMENT OF TECHNICAL SERVICES
INFORMATION SERVICES (IS) (658)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

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

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,323,493	INFORMATION SERVICES	1,313,476
		TRANSFERS	10,017
TOTAL RESOURCES	<u>1,323,493</u>	TOTAL APPROPRIATIONS	<u>1,323,493</u>

DEPARTMENT OF TECHNICAL SERVICES – INFORMATION SERVICES (IS)

REVENUE BUDGET SUMMARY

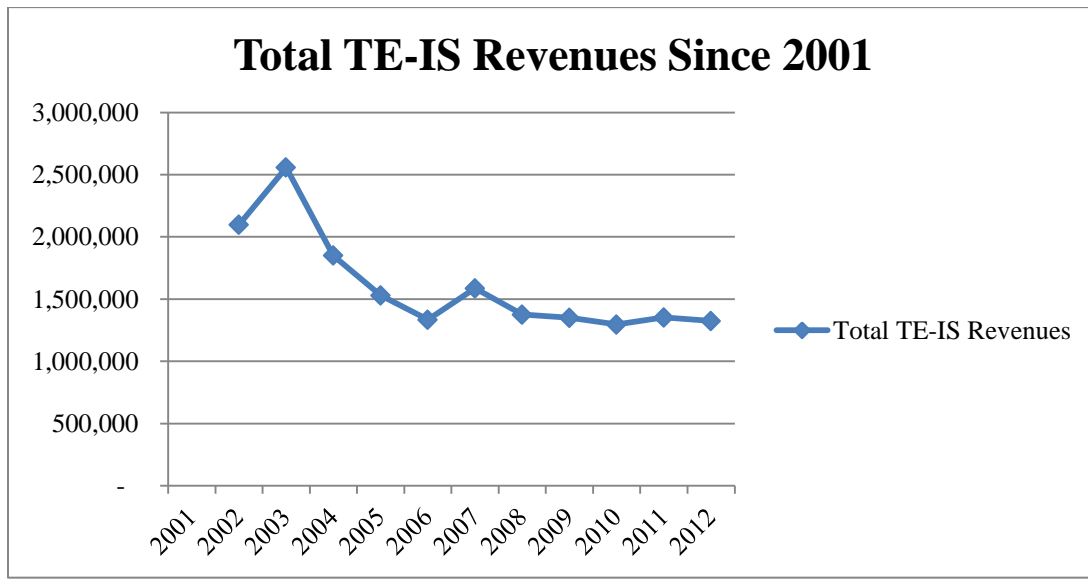
The Department of Technical Services - Information Services (IS) Fund is considered to be an Internal Service Fund of the city. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Service - Sales”, which is anticipated to be \$1,323,493 in FY 2011/12. 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. For FY 2011/12, the TE-IS Fund’s total revenues will be \$1,323,493. This is a decrease of \$584 from the previous fiscal year. This decrease is primarily attributed to a reduction in the use of Fund Equity.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Services - Sales	1,368,350	1,350,307	1,294,929	1,324,077	1,324,077	1,348,868	1,323,493
Interest and Rents	7,563	0	234	0	0	227	0
Charges for Services	0	0	0	0	0	2,761	0
Other Revenues	0	0	0	0	28,501	0	0
Total Revenues	1,375,913	1,350,307	1,295,163	1,324,077	1,352,578	1,351,856	1,323,493

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2003-2006 there was a constant decrease in revenues. This decline in revenues was attributed to a reduction in the amount charged to user departments for services provided. However, from 2006-2007, these fees increased slightly. Afterwards the revenues for the fund stabilized and remained relatively the same from 2008-2012.

EXPENDITURE BUDGET SUMMARY

The total TE-IS Fund Expenditures will be \$1,323,493 for FY 2012. This is a budget increase of \$548 from FY 2011 approved budgeted levels. *Personnel Services* is projected to decrease by -9.90% in FY 2011/2012. This decrease can be attributed to revised methodology used to calculate unfunded pension costs for the city. The personnel compliment will remain the same. *Operating Expenses* will be \$664,519 for the upcoming year. This

represents a \$59,151, or 9.77% increase. This can be attributed to increases in equipment rentals and telephone/pagers. *Capital Outlay* will be decrease by -24.41% for FY 2012. The category of *Miscellaneous Expenditures* will be \$10,017 for the upcoming year. This represents a 144% increase from the previous fiscal year. This increase is due to transfer to the Celebration Park for operations.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
1720 Information Services	1,492,335	1,350,908	1,290,276	1,319,981	1,348,482	1,202,372	1,313,476
9660 Transfers	3,441	4,043	4,043	4,096	4,096	4,096	10,017
Total Expenditures	1,495,776	1,354,951	1,294,319	1,324,077	1,352,578	1,206,468	1,323,493

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	720,232	739,656	678,980	691,988	686,248	619,071	631,857
Operating Expenses	717,035	600,989	605,513	605,368	633,809	563,399	664,519
Capital Outlay	55,068	10,263	5,783	22,625	28,425	19,903	17,100
Miscellaneous	3,441	4,043	4,043	4,096	4,096	4,096	10,017
Total Expenditures	1,495,776	1,354,951	1,294,319	1,324,077	1,352,578	1,206,468	1,323,493

SUMMARY OF POSITIONS

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
1720 TE - IS	7.00	7.00	7.00	5.50	5.50	5.50	5.50
Total Positions	7.00	7.00	7.00	5.50	5.50	5.50	5.50

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

658-1720 TE - IS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	318,607	Technical Services	
Overtime	20,000	Director	0.50 42,512
Fringe Benefits	293,250	Assistant Director of	
		Technical Services	1.00 70,777
TOTAL	631,857	Enterprise Analyst	1.00 59,898
		Application Analyst	1.00 60,601
		Tech. Support Specialist	2.00 84,820
OPERATING EXPENSES		Total Personnel	5.50 318,607
Supplies	56,687		
Internal Services	92,461	Overtime	20,000
Other Services			
Professional Fees	305,509	FICA	25,538
Maintenance Fees	176,023	Healthcare Benefits - Active	79,781
Other Contracted Fees	33,839	Healthcare Benefits - Retirees	64,790
TOTAL	664,519	Pension	123,141
		Total Fringe Benefits	293,250
CAPITAL OUTLAY	17,100		
TOTAL	17,100	TOTAL	5.50 631,857
TOTAL APPROPRIATION	1,313,476		

**RADIO OPERATIONS (660)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

The Radio Operations Fund is considered an Internal Service Fund of the City of Saginaw. This fund allows for the city to acquire, install, and maintain two-way radio equipment for use by city operating departments. Rental fees are charged to using departments to recover the cost of maintaining and replacing equipment.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	37,236	RADIO OPERATIONS	94,894
INTEREST	1,000	TRANSFERS	124,946
OTHER REVENUES	181,604		
TOTAL RESOURCES	<u>219,840</u>	TOTAL APPROPRIATIONS	<u>219,840</u>

RADIO OPERATIONS FUND

REVENUE BUDGET SUMMARY

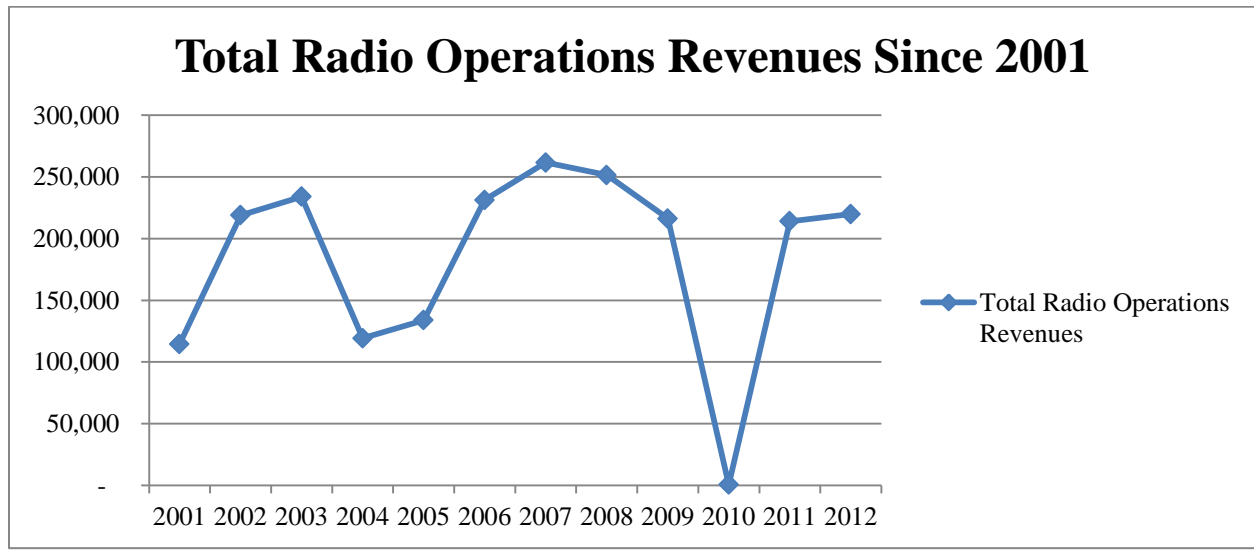
The Radio Operations Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. For FY 2011/12, the Radio Operations Fund's revenues will be \$219,840, which is a reduction of \$3,470, or 1.56% from the previous fiscal year. The major revenue source for this fund is "Charge for Services", which is anticipated to be \$37,236, in FY 2011/12. This fund provides radio repair and replacement to: Cemeteries,

Community Public Safety – Police and Fire, Major and Local Streets, Rubbish Collection, Parking, Sewer, and Water Operations and Maintenance, and Motor Pool Operations. Other revenue sources for this fund are Interest on Investments and the appropriation of unrestricted and undesignated Fund Balance. In 2012, the City has appropriated \$181,604 in unrestricted and undesignated Fund Balance for the purpose of repaying the General Fund and Major and Local Streets for what was contributed in previous fiscal years.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	216,181	216,181	0	213,310	213,310	213,310	37,236
Interest and Rents	35,286	0	593	10,000	10,000	678	1,000
Other Revenues	17	86	0	0	0	11	181,604
Total Revenues	251,484	216,267	593	223,310	223,310	213,999	219,840

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved. Since 2001, revenues for this fund have been contingent on utilization by other funds. In FY 2010, the city only recognized interest on investments. There were no purchases or repairs to any radio by user departments. In FY 2012, some user departments will be repaid for monies allocated in previous fiscal years.

EXPENDITURE BUDGET SUMMARY

The total Radio Operations Fund’s expenditures will decrease approximately \$3,470, or 1.56% from the 2010/2011 approved budgeted levels. *Personnel Services* will remain the same in FY 2011/2012. This fund does not have any personnel but overtime and the FICA on the incurred overtime will be recorded. *Operating Expenses* is expected to be \$81,664. In FY

2012, the city plans to replace and repair radios for Public Safety and Public Services. *Capital Outlay* will remain the same as in FY 2010/2011. The City will begin replacing older radios for Public Services and has budgeted \$10,000 for that replacement.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4422 Radio Operations	77,211	87,174	57,009	94,921	94,920	27,951	94,894
8559 Increase Fund Equity	0	0	0	127,865	127,865	0	0
9660 Transfers	440	910,517	517	524	525	524	124,946
Total Expenditures	77,651	997,691	57,526	223,310	223,310	28,475	219,840

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	12,804	8,203	5,138	3,230	3,230	3,535	3,230
Operating Expenses	64,407	78,971	51,871	81,691	81,690	14,741	81,664
Capital Outlay	0	0	0	10,000	10,000	9,675	10,000
Miscellaneous	440	910,517	517	128,389	128,390	524	124,946
Total Expenditures	77,651	997,691	57,526	223,310	223,310	28,475	219,840

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

660-4422 Radio Operations

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 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	5,348	Healthcare Benefits - Retirees	0
Other Services		Pension	0
Professional Fees	36,716	Total Fringe Benefits	<u>230</u>
Maintenance Fees	6,600		
Other Contracted Fees	2,500		
TOTAL	<u>81,664</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>94,894</u></u>		

MOTOR POOL OPERATIONS (661)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

The Motor Pool Operations Fund is considered an Internal Service Fund of the City of Saginaw. This fund is responsible for acquiring and maintaining vehicles and other motorized equipment for use in general city operations. The costs of maintenance and replacement are recovered through rental rates charged to city operations using these vehicles and equipment.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,694,379	GARAGE OPERATIONS	2,587,643
OTHER REVENUES	1,212,597	TRANSFERS	319,333
TOTAL RESOURCES	2,906,976	TOTAL APPROPRIATIONS	2,906,976

MOTOR POOL OPERATIONS FUND

REVENUE BUDGET SUMMARY

The Motor Pool Operations Fund is considered to be an Internal Service Fund of the city. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Charge for Services”, which is anticipated to be \$1,694,379 in FY 2011/12. This fund provides for the acquisition, and maintenance to vehicles and other motorized equipment that is utilized by general city operations. The only exception is Community Public Safety – Fire, for this department has specialized equipment that must be

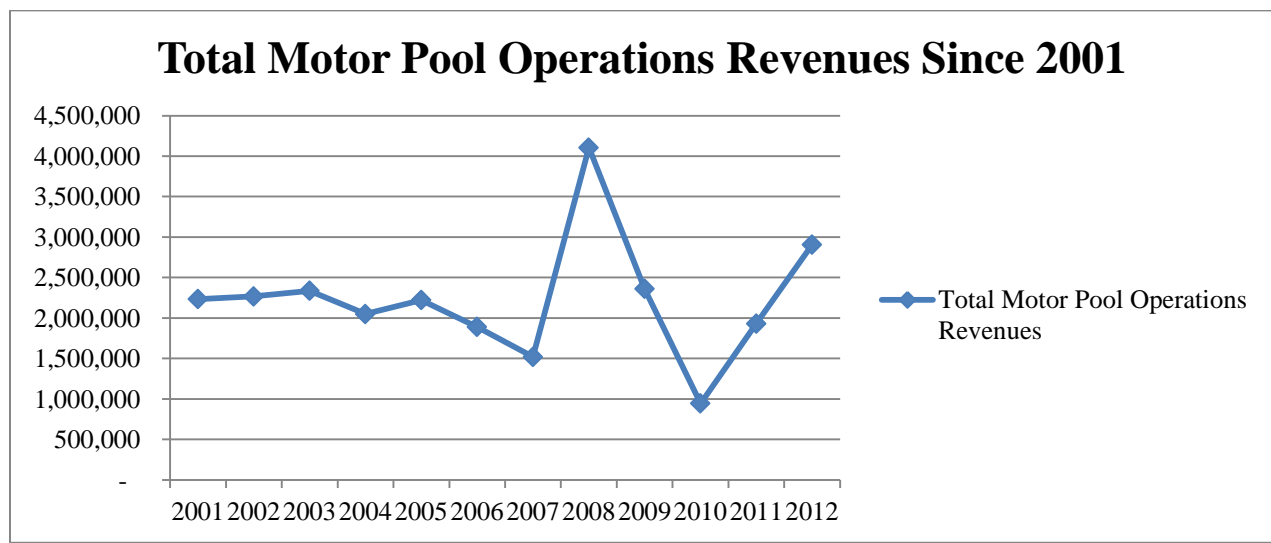
handled by certified mechanics that are familiar with fire apparatuses. Other revenue sources for this fund are: sale of junk, fluids, surplus receipts, insurance proceeds, and the appropriation of fund equity.

For FY 2011/12, the Motor Pool Operations Fund’s revenues will be \$2,906,976. This is an increase of \$642,093, or 28.35%, from the previous fiscal year. This increase is primarily attributed to the increase in the use of fund equity for the repayment of vehicles replacement cost to other funds that have contributed replacement monies in to Motor Pool Operations Fund.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	2,966,328	2,051,202	728,593	1,541,354	960,364	792,729	1,694,379
Interest and Rents	0	0	1,185	0	0	39	0
Other Revenues	1,134,529	308,444	214,773	723,529	1,612,254	1,138,485	1,212,597
Transfers	5,301	0	0	0	0	0	0
Total Revenues	4,106,158	2,359,646	944,551	2,264,883	2,572,618	1,931,253	2,906,976

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2001-2004 there has been minimal fluctuation in the revenues collected for this

fund. However, in FY 2005 – 2007, revenues declined significantly, this is primarily attributed to a reduction in the amount collected from user departments. Additionally, prior to FY 2008, there was no formal fee mechanism established for replacement and maintenance cost to the city’s fleet. In FY 2008, the City began utilizing a 35% fleet charge (maintenance charge) by department that derived from the rates established by the State of Michigan’s Schedule C. Also, an extended replacement fee was created based on type of vehicle and equipment. At the end of FY 2008, it was determined that the new fleet charge was too high and that enterprise funds could only pay for maintenance cost instead of maintenance plus replacement. From FY 2009 – 2011, the city began adjusting the fleet rate from 23% to 19% of the State rate. By FY 2012, it was determined that a historical charge should be allocated to each of the user department. Additionally, in FY 2011/12 the City increased its appropriation of fund equity for the repayment of vehicles replacement cost to other funds that have contributed replacement monies into Motor Pools.

EXPENDITURE BUDGET SUMMARY:

The total Motor Pool Operations Fund Expenditures will be \$2,906,976 for FY 2012. This budget will increase \$642,093, or 28.35% from the FY 2011 approved budgeted levels. *Personnel Services* is projected to increase 3.86% in FY 2011/2012. During FY 2012, personnel services increased due to increases in salaries and FICA because of the existing collective bargaining agreements and approximately a 10% increase to active and retired healthcare benefits. The personnel complement will remain the same at 9.20 FTE. *Operating Expenses* will be \$1,181,669, for the upcoming year. This represents a \$63,962, or 5.73% increase. During FY 2012, it was expected that all petroleum and petroleum related items would increase based on the current market conditions at the time of

budget development. This budget reflects the assumed market condition. Other expenditures were projected to increase as well: the rental fee to Public Works Building, general liability insurance, and fleet charges. *Capital Outlay* will be \$250,000 for FY 2012. As part of the fleet charges, various departments have allocated monies towards replacement vehicles or other motorized equipment. In FY 2012, the City will purchase replacement vehicles and/or motorized equipment. The category of *Miscellaneous Expenditures* will be \$332,333, for the upcoming year. This represents a 96.77% increase from the previous fiscal year. The increase is due to the repayment of vehicle replacement costs to other funds that have contributed replacement monies to this fund.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
4480 Garage Operations	1,583,664	1,771,301	2,120,558	2,254,127	2,537,454	1,920,497	2,587,643
9660 Transfers	9,037	10,618	10,618	10,756	10,756	10,756	319,333
Total Expenditures	1,592,701	1,781,919	2,131,176	2,264,883	2,548,210	1,931,253	2,906,976

FUNDING LEVEL BY CATEGORY:

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	767,833	828,649	932,326	1,136,420	1,145,104	1,047,613	1,142,974
Operating Expenses	792,556	925,037	1,185,345	1,117,707	1,109,628	594,556	1,181,669
Capital Outlay	1,190	10,636	0	0	276,044	274,210	250,000
Miscellaneous	31,122	17,597	13,505	10,756	17,434	14,874	332,333
Total Expenditures	1,592,701	1,781,919	2,131,176	2,264,883	2,548,210	1,931,253	2,906,976

SUMMARY OF POSITIONS:

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4480 Motor Pool Operations	9.20	9.20	10.20	9.20	9.20	9.20	9.20
Total Positions	9.20	9.20	10.20	9.20	9.20	9.20	9.20

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

661-4480 Motor Pool Operations

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2011/ 2012 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	441,114	Fleet Administrator	1.00 72,048
Overtime	45,000	Labor Foreman Garage/Street	1.00 53,114
Fringe Benefits	656,860	Administrative Professional	0.20 8,482
TOTAL	1,142,974	Mech Equip Repairperson III	1.00 46,178
		Mech Equip Repairperson II	5.00 219,868
		Parts Stock Clerk II	1.00 41,424
OPERATING EXPENSES		Total Personnel	9.20 441,114
Supplies	474,800		
Internal Services	331,641	Overtime	45,000
Other Services			
Professional Fees	128,361	FICA	36,958
Maintenance Fees	243,867	Healthcare Benefits - Active	161,713
Other Contracted Fees	3,000	Healthcare Benefits - Retirees	256,548
TOTAL	1,181,669	Pension	201,641
		Total Fringe Benefits	656,860
CAPITAL OUTLAY	250,000		
TOTAL	250,000	TOTAL	9.20 1,142,974
MISCELLANEOUS	13,000		
TOTAL	13,000		
TOTAL APPROPRIATION	2,587,643		

**SELF-INSURANCE FUND (677)
 RESOURCE ALLOCATION
 2011/2012 APPROVED BUDGET**

The Self-Insurance Fund was established by City Council to serve as a general insurance reserve for liabilities and claims not covered by commercial carriers as well as payment of deductibles. This fund accounts for the payment of insurance premiums, the distribution of insurance costs to other city funds, and records the insurance claims liability.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,179,633	SELF-INSURANCE	1,179,633
OTHER REVENUES	1,178,144	TRANSFERS	1,178,144
TOTAL RESOURCES	<u><u>2,357,777</u></u>	TOTAL APPROPRIATIONS	<u><u>2,357,777</u></u>

SELF - INSURANCE FUND

REVENUE BUDGET SUMMARY

Another Internal Service Fund to the city is the Self-Insurance Fund. This fund was established by City Council to serve as a general insurance reserve for liabilities and claims not covered by commercial carriers as well as payments of deductibles. This fund accounts for the payment of insurance premiums, the distribution of insurance costs to other city funds, and records the insurance claims liability. The major revenue source for this fund is “Charge for Services” or user fees by departments that must have general liability insurance on

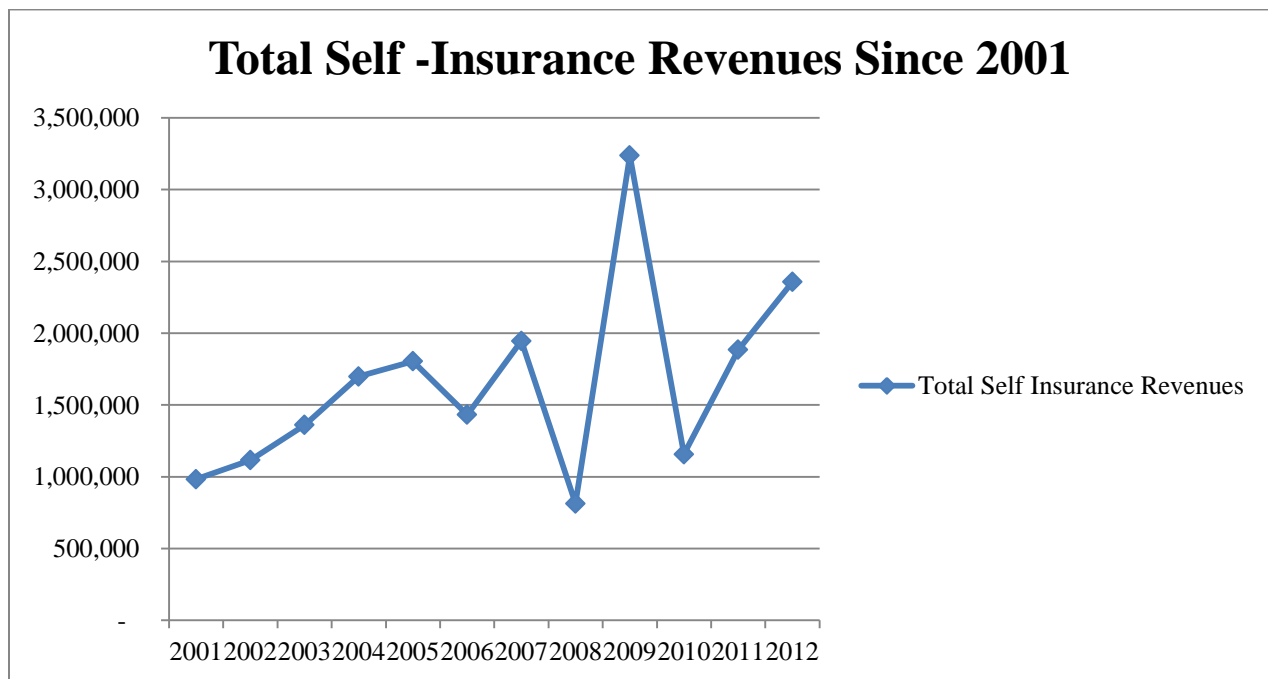
equipment and services. The city contracts with a third party administrator, Saginaw Bay Underwriters, who obtains the best insurance rates. The City’s two policies are renewed twice a year, in February and July.

For FY 2011/12, the Self-Insurance Fund’s revenues will be \$2,357,777. This is an increase of \$851,111, or 56.49%, from the previous fiscal year. This is based on an increase in the general liability insurance fee from the February’s renewal rate due to the updating the bridge policy section by Saginaw Bay Underwriters.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	800,131	3,097,522	1,157,024	915	1,101,788	1,217,646	1,179,633
Interest and Rents	13,463	0	493	0	0	(1,312)	0
Other Revenues	0	140,325	0	591,099	1,176,898	669,061	1,178,144
Total Revenues	813,594	3,237,847	1,157,517	592,014	2,278,686	1,885,395	2,357,777

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2001-2004 there has been a steady increase in the amounts collected from the user departments. The incline during these fiscal years is attributed to the steady increase in general liability insurance rates that plateaus in FY 2005. The Self-Insurance revenues fluctuated dramatically from FY 2006-2011. Between FY 2008 and 2009, the city corrected an audit entry that was misapplied in previous fiscal years. As a result of the audit entry made in FY 2008 revenues spiked in FY 2009 to \$3.23 million. Additionally, the city received a one-time reimbursement in FY 2009 and FY 2011 from Insurance Premiums, equating to \$140,325 and \$563,000, respectively. In FY 2012, Self-Insurance revenues continued to reflect a steady increase. This is due to a large appropriation of fund equity.

EXPENDITURE BUDGET SUMMARY

The total Self-Insurance Fund Expenditures will be \$2,357,777 for FY 2012, which is \$851,111, or 56.49% higher than the FY 2011 approved budgeted levels. *Operating Expenses* will be \$1,179,633, for the upcoming year. This represents a \$3,498 increase. As previously stated, the increase in Operating Expenses is due to an increase to the City’s February general liability

insurance renewal rate. In the category of *Miscellaneous Expenditures*, the budget will be \$1,178,144 for the upcoming year. This represents a 71.94% increase from the previous fiscal year. The increase is due to the repayment of insurance cost to the user departments from the previous year.

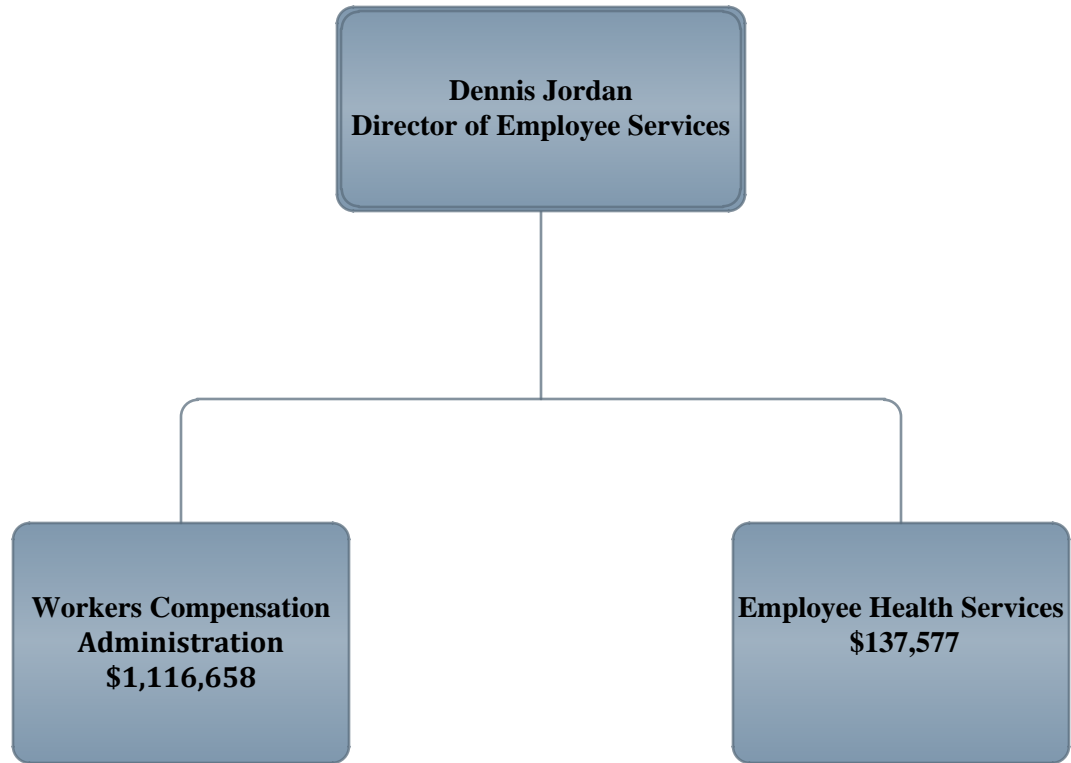
FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
1762 Self Insurance	921,435	2,277,328	1,157,518	1,176,135	1,198,135	1,885,396	1,179,633
9660 Transfers	0	0	0	330,531	330,531	0	1,178,144
Total Expenditures	921,435	2,277,328	1,157,518	1,506,666	1,528,666	1,885,396	2,357,777

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	0	2,603	0	0	0	0	0
Operating Expenses	917,047	2,272,512	1,157,518	1,176,135	1,198,135	1,885,396	1,179,633
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	4,388	2,213	0	330,531	330,531	0	1,178,144
Total Expenditures	921,435	2,277,328	1,157,518	1,506,666	1,528,666	1,885,396	2,357,777

CITY OF SAGINAW
WORKERS COMPENSATION FUND – INTERNAL SERVICE FUND



**WORKERS COMPENSATION (678)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET**

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

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	1,249,385	WORKERS COMPENSATION ADMINISTRATION	1,116,658
INTEREST	4,850	EMPLOYEE HEALTH SERV.	137,577
TOTAL RESOURCES	<u>1,254,235</u>	TOTAL APPROPRIATIONS	<u>1,254,235</u>

WORKERS COMPENSATION FUND

REVENUE BUDGET SUMMARY

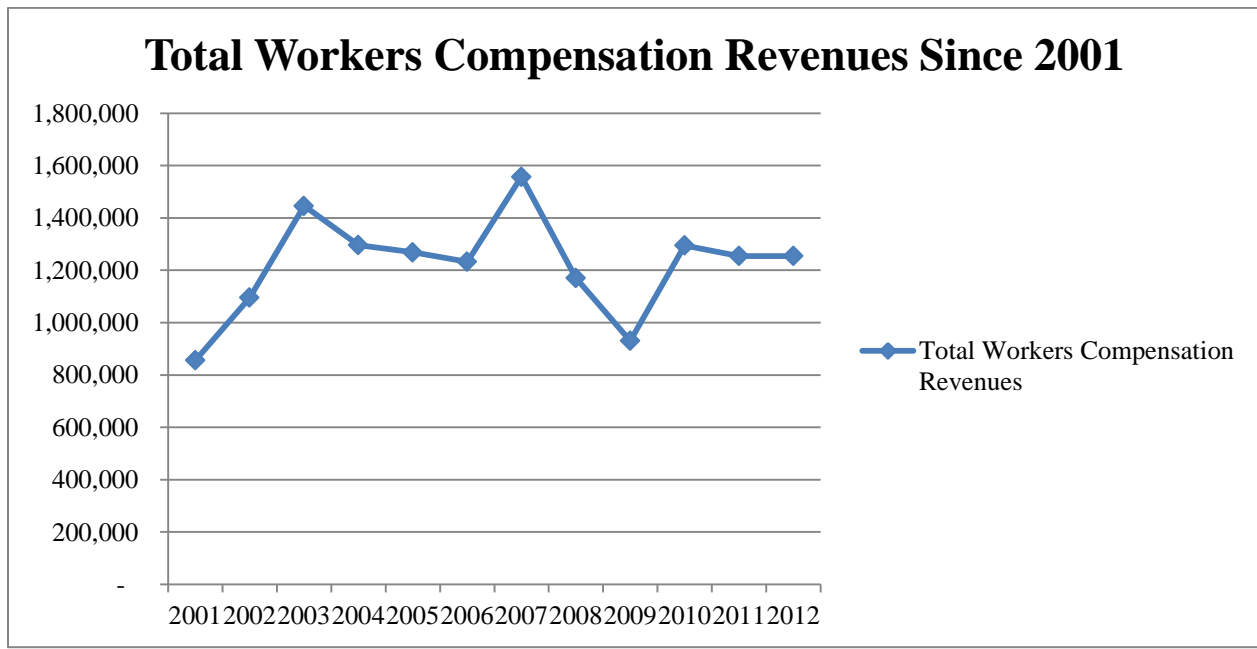
The Workers Compensation Fund is considered to be an Internal Service Fund of the city. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. In the case of this fund, the workers compensation revenues are based on a percentage of gross wages for all employees, depending on employee classification. The city utilizes the median of industrial rates to determine the percentage to assess to each employment classification. Saginaw Bay Underwriters assists the city

with determining those rates. The Workers Compensation Fund Revenues are budgeted at \$1,254,235, for FY 2011/12. This is a decrease of \$37,720, or -3.01% from the approved 2010/11 budget. This decrease in revenues is attributable to a reduction in the amount of interest projected to be received during FY 2012. This reduction is also based on market conditions. Additionally, the City appropriated the use of fund equity. This will not occur in FY 2011/12.

SUMMARY OF REVENUES

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
State Grants	0	0	2,416	0	0	0	0
Charge for Services	1,136,424	897,211	1,283,890	1,251,955	1,251,955	1,242,883	1,249,385
Interest and Rents	34,489	33,555	8,481	40,000	40,000	4,626	4,850
Other Revenues	0	0	0	0	319	7,228	0
Total Revenues	1,170,913	930,766	1,294,787	1,291,955	1,292,274	1,254,737	1,254,235

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. As previously mentions, the Workers Compensation Fund is based on a percentage of gross wages, citywide. Since 2001, the city experienced significant fluctuations in the revenue stream. Most significantly, the

drop in revenue in FY 2009 is attributed to deduction of \$453,000, in excess workers compensation. For FY 2010 – 2012 revenues increased and remained steady. This is due to increases to employee wages.

EXPENDITURE BUDGET SUMMARY

The total Workers Compensation Fund Expenditures will be \$1,254,235, for FY 2012. This budget will decrease \$37,720, from the FY 2011 approved budgeted levels. *Personnel Services* is projected to increase 3.65% in FY 2011/2012. The current personnel complement will remain the same from the previous fiscal years. The increase in personnel services is attributed to the 1% contractual increase for personnel as well as increases to the healthcare and pension

expenditures. *Operating Expenses* will be \$1,206,956 for FY 2011/12. This represents a reduction of \$29,881, or -2.47%. In FY 2012, the city reduced the amount of monies allocated for workers compensation claims as well as medical and rehabilitation expenditures. This reduction is possible due to the proactive and aggressive approach that the City has taken towards employees and the employment environment. There will be no *Capital Outlay* purchases for FY 2012.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1750 Workers Compensation Administration	1,114,367	841,172	1,172,175	1,159,688	1,158,010	903,832	1,116,658
1751 Employee Health Services	96,300	121,149	123,517	122,699	134,264	115,970	137,577
Total Expenditures	1,210,667	962,321	1,295,692	1,282,387	1,292,274	1,019,802	1,254,235

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	37,097	44,062	44,522	45,550	45,869	45,792	47,279
Operating Expenses	1,173,570	917,493	1,251,170	1,236,837	1,243,602	974,010	1,206,956
Capital Outlay	0	766	0	0	2,803	0	0
Total Expenditures	1,210,667	962,321	1,295,692	1,282,387	1,292,274	1,019,802	1,254,235

SUMMARY OF POSITIONS

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1751 Employee Health Svc.	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Total Positions	0.60	0.60	0.60	0.60	0.60	0.60	0.60

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2011/2012 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to “How To Use the Budget Document” for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

678-1751 Employee Health Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	29,067	Administrative Assistant I	0.60	29,067
Overtime	0			
Fringe Benefits	18,212	Total Personnel	0.60	29,067
TOTAL	47,279	Overtime		0
OPERATING EXPENSES				
Supplies	0	FICA		2,453
Internal Services	14,298	Healthcare Benefits - Active		2,917
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	76,000	Pension		12,842
Maintenance Fees	0	Total Fringe Benefits		18,212
Other Contracted Fees	0			
TOTAL	90,298	TOTAL	0.60	47,279
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	137,577			



FIDUCIARY FUNDS

UNFUNDED LIABILITY FUND
FOREST LAWN CEMETERY FUND
OAKWOOD CEMETERY FUND
POLICE AND FIRE PENSION FUND
BLISS PARK EXPENDITURE ENDOWMENT

UNFUNDED LIABILITIES FUND (674)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

This fund was established to begin funding of the unfunded health insurance premiums that are fully paid for all city retirees. The unfunded liability, as of 2009, was estimated to be \$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	122,843
CHARGE TO OTHER FUNDS	92,843		
TOTAL RESOURCES	<u>122,843</u>	TOTAL APPROPRIATIONS	<u>122,843</u>

UNFUNDED LIABILITIES FUND

REVENUE BUDGET SUMMARY

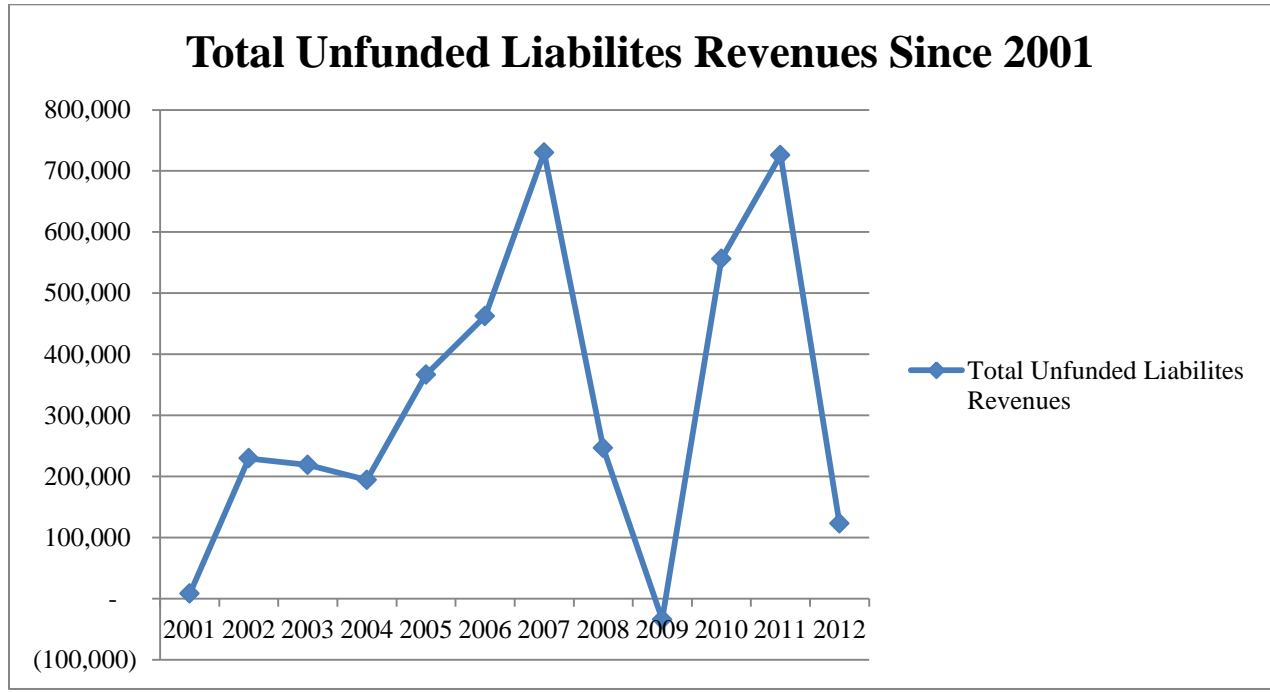
The Unfunded Liabilities Fund is considered to be a Fiduciary Fund of the City of Saginaw. This fund was established to start funding the unfunded health insurance premiums or Other Post Employee Benefits (OPEB) that are fully paid for by city retirees. As of FY 2009/10, the total unfunded liability was estimated at \$215 million. The major revenue source for this fund is “Charge for Services”. Each year, the Budget Office meets with the City Manager and determines how much is available in each fund to allocate toward the city’s OPEB responsibility. In general, this amount has been \$470,000. A percentage of this established amount is then allocated to each fund. This figure is based on the number of employees that retired from that fund. Another revenue sources for this fund are revenues received for interest on investments. Generally, this revenue is driven by market conditions and thereby fluctuating from year to year.

For FY 2011/12, the Unfunded Liabilities Fund’s revenues will be \$122,843. This is a decrease of \$337,157, or -75.43%, from the previous fiscal year. This reduction is based on the city’s ability to pay into the OPEB investment portfolio as well as the current state of the national market as it relates to the city’s OPEB investments.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Interest and Rents	40,406	51,490	19,802	30,000	30,000	34,517	30,000
Other Revenues	(194,206)	(555,700)	66,041	0	577,761	533,186	0
Charges to Other Funds	400,000	470,000	470,000	470,000	160,237	160,237	92,843
Total Revenues	246,200	(34,210)	555,843	500,000	767,998	727,940	122,843

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The dramatic fluctuation in revenues is primarily attributed to the market conditions that affect the Other Post Employee Benefit (OPEB) investment portfolio.

EXPENDITURE BUDGET SUMMARY

The total Unfunded Liabilities Fund Expenditures will be \$122,843 for FY 2012, which is \$337,157, or -75.43% reductions from FY 2011 approved budgeted levels. The Unfunded Liabilities Fund’s expenditures are resources that have been allocated for the Other Post Employee Benefit (OPEB) Investments; therefore a reduction in revenues collected will have the same reduction in the amount of monies added to OPEB Investments.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8559 Increase Fund Equity	112,503	0	0	500,000	190,237	190,237	122,843
Total Expenditures	112,503	0	0	500,000	190,237	190,237	122,843

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
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	112,503	0	0	500,000	190,237	190,237	122,843
Total Expenditures	112,503	0	0	500,000	0	0	122,843

**FOREST LAWN CEMETERY (711)
 RESOURCE ALLOCATION
 2011/2012 APPROVED BUDGET**

Forest Lawn Cemetery is considered to be a Fiduciary Fund for the City of Saginaw. As a permanent fund it is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for cemetery care purposes in support of the city's program. Additionally, in order to expend monies from this type of fund, city administrators must follow the guidance detailed in the City of Saginaw's City Charter.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	27,625	INCREASE IN FUND EQUITY	27,625
TOTAL RESOURCES	27,625	TOTAL APPROPRIATIONS	27,625

FOREST LAWN CEMETERY FUND

REVENUE BUDGET SUMMARY

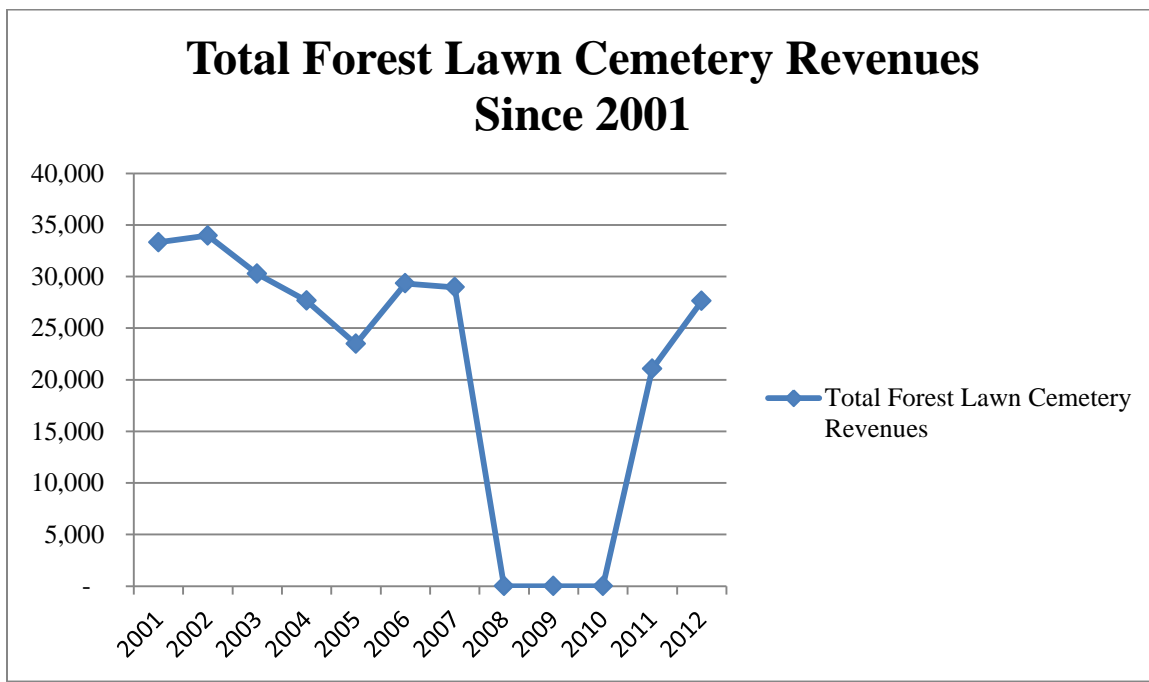
Forest Lawn Cemetery Fund is considered to be a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city’s program. In accordance with Chapter XIII, Section 83 Cemetery Trust Funds, in the Charter of the City of Saginaw, the city must allocate 25% of all monies, which comes from the sale of lots

and single graves, to the cemeteries trust funds. This income will be used annually for the general care and maintenance of each city-owned cemetery. For FY 2011/12, the Forest Lawn Cemetery Fund revenues will be \$27,625. This is an increase of \$8,625 from the previous fiscal year. This is based on an increase in the expected revenues for the sale of lots and single graves at the city-owned cemeteries

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	0	0	0	19,000	19,000	21,047	27,625
Total Revenues	0	0	0	19,000	19,000	21,047	27,625

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2001- 2004, the city realizes a steady decline in the revenues received in this fund. This decline is associated to the amount of monies that are collected in the sale of lots and single grave sites. From FY 2005-2007, the city realized a slight increase in the amounts collected. However, in FY 2008 -2010, revenues were not

recognized in this fund. This was attributed to an accounting error with the change in the City's Controllers Office. In FY 2011 – 2012 this misallocation has been corrected and revenues will be recognized in this fund.

EXPENDITURE BUDGET SUMMARY

Forest Lawn Cemetery Fund will be \$27,625 for FY 2011/12. This represents an \$8,625, or 31.22% increase from the previous fiscal year. In the category of *Miscellaneous Expenditures*, the expenditure reflects

the receipt of charter required 25% revenue allocation, which will be utilized for the general maintenance of the cemetery.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8559 Increase Fund Equity	0	0	0	19,000	19,000	0	27,625
Total Expenditures	0	0	0	19,000	19,000	0	27,625

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	19,000	19,000	0	27,625
Total Expenditures	0	0	0	19,000	19,000	0	27,625

**OAKWOOD CEMETERY (712)
 RESOURCE ALLOCATION
 2011/2012 APPROVED BUDGET**

Oakwood Cemetery is considered to be a Fiduciary Fund for the City of Saginaw. As a permanent fund is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for cemetery care purposes in support of the city's program. Additionally, in order to expend monies from this type of fund, city administrators must follow the guidance detailed in the City of Saginaw's City Charter.

RESOURCES		APPROPRIATIONS	
CHARGE FOR SERVICES	4,875	INCREASE IN FUND EQUITY	4,875
TOTAL RESOURCES	4,875	TOTAL APPROPRIATIONS	4,875

OAKWOOD CEMETERY FUND

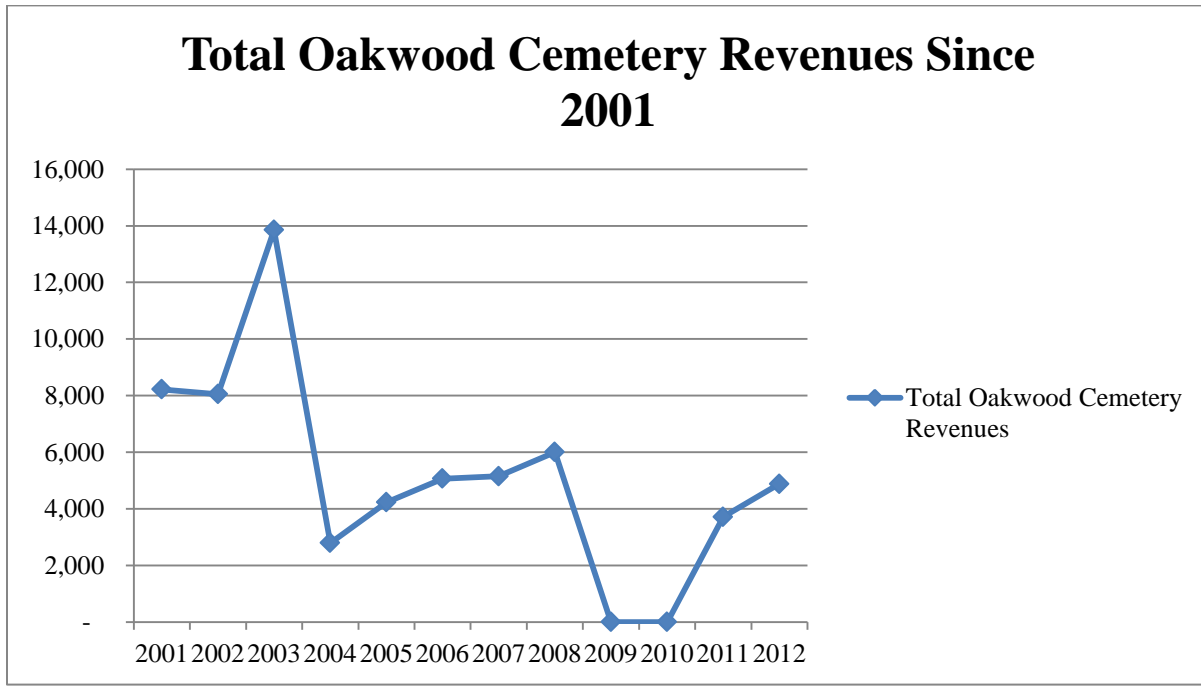
REVENUE BUDGET SUMMARY

Oakwood Cemetery Fund is considered to be a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city's program. In accordance with Chapter XIII, Section 83 Cemetery Trust Funds, in the Charter of the City of Saginaw, the city must allocate 25% of all monies, which comes from the sale of lots and single graves, to the cemeteries trust funds. This income will be used annually for the general care and maintenance of each city-owned cemetery. For FY 2011/12, the Oakwood Cemetery Fund revenues will be \$4,875. This is a decrease of \$1,125, from the previous fiscal year. A calculation was completed for the percentage breakdown between Forest Lawn Cemetery and Oakwood Cemetery, based on size of the cemetery, the 25% of the sales of lots and single graves were appropriated.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge for Services	6,000	0	0	6,000	6,000	3,714	4,875
Total Revenues	6,000	0	0	6,000	6,000	3,714	4,875

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. From FY 2003- 2004, the city realizes a steady decline in the revenues received in this fund. This decline is associated to the amount of monies that are collected in the sale of lots and single grave sites. From FY 2005-2008, the city realized a slight increase in the amounts collected. However, in FY 2009 -2010, revenues were not recognized in this fund. This was attributed to an accounting error with the change in the City's Controllars Office. In FY 2011 – 2012 this misallocation has been corrected and revenues will be recognized in this fund.

EXPENDITURE BUDGET SUMMARY

Oakwood Cemetery Fund will be \$4,875, for FY 2011/12. This represents a \$1,125 or -18.75% reductions from the previous fiscal year. In the category of *Miscellaneous Expenditures*, the expenditure reflects

a portion of the charter required 25% revenue allocation. These funds will be utilized for the general maintenance of the cemetery.

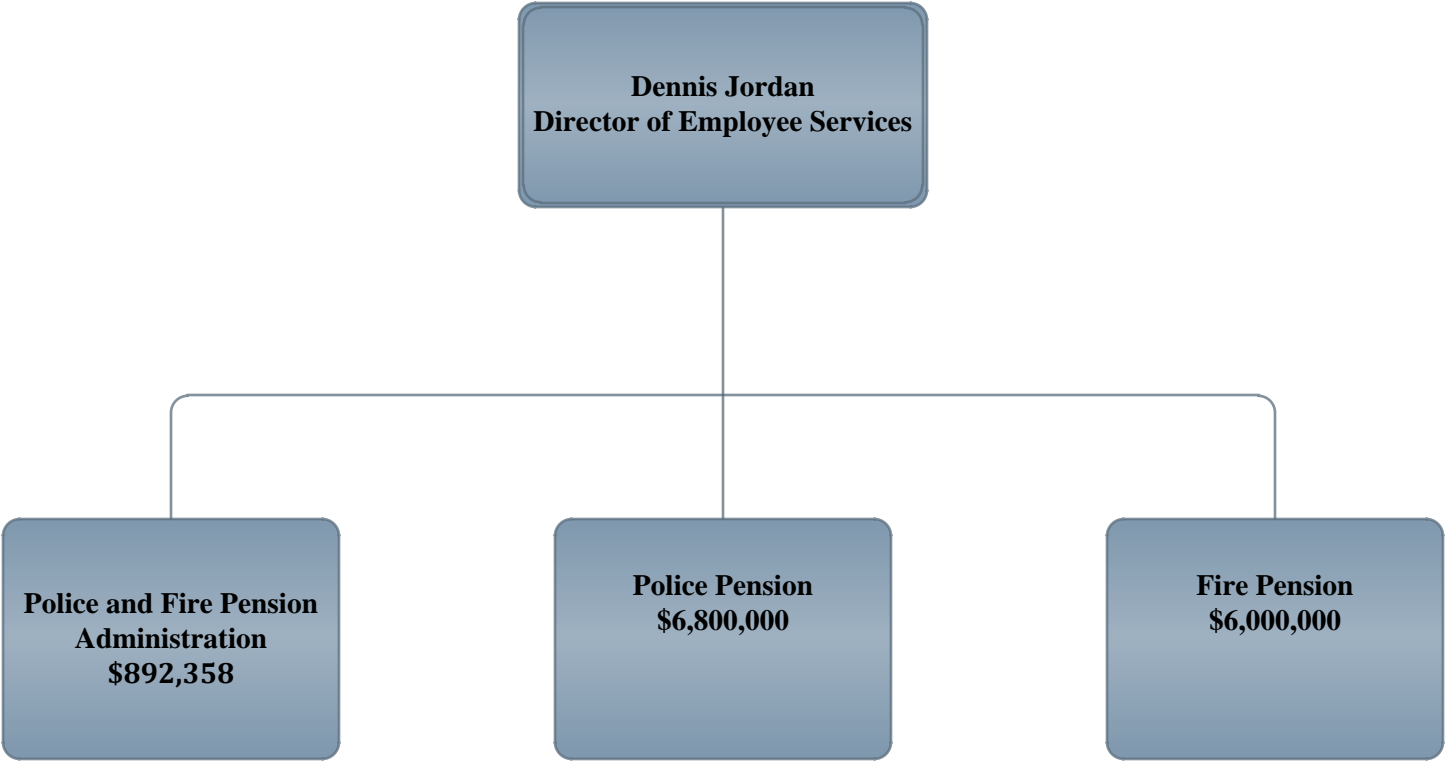
FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
8559 Increase Fund Equity	6,000	0	0	6,000	6,000	3,714	4,875
Total Expenditures	6,000	0	0	6,000	6,000	3,714	4,875

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
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	4,875
Total Expenditures	0	0	0	6,000	6,000	0	4,875

CITY OF SAGINAW
POLICE AND FIRE PENSION FUND – FIDUCIARY FUND



POLICE AND FIRE PENSION FUND (732)
RESOURCE ALLOCATION
2011/2012 APPROVED BUDGET

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

RESOURCES		APPROPRIATIONS	
CHARGE TO OTHER FUNDS	5,369,001	POLICE AND FIRE PENSION	892,358
INTEREST AND RENTS	2,952,624	POLICE PENSION	6,800,000
OTHER REVENUES	5,370,733	FIRE PENSION	6,000,000
TOTAL RESOURCES	<u><u>13,692,358</u></u>	TOTAL APPROPRIATIONS	<u><u>13,692,358</u></u>

POLICE AND FIRE PENSION FUND

REVENUE BUDGET SUMMARY

In accordance with Chapter XVI Policemen and Firemen Retirement System, of the City of Saginaw’s City Charter, the Police and Fire Pension Fund have been established. This fund accounts for asset accumulated for the payment of retirement benefits for City Police and Fire personnel. Benefits for retired members are paid from this fund and where active members contribute to the pension system through payroll deductions. The City provides an annual appropriation from the General Fund and Public Safety Grant Funds, which is determined and set by an annual actuarial valuation by Gabriel, Roeder, Smith, & Company. This fund is governed by the Police and Fire Pension Board which are made up by representatives from City Council, City Administration, and Police and Fire

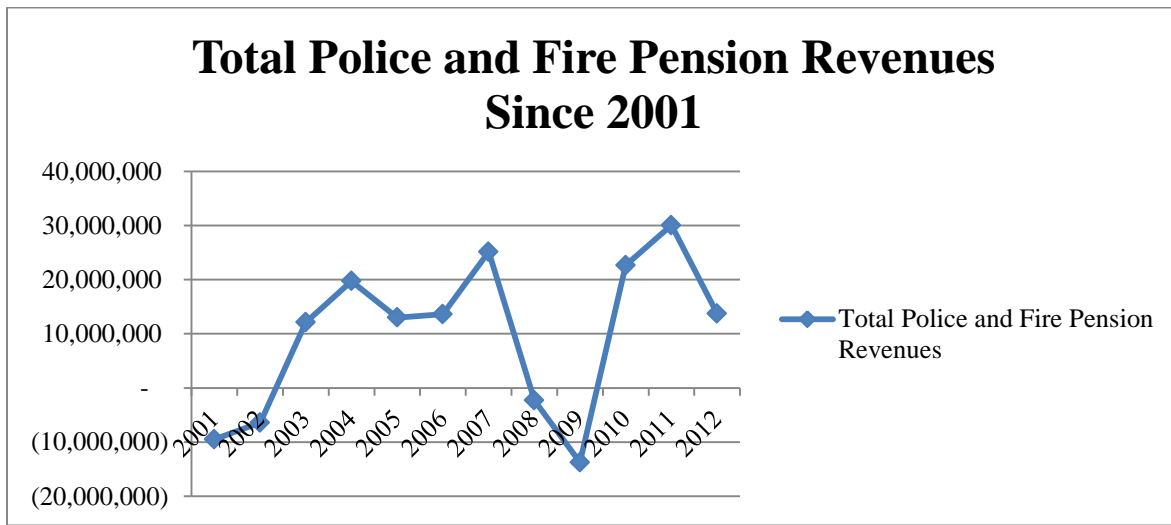
Personnel. Although it is governed by a separate board, in accordance with City Charter, this fund must be reflected in its annual approved budget in accordance with the City of Saginaw’s City Charter.

In FY 2011/12, the Police and Fire Pension Fund is budgeted at \$13,692,358. This represents a \$356,308, or 2.60% increase from the FY 2010/11 approved budgeted levels. The increase in revenues is primarily attributed to an increase in the required pension contribution. Because the valuation, provided by Gabriel, Roeder, Smith & Company, is completed in the arrears, the required pension contribution amount is a reflection of market conditions in FY 2008/09, wherein the City had at loss on investments of over \$22 million.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Charge to Other Funds	4,740,074	4,931,700	4,453,364	4,931,700	4,931,700	4,469,001	5,369,001
Interest and Rents	3,343,055	3,485,175	2,922,290	3,600,000	2,596,466	3,067,395	2,952,624
Other Revenues	(10,407,788)	(22,154,327)	15,268,549	4,541,466	31,660,253	22,503,043	5,370,733
Total Revenues	(2,324,659)	(13,737,452)	22,644,203	13,073,166	39,188,419	30,039,439	13,692,358

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The fluctuation in the revenues trends listed above is a direct result of fluctuations in market conditions. Although in FY 2008/09, the City realized a loss on investments of approximately \$22 million, from FY 2009/10 and FY 2010/11, the City begins to realize a net gain on investments. For the Approved 2011/12 Budget, revenue gain or loss has not been projected. This will be recognized in a budget adjustment during the fiscal year.

EXPENDITURE BUDGET SUMMARY

The total Police and Fire Pension Fund expenditures will be \$13,692,358 for FY 2011/12. This represents an increase of \$356,208, or 2.67%. *Personnel Services* will increase \$417,086, or 3.24% from FY 2010/11. During FY 2011/12, the staffing level in this fund will increase by .25 of the Employee Benefits Coordinator and .15 of the Employee Services Support Staff. The reallocation of these staff members is due in large part to the enormous amount of time spent on Police and Fire

Pension related items and members. Additionally, the allocation for Police Pension and Fire Pension will increase due to the increase activities in each division. Conversely, the *Operating Expenses* will decrease approximately \$60,778, or -7.40% from the previous fiscal year. This reduction is attributed to a decrease in custodial fees paid to the various stock portfolios. The city did not budget for any *Capital Outlay* and *Miscellaneous Expenditures* in FY 2011/12.

FUNDING LEVEL SUMMARY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
1765 Police and Fire Pension Administration	666,782	651,909	735,367	926,050	912,014	653,477	892,358
1766 Police Pension	6,498,613	6,614,020	6,724,468	6,610,000	6,624,398	6,853,374	6,800,000
1767 Fire Pension	5,790,217	5,792,959	5,875,027	5,800,000	5,800,000	5,937,927	6,000,000
Total Expenditures	12,955,612	13,058,888	13,334,862	13,336,050	13,336,412	13,444,778	13,692,358

FUNDING LEVEL BY CATEGORY

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
Personnel Services	12,288,830	12,445,457	12,640,981	12,454,324	12,469,085	12,836,985	12,871,410
Operating Expenses	666,782	613,431	693,881	881,726	867,327	607,793	820,948
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	12,955,612	13,058,888	13,334,862	13,336,050	13,336,412	13,444,778	13,692,358

SUMMARY OF POSTIONS

	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2010/11 Adjusted	2010/11 Projected	2011/12 Approved
1765 Police and Fire Pension Administration	0.00	0.45	0.45	0.45	0.45	0.45	0.85
Total Positions	0.00	0.45	0.45	0.45	0.45	0.45	0.85

**EXPENDITURE ANALYSIS DETAIL
2011/2012 APPROVED BUDGET**

732-1765 Police & Fire Pension

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2011/ 2012 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	44,741	Assist. Dir. of Employee Serv.	0.45	27,972
Overtime	0	Employee Benefits Coord.	0.25	13,524
Fringe Benefits	26,669	Employee Services Support	0.15	3,245
TOTAL	71,410	Total Personnel	0.85	44,741
OPERATING EXPENSES				
		Overtime		0
Supplies	0	FICA		3,582
Internal Services	34,750	Healthcare Benefits - Active		7,473
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	628,750	Pension		15,614
Maintenance Fees	14,500			
Other Contracted Fees	142,948	Total Fringe Benefits		26,669
TOTAL	820,948	TOTAL	0.85	71,410
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	892,358			

**BLISS PARK EXPENDITURE ENDOWMENT (737)
 RESOURCE ALLOCATION
 2011/2012 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 by the city. Proceeds from these investments are credited to expendable trust funds and are available for expenditures as required to fulfill the obligations of the trust.

Bliss Park Expenditure Endowment accounts for this activity. 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

REVENUE BUDGET SUMMARY

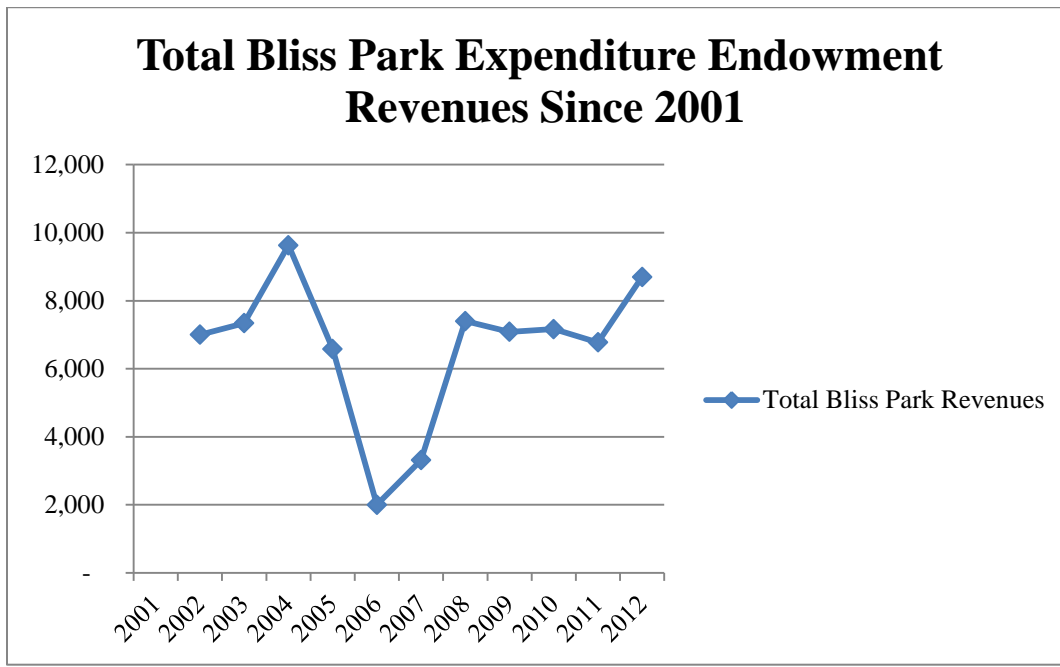
The Bliss Park Expenditure Endowment Fund is recorded as the only budgeted trust and agency fund. These funds are used to account for property taxes collected by the City for other units of government until the tax proceeds are remitted to them. Funds retained

from contractors during construction projects and employee and employer payroll withholdings and benefits are also recorded here. The major revenue source for this fund is “Other Revenues”, which is anticipated to be \$8,700 in FY 2011/12.

SUMMARY OF REVENUES

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Interest and Rents	52	166	44	0	0	(13)	0
Other Revenues	9,098	6,921	7,121	8,700	8,700	6,786	8,700
Total Revenues	9,150	7,078	7,165	8,700	8,700	6,773	8,700

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Projected Revenues, and FY 2012 Approved Budget. The revenue trend above illustrates there was a significant drop in endowment funds available for operations 2004 through 2006, with a return to average levels in 2007 through 2012.

EXPENDITURE BUDGET SUMMARY

The total Bliss Park Expenditure Endowment Fund expenditures will be \$8,700 for FY 2012. The same is amount budgeted in the FY 2011 approved budgeted. *Personnel Services* There are no personnel services

expenditures for this fund. *Operating Expenses* will be \$8,700 for the upcoming year. This will provide for gardening and caretaker services. *Capital Outlay* No capital expenditures were budgeted for this fund.

FUNDING LEVEL SUMMARY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7545 Bliss Park Maintenance	9,150	7,087	7,165	8,700	8,700	6,773	8,700
Total Expenditures	9,150	7,087	7,165	8,700	8,700	6,773	8,700

FUNDING LEVEL BY CATEGORY

	2007/08	2008/09	2009/10	2010/11	2010/11	2010/11	2011/12
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	9,150	7,087	7,165	8,700	8,700	6,773	8,700
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	9,150	7,087	7,165	8,700	8,700	6,773	8,700





DEBT SERVICE

DEBT SERVICE

OVERVIEW:

The City currently has four debt issues outstanding of 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 a \$14,955,000 Water Supply System Revenue Refunding Bond, Series 2000. The bond was 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 City's 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 a \$11,180,000 in 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. These bonds were secured 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 in 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. These bonds were secured 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 in 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 City's 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 in Water Supply System Revenue Refunding Bonds, Series 2009. These bonds were issued under the provision Act 94, Public Acts of Michigan 1933, as amended, Act 233, Public Acts of Michigan, 1995, as amended, and the resolutions and ordinances of the Saginaw-Municipal Water Supply Corporation. These bonds were secured for the

purpose of refunding certain of the city's outstanding Water Supply System Refunding Bonds, 1998 Refunding Issue. These bonds are payable solely from net revenues of the system.

Water Supply System Revenue Bonds, Series 2011A

On July 7, 2011, the cooperation issues Water Supply System Revenue Refunding Bonds, Series 2011A. These bonds were issued under the provision Act 94, Public Acts of Michigan, 1933, as amended, for the purpose of paying the cost of acquiring and constructing improvements to the City's Water Supply System. The 2011A Bonds are payable solely from the net revenues of the system.

DIRECT DEBT:

DIRECT DEBT:			
General Obligations Bonds			
06/27/91	Sewage LT (Self-Supporting)	\$	1,225,000
04/01/93	Sewage LT (Self-Supporting)		1,745,000
04/01/93	Sewage LT (Self-Supporting)		4,135,000
06/29/93	Sewage LT (Self-Supporting)		1,370,000
09/30/93	Sewage LT (Self-Supporting)		2,205,000
03/27/97	Sewer LT (Self Supporting)		775,000
06/25/98	Sewer LT (Self Supporting)		3,490,000
04/01/99	Sewer LT (Self Supporting)		475,000
06/24/99	Sewer LT (Self Supporting)		8,570,000
12/01/01	Sewer LT (CSO)		950,000
09/22/05	Sewer LT (SRF)		2,660,000
09/21/06	Sewer LT (SRF)		1,300,000
09/20/07	Sewer LT (SRF)		4,360,000
01/22/10	Sewer LT (SRF)		2,005,000
			<u>35,265,000</u>
Installment Purchase Contracts			
			30,028
Revenue Bonds			
05/01/08	Water Supply System Series 2008	\$	10,600,000
07/07/11	Water Supply System Series 2011A		10,570,000
			<u>21,170,000</u>
Share of County Issued Bonds			
03/28/91	Weiss Street	\$	1,401,840
06/27/96	Weiss Street		828,630
			<u>2,230,470</u>
Share of Saginaw/Midland Water Supply Corp (Self-Supporting)			
12/19/02	Water Refunding, LT	\$	4,051,747
04/24/06	Water Supply Corp Ref., LT		1,171,399
01/29/09	Water, LT		2,677,173
			<u>7,900,320</u>
TOTAL DIRECT DEBT			\$ 66,595,818
Less:	Revenue Bonds	\$	21,170,000
	Self-Supporting Sewer Bonds		26,945,000
	Share of Saginaw/Midland Water Supply Corp. (Self-Supporting)		7,900,320
			<u>56,015,320</u>
NET DIRECT DEBT			\$ 10,580,498

OVERLAPPING DEBT:

NET DIRECT DEBT			\$	10,580,498
	71.87%	Saginaw School District	61,945,000	44,519,872
	11.17%	Saginaw County at Large	33,827,982	3,778,586
	11.32%	Saginaw ISD	2,720,000	307,904
	4.89%	Delta College	0	0
TOTAL OVERLAPPING DEBT			\$	48,606,362
NET DIRECT AND OVERLAPPING DEBT			\$	59,186,860

* 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

DEBT RATIO		
Per Capita 2011 State Equalized Valuation	\$	11,141.64
Per Capita 2011 True Cash Value	\$	22,283.29
Per Capita 2011 Net Direct Debt	\$	205.41
Per Capita Combined Net Direct and Overlapping Debt	\$	1,149.08
Percent of Net Direct Debt of 2011 State Equalized Valuation		1.84%
Percent of Net Direct and Overlapping Debt of 2011 State Equalized Valuation		10.31%
Percent of Net Direct Debt of 2011 True Cash Value		0.92%
Percent of Net Direct and Overlapping Debt of 2011 True Cash Value		5.16%

LEGAL DEBT MARGIN

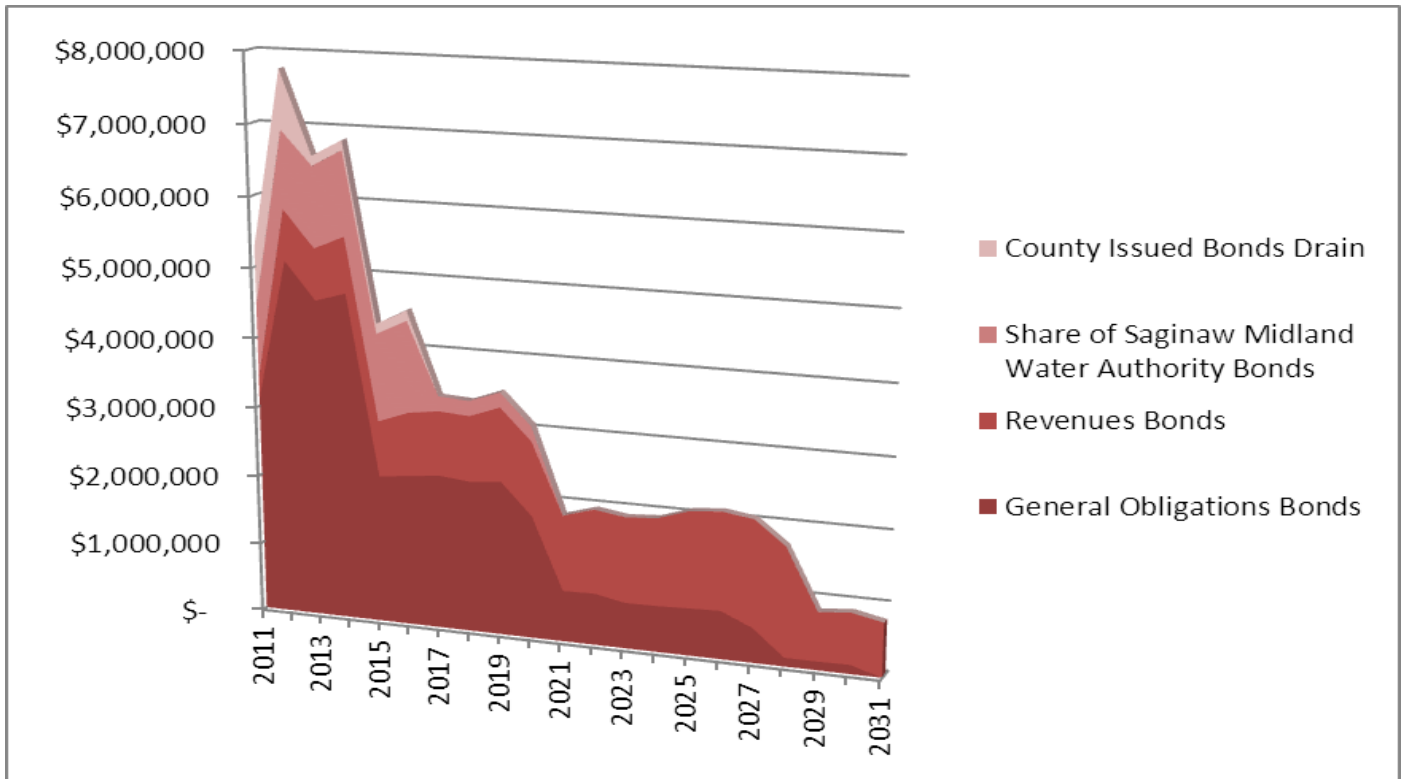
The net indebtedness of the City shall not exceed 10% of the State Equalized Valuation of all assessed real and personal property. Obligations which are not included in the computation of legal debt margin are:

- (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.

STATEMENT OF LEGAL DEBT MARGIN

2011 State Equalized Valuation		\$ 573,883,848.00
Plus Assessed Value Equivalent:		
2010 Act 198 exemptions		10,828,719
Total Valuation		\$ 584,712,567.00
Debt Limit (10% of State Equalized Valuation)		\$ 58,471,257
Amount of Outstanding Debt (Debt Statement)	66,595,818	
Less:		
Revenue Bonds	21,170,000	
Water Commission Order	20,610,000	
Pollution Abatement	6,495,470	18,320,348
LEGAL DEBT MARGIN		\$ 40,150,909

SCHEDULE OF BOND MATURITIES CITYWIDE¹ (As of June 30, 2011, including the new 2011A Bonds)



¹ Source of financial data is from Bendzinski & Company Municipal Finance Advisors

SCHEDULE OF BOND MATURITIES SCHEDULE – (As of 06/30/11)

<u>SCHEDULE OF BOND MATURITIES</u>				
Year	General Obligation Bonds	Revenue Bonds	Share of Saginaw Midland Water Authority Bonds	County Issued Bond Drain
2011	\$ 3,095,000	\$ 300,000	\$ 1,059,083	\$ 828,630
2012	5,110,000	725,000	1,096,525	837,540
2013	4,580,000	735,000	1,144,665	136,620
2014	4,710,000	795,000	1,192,804	139,590
2015	2,130,000	800,000	1,246,293	142,560
2016	2,180,000	910,000	1,305,132	145,530
2017	2,225,000	925,000	213,954	0
2018	2,180,000	940,000	213,954	0
2019	2,225,000	1,055,000	213,954	0
2020	1,770,000	1,070,000	213,954	0
2021	735,000	1,090,000	0	0
2022	745,000	1,210,000	0	0
2023	660,000	1,230,000	0	0
2024	665,000	1,255,000	0	0
2025	680,000	1,385,000	0	0
2026	695,000	1,410,000	0	0
2027	500,000	1,540,000	0	0
2028	125,000	1,570,000	0	0
2029	125,000	705,000	0	0
2030	130,000	740,000	0	0
2031	0	780,000	0	0
Total	\$ 35,265,000	\$ 21,170,000	\$ 7,900,318	\$ 2,230,470

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.



CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN

FY 2011/12 – FY 2015/16

OVERVIEW

The City of Saginaw annually compiles a five-year plan of Capital expenditures. A capital improvement is a major and permanent project requiring the non-recurring expenditure of public funds for the acquisition of any property, construction renovation, or replacement of any physical asset of the community. A capital expenditure is an expense that will benefit both current and future budget years, is of a tangible nature, and has a value of more than \$20,000.

The total cost of the five-year program from FY 2011/12 to FY 2015/16 is \$106,534,267. The FY 2012 Budget includes requests of \$59,736,778 for capital projects identified in the Capital Improvement Plan. The Budget Office in conjunction with the department heads is responsible for the general review and summation of the Capital Improvement Plan and submitting it to the City Manager for prioritization and approval. The Capital Improvement Plan is developed with the city's annual budget.

The city's objective is to work in partnership with others to maintain, improve, and develop the city-owned infrastructure. The goal of the Capital Improvement Plan is to provide guidance as needed for capital improvement and expenditures in a fiscally sound manner. Furthermore, this plan hopes to ensure that all capital improvements are consistent with the goals and policies of the city council and the residents of the City of Saginaw.

The 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.

CAPITAL IMPROVEMENT PROCESS

The Capital Budget Process follows the same preparation schedule as the Operating Budget Process. The following details the three steps in developing a capital improvement plan.

Departments

The capital budget process begins at the department level. Department directors are responsible for developing a functional plans and long-term capital improvement schedules for the next five years. Departments are also responsible for developing project requests prepared on a standard computer template that is provided to them from the Budget Office. This data is then sent to the Budget Office for review.

Budget Office

The Budget Office is responsible for creating the capital budget for the city. This office develops the necessary procedures with the departments. At the onset of the budget, budget staff provides instructions for the input of the proposed project into the capital improvement electronic format. At the same time a schedule of due dates are provided to departments. Once the departments has updated the electronic forms and submitted to the Budget Office. Budget staff will review these plans and discuss discrepancies with the departments. A project request summary will be prepared and given to the City Manager for review and prioritization.

City Manager/City Council

The City Manager evaluates capital project requests and determines which capital expenditure 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 these projects. Resources for the capital budget generally come from the issuance of General Obligation Bonds or Revenue Bonds, Federal or State aid programs, grants, or foundations, service groups, business and private donations.

Regardless of the differences, the operating 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; and the Water and Sewer Operations and Maintenance Funds, wherein revenues are derived from user fees. *[Any of these funds and other governmental funds projects may be purchased by using cash or through a bond issuance.]*

Projects are considered for financing through a bond issue if they meet certain criteria. These include projects of a significant dollar amount, which is over \$1 million, and a useful life exceeding the length of the bond issue. Another consideration for a capital project is to spread the annual cash requirements of a debt issue over time so future users share in the cost of the project.

CAPITAL IMPROVEMENT PLAN
DISCUSSION OF MAJOR CAPITAL PROJECTS
FY 2011/12 – FY 2015/16

Total capital project requests for FY 2012 was \$59,736,778 of which \$40,289,132 is in the FY 2012 Budget. The city budgets expenditures for all capital projects in the individual funds. Below is a discussion of the major capital projects budgeted in FY 2012. For the purpose of this discussion section, a major capital project is defined as any projected budgeted at \$500,000 or more in FY 2012. A five year summary report is provided after this section for all projects included in the Capital Improvement Plan.

Radio Read for the Water Mains

In FY 2012, the city allocated \$500,000 for radio read for the city's water mains. The project is to upgrade all water mains to radio reads. The city will be able to operate more effectively and efficiently in gathering data information remotely from a fixed antenna. The current technology for gathering data from water customer's water meters is completed through a telephone line. By changing the methodology on collecting this data, the city will be better able to gather water consumption data for system operations and billing purposes quickly and more accurately. This new methodology is also compatible with other surrounding municipalities who currently have this system. This capital project will be paid for by Sewer and Water user fees.

Court Street Reconstruction, Resurfacing, and Water Main Replacement

Street resurfacing is an annual program involving pavement milling and resurfacing of various streets and hot-mix asphalt. In FY 2012, the City of Saginaw continues this program with the Court Street Resurfacing and Water Main Replacement project. The budget for this project is \$2,556,700. This project will reconstruct road ways from Bay Street to Oakley Street and from Michigan Avenue to Hamilton Street. The City will also replace water mains from Bay Street to Oakley and Fayette Street to Michigan Avenue. New Street lighting and sidewalks will be constructed from Michigan Avenue to the Court Street Bridge. Also ADA ramps will be constructed from Bay Street to the Court Street Bridge. This project will be paid for by Water Bond Construction \$1,000,000, State of

Michigan Act 51 \$252,700, and Federal Surface Transportation Planning (STP) Fund \$1,304,000.

Michigan Avenue Rehabilitation, Sewer Repairs, and Water Main Replacement

Another street resurfacing project that will be started in FY 2012 is the Michigan Avenue Rehabilitation, Sewer Repairs, and Water Main Replacement. This project will span three-years. This project is currently in the engineering phase and construction is scheduled to start in spring 2012 with completion in October 2013. The city plans to resurface Michigan Avenue from Stephens Street (M-46) to State Street (M-58), as well as construct and install ADA ramps. New signals, water main replacement, manhole adjustments, and catch basin lead replacement will also be completed at Michigan and Genesee Avenues. The FY 2012 Budget includes \$2,611,500, which is paid for by Federal STP \$1,300,000, Water Bond Construction \$870,000, State of Michigan Act 51 \$121,500, and Federal Safety Funds \$320,000.

Energy Efficiency Conservation Block Grant and Clean Energy Coalition Funds

In FY 2012 Budget the city has allocated \$620,348 to be spent on energy efficiency projects. These monies were given to the city by American Recovery and Reinvestment Act (ARRA) has made \$566, 200 of funds available to the City through the EECBG Program. Some of these funds have been used to hire a consultant to write strategy to spend these funds; the remaining EECBG Funds will be used for energy savings projects that are part of the strategy and to implement in FY 2011 and FY 2012. The Clean Energy Coalition has made the city aware that the city is eligible to receive

\$464,000 through MSPC for energy projects. Projects include LED retro of signals, solar energy for Public Services and street lights changes.

Interchange at I-675 at Veterans Memorial Parkway

The 2012 approved budget, allocates \$1,858,300 in fund for the deck replacement, substructure repairs, paint, and approach work on Veterans Memorial at I-675. Work will begin in Spring/Summer of 2011 and will be completed in the FY 2012 budget. This project will be paid from Federal Fund \$1,672,400, State of Michigan's Act 51 \$23,200, and the Michigan Department of Transportation \$162,700.

I-675 Projects

In FY 2012, the City of Saginaw has budgeted for various projects to be completed in conjunction with the State of Michigan. These projects are I-675 Ramps throughout the city, I-675 Corridor, I-675 Bridge replacement at 21st and 11th Street bridges as well as I-675 bridge replacement over the river at M-13. Listed below are details of these projects:

I-675 Ramps – this capital project is budgeted at \$3,090,600 for FY 2012. The city in conjunction with the Michigan Department of Transportation (MDOT) will reconstruct I-675 Ramps throughout the city. The purpose of this project is to repair, patch and construct overlay on all shoulders along the I-675 corridor. This is a matching fund capital project. City share will be \$38,600, Federal Funds \$2,781,500, and MDOT Sate Funds \$270,500.

I-675 Corridor - this capital project is budgeted at \$23,061,300 for FY 2012. The city in conjunction with the Michigan Department of Transportation (MDOT) will complete construction on the city's major highway I-675 within city limits. The purpose of this project is to construct deep concrete overlays, pin and hanger replacement, zone painting, deck facia repair, substructure repairs, slope paving repairs, barrier wall repairs, beam end repairs, pedestrian fence, concrete surface sealers, and approach work. This is a matching fund capital project. City share will be \$288,200, and Federal

Funds \$22,773,100. Some of this project was completed in FY 2010, and the summer of 2009.

I-675 Bridge Replacement at 21st and 11th Street Bridges - this capital project is budgeted at \$1,746,850 for FY 2012. The city in conjunction with the Michigan Department of Transportation (MDOT) will complete miscellaneous work on bridges locate at 21st and 11th Streets. The purpose of this project is to replace existing pedestrian bridge at 21st and removal of existing bridge at 11th street over I-675. This is a matching fund capital project. City share will be \$21,850, and Federal Funds \$1,725,000.

I-675 Bridge Replacement over the river, M-13 and Railroad and east bound on ramp - this capital project is budgeted at \$18,386,000 for FY 2012. The city in conjunction with the Michigan Department of Transportation (MDOT) will complete miscellaneous work on bridges over the river, M-13 and the railroad and east bound on ramp. This is a matching fund capital project. City share will be \$70,000, and Federal Funds \$18,316,000.

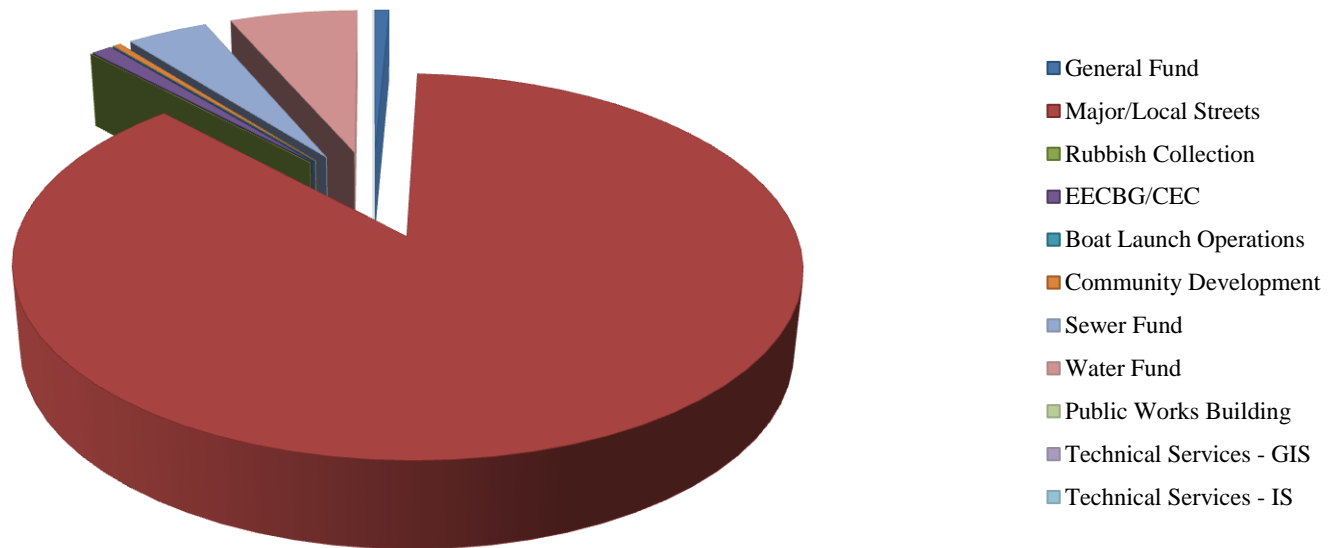
**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF REVENUES AND EXPENDITURES
FY 2012 - FY 2016**

Projected Revenues	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
General Fund	432,680	5,024,050	4,847,136	946,247	656,631	11,906,744
Major/Local Street	1,575,398	600,262	636,500	310,000		3,122,160
Rubbish Collections	0	500,000	0	0	0	500,000
Boat Launch Operations	0	0	45,000	0	0	45,000
Sewer Fund (user fees/bond)	2,450,466	930,000	615,000	335,000	455,000	4,785,466
Water Fund (user fees/bond)	3,864,309	3,964,025	2,490,000	3,330,000	2,490,000	16,138,334
Public Works Building	0	140,000	180,000	42,000	0	362,000
Technical Services - GIS	0	13,000	15,000	0	0	28,000
Technical Services - IS	0	60,000	50,000	0	0	110,000
Federal Grant	50,748,000	9,965,244	2,312,000	1,400,000	1,280,000	65,705,244
State Grant	433,200	1,974,494	0	0	60,000	2,467,694
Local Grants	0	0	160,000	40,000	0	200,000
Federal (CDBG)	232,725	232,725	232,725	232,725	232,725	1,163,625
TOTAL RESOURCES	<u>59,736,778</u>	<u>23,403,800</u>	<u>11,583,361</u>	<u>6,635,972</u>	<u>5,174,356</u>	<u>106,534,267</u>
Estimated Expenditures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
General Fund	432,680	5,024,050	4,847,136	946,247	656,631	11,906,744
Major/Local Streets	52,136,250	12,540,000	3,108,500	1,750,000	1,340,000	70,874,750
Rubbish Collection	0	500,000	0	0	0	500,000
EECBG/CEC	620,348	0	0	0	0	620,348
Boat Launch Operations	0	0	45,000	0	0	45,000
Community Development	232,725	232,725	232,725	232,725	232,725	1,163,625
Sewer Fund	2,450,466	930,000	615,000	335,000	455,000	4,785,466
Water Fund	3,864,309	3,964,025	2,490,000	3,330,000	2,490,000	16,138,334
Public Works Building	0	140,000	180,000	42,000	0	362,000
Technical Services - GIS	0	13,000	15,000	0	0	28,000
Technical Services - IS	0	60,000	50,000	0	0	110,000
TOTAL APPROPRIATIONS	<u>59,736,778</u>	<u>23,403,800</u>	<u>11,583,361</u>	<u>6,635,972</u>	<u>5,174,356</u>	<u>106,534,267</u>

**CITY OF SAGINAW
CIP PROJECTS FOR FY 2012 - 2016**

PROJECTS	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
General Fund	432,680	5,024,050	4,847,136	946,247	656,631	11,906,744
Major/Local Streets	52,136,250	12,540,000	3,108,500	1,750,000	1,340,000	70,874,750
Rubbish Collection	0	500,000	0	0	0	500,000
EECBG/CEC	620,348	0	0	0	0	620,348
Boat Launch Operations	0	0	45,000	0	0	45,000
Community Development	232,725	232,725	232,725	232,725	232,725	1,163,625
Sewer Fund	2,450,466	930,000	615,000	335,000	455,000	4,785,466
Water Fund	3,864,309	3,964,025	2,490,000	3,330,000	2,490,000	16,138,334
Public Works Building	0	140,000	180,000	42,000	0	362,000
Technical Services - GIS	0	13,000	15,000	0	0	28,000
Technical Services - IS	0	60,000	50,000	0	0	110,000
TOTAL APPROPRIATIONS	59,736,778	23,403,800	11,583,361	6,635,972	5,174,356	106,534,267

CIP Projects for FY 2012



**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF EXPENDITURES BY TYPE AND PROJECT
FY 2012 - FY 2016**

Expenditure Types	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Architecture/Engineering	2,856,700	253,560	200,000	200,000	200,000	3,710,260
Construction/Acquisition	51,806,250	19,452,950	8,362,225	3,837,725	2,587,725	86,046,875
Equipment	3,032,466	2,335,000	1,740,000	1,585,000	1,705,000	10,397,466
Vehicles	804,280	880,290	926,136	787,247	644,631	4,042,584
Other	1,237,082	482,000	355,000	226,000	37,000	2,337,082
	59,736,778	23,403,800	11,583,361	6,635,972	5,174,356	106,534,267

Project Type	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total
Routine Replacement	2,213,400	2,154,200	1,475,000	1,229,000	1,147,000	8,218,600
Rehabilitation or Enhancement	54,693,284	19,539,310	8,356,225	4,012,725	2,817,725	89,419,269
Efficiency Project	660,348	130,000	245,000	65,000	65,000	1,165,348
New/Expansion	1,365,466	700,000	581,000	542,000	500,000	3,688,466
Vehicles	804,280	880,290	926,136	787,247	644,631	4,042,584
	59,736,778	23,403,800	11,583,361	6,635,972	5,174,356	106,534,267

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request	Manager	Future Years			
			FY 12	Approved FY 12	FY 13	FY 14	FY 15	FY 16

CITY MANAGER

1710	City Hall Renovation, Restoration, and Preservation	GF	0	0	3,500,000	3,500,000	0	0
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If deferred:

TOTAL PROJECT COST 7,000,000

Operating Impact:

The city must receive a vote of the people in order for a general obligation bond can be issued for the renoovation, restoration, and preservation of city hall. This bond issance will go before the electorate on November 8, 2011. No monies will be spent in FY 2012

SGTV

1711	Improvements to council chambers and SGTV equipment	GF	0	0	10,000	20,000	0	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 30,000

Operating Impact:

The first part of the equipment upgrade would be to install a mounted projector and screen into council chambers for improved presentation capabilities. The second part of the updated would to replace the aging SGTV cameras and computer used for video editing and engineering support. No funds have been allocated in FY 2012.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	
<u>COMMUNITY PUBLIC SAFETY - POLICE</u>								
3514	Replace Entire Roof on Police Department	GF	0	0	60,000	0	0	0
If deferred:	Scheduled for 2013							
						TOTAL PROJECT COST		<u>60,000</u>
Operating Impact:	This project is to replace the entire roof at the Community Public Safety - Police due to the age and multiple temporary repairs. No monies have been allocated in FY 2012. City is in the process of evaluating the entire facility.							
3512	Rebuilt Bullet Trap at Gun Range	GF	0	0	20,000	0	0	0
If deferred:	Scheduled for 2013							
						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. No funds have been allocated in the 2012 Budget.							
4480	Police Patrol Vehicles	GF	286,280	0	294,868	303,714	312,825	322,209
If deferred:	Deferred due to fiscal constraints.							
						TOTAL PROJECT COST		<u>1,519,896</u>
Operating Impact:	Normal replacement of patrol vehicles (10). Ensures officers' safety and lowers repair costs. Only grant monies will be utilized to purchase patrol vehicles in FY 2012.							
TOTAL COMMUNITY PUBLIC SAFETY - POLICE								<u>1,599,896</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 12	Manager Approved FY 12	FY 13	Future Years			FY 16
						FY 14	FY 15		

COMMUNITY PUBLIC SAFETY - FIRE

3551	Replace Air Compressor Station	GF	40,000	0	0	0	0	0	0
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If deferred: Deferred due to fiscal constraints.

TOTAL PROJECT COST 40,000

Operating Impact:

CPS - Fire has requested to replace air compressor station. The existing air compressor originally installed in 1983 and parts are no longer available for repair. Unit operates on a sporadic basis. Unit provides breathing air for operations in contaminated environments and hazardous materials sites. Without clean filtered breathing air personnel cannot enter environments that would be hazardous. Operating in hazardous environments is a vital part of services provided to the community by CPS - Fire. Filtration system is no longer dependable along with a significant oil leak coming from the compressor crankcase. This unit maintains breathing air safety for operations personnel. No monies were budgeted in FY 2012.

3551	Repair and Paint Fire Training Tower	GF	0	0	53,560	0	0	0	0
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If deferred: Scheduled for 2013

TOTAL PROJECT COST 53,560

Operating Impact:

The fire training tower is in need of multiple repairs including structural aspects; the structure needs sealing and painting to prevent further deterioration. Repairs include replacing flooring and subflooring, repair of interior stairway, replace stairway supports and rusted and fatigued metal, replace roof areas that have rotten wood and roofing materials. The fire sprinkler system is inoperable as is the stand-pipe system. The structure is generally unsafe and many areas unusable. Fire training props and training facilities are an inexpensive way to conduct safe training programs and personnel development. The fire training tower is used by local law enforcement for SWAT training and by area fire departments for personnel training and evaluation. No monies have been budgeted in FY 2012.

**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 12	Manager Approved FY 12	FY 13	Future Years			FY 16
						FY 14	FY 15		

3551	Purchase Ladder Tender Quad, Replace Engine 2 and Truck 3	GF	0	0	126,956	126,956	126,956	126,956
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 507,824

Operating Impact:

Purchase fire pumper to replace Engine 5 in accordance with CPS-Fire Apparatus Replacement Plan. Numbers reflect data compiled from manufacturer's lending source with an interest rate of 3.39% amortized over a five year period and no down payment. This vehicle purchase is the key element in plan submitted by Assistant City Manager for Public Safety 100 Day Plan for reinventing public safety in Saginaw.

3551	Purchase Fire Pumper, Replace Engine 5	GF	0	0	92,733	92,733	92,733	92,733
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 370,932

Operating Impact:

Purchase fire pumper to replace Engine 5 in accordance with CPS-Fire Apparatus Replacement Plan. Numbers reflect data compiled from manufacturer's lending source with an interest rate of 3.39% amortized over a five year period and no down payment. CPS-Fire has created a fire apparatus replacement plan to assist senior management in forecasting financial impact of fire vehicle replacement and this purchase follows that plan.

3551	Repair and Resurface Fire Station #4 Parking Area	GF	10,800	0	0	0	0	0
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If deferred: Deferred due to fiscal constraints.

TOTAL PROJECT COST 10,800

Operating Impact:

Employee and public parking areas have been patched and cracks sealed with partial lot replacement on numerous occasions. This facility is a touring site for children of all ages as well as a civic meeting place. Resurfacing improves safety and reduces liability. No monies were budgeted in FY 2012.

**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 12	Manager Approved FY 12	FY 13	Future Years			FY 16
						FY 14	FY 15		
3551	Repair and Resurface Fire Station #3 Parking Area and Approach	GF	21,600	0	0	0	0		0
If deferred:		Deferred due to fiscal constraints.							
								TOTAL PROJECT COST	<u><u>21,600</u></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 touring site for children of all ages as well as a civic meeting place. Resurfacing improves safety and reduces liability. No monies were budgeted in FY 2012.									
3551	Replace Roof fire Station #1 (2-year project)	GF	16,200	0	19,200	0	0		0
If deferred:		Deferred due to fiscal constraints.							
								TOTAL PROJECT COST	<u><u>35,400</u></u>
Operating Impact:									
Building was re-roofed in 1992 with numerous large and small patches being applied to repair leaks and weather damage through the years since. Roof leaks continue to cause interior wall and ceiling damage and could lead to mold infestation. The project is divided into two fiscal years to lesson financial impact on a single year. The roof area is separated by two disc levels of roofing due to the design of the building. The upper level would be roofed first followed by the lower level in subsequent year. No monies were budgeted in FY 2012.									
3553	Purchase Suburban Type Vehicle, Replace Fire Prevention Vehicle	GF	38,000	0	0		0		0
If deferred:		Deferred due to fiscal constraints.							
								TOTAL PROJECT COST	<u><u>38,000</u></u>
Operating Impact:									
Purchase suburban type vehicle to replace 2005 model with 106,131 miles. Vehicle originally scheduled for replacement in 2010, extended to 2011. Vehicle is 24 hour response vehicle used by Fire Marshal. CPS-Fire has created a fire apparatus replacement plan to assist senior management in forecasting financial impact of fire vehicle replacement and this purchase follows that 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	Manager	FY 13	Future Years		
			FY 12	Approved FY 12		FY 14	FY 15	FY 16

3551	Purchase Fire Pumper, Replace Engine 6	GF	0	0	92,733	92,733	92,733	92,733
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 370,932

Operating Impact:

Purchase fire pumper to replace Engine 6 in accordance with CPS-Fire Apparatus Replacement Plan. Numbers reflect data compiled from manufacturer's lending source with an interest rate of 3.39% amortized over a five year period and no down payment. CPS-Fire has created a fire apparatus replacement plan to assist senior management in forecasting financial impact of fire vehicle replacement and this purchase follows that plan.

3551	Purchase 4x4 Pickup with Snow Plow, Replace 1996 Pickup with Snow Plow	GF	0	0	31,000	0	0	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 31,000

Operating Impact:

Purchase pickup with a snow plow to replace 1996 pickup with a snow plow used to plow snow at fire stations and haul equipment and supplies to emergency scenes. The pickup bed has almost rusted off the frame and the tailgate can no longer be attached to the bed due to rust. Salt/sand spreader equipment can no longer be attached to the unit without a tailgate. The plow has rusted through the blade and support mechanism arms that it is dangerous to operate. CPS-Fire has created a fire apparatus replacement plan to assist senior management in forecasting financial impact of fire vehicle replacement and this purchase follows that plan.

TOTAL COMMUNITY PUBLIC SAFETY - FIRE 1,480,048

**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 12	Manager Approved FY 12	FY 13	Future Years			FY 16
						FY 14	FY 15		

CEMETERIES

1747	Forest Lawn chapel roof and interior wall/ceiling repair and install dehumifier	GF	0	0	25,000	10,000	0	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 35,000

Operating Impact:

Chapel roof is leaking badly causing interior wall to crack and fall. Leaking causes humidity and moisture damage to wall and ceiling. Installing a dehumidifier and gutters around building will reduce water damage.

1747	4x4, 3/4 ton Pickup Truck with Plow, Two one ton Crew Cab Pickup Truck with Plow	GF	0	0	34,000	42,000	42,000	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 118,000

Operating Impact:

Old foreman truck and two support crew trucks were purchased in 1998 and later. None of the trucks were designed to run with snow plows so front end problems keep happening as well as salt and off road travel has caused body to rust out badly and are becoming dangerous to operate.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	
1747	7ft x 24 ft 4 wheel trailer with air brakes system and three Toro or John Deere trim mowers with 72" deck	GF	0	0	25,000	10,000	0	10,000
If deferred:	Scheduled for 2013 and beyond							
						TOTAL PROJECT COST		<u>45,000</u>
Operating Impact:	7ft x 24ft trailer is for transport of mowers to Brady Hill and Oakwood Cemeteries. The old trailer has rusted out and no longer safe to travel on public streets. All riding mowers are old, 8 to 10 years, and are well past their useful life and are constantly breaking dow. It is becoming hard to find repair parts. This will create efficiencies in grass cutting at all city-owned cemeteries.							
1747	Replace gas furnace, roof, and inslated walls at Forest Lawn Maintenance Building	GF	0	0	38,000	0	0	0
If deferred:	Scheduled for 2013							
						TOTAL PROJECT COST		<u>38,000</u>
Operating Impact:	Current furnace is 30 years old, rusting and not energy efficient. Need to replace with new HVAC furnace. Building walls need to be insulated to keep the cold out and the heat in.							
1747	Forest Lawn Pole Barn Building repairs	GF	0	0	18,000	18,000	0	0
If deferred:	Scheduled for 2013 and beyond							
						TOTAL PROJECT COST		<u>36,000</u>
Operating Impact:	This structure is a pole barn frame with metal side walls and no interior walls or insulation. It is used to house black top soil to fill in graves and for equipment storage in the winter. The walls have been forced outward from the dirt pressing against them. The roof leaks, the siding is falling off the exterior.							
						TOTAL CEMETERIES		<u>272,000</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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

WEED ABATEMENT

7575/7571	4X4 Pickup Truck Heavy Duty	GF	0	0	68,000	0	36,000	0
If deferred:	Scheduled for 2013 and beyond							
TOTAL PROJECT COST								<u>104,000</u>

Operating Impact:
Purchase two new weed abatement support trucks and new truck every other year through 2016. Current trucks are all hold over vehicles from other divisions which are unreliable and very costly to repair. These new trucks are to be purchased with heavy duty suspension and snow plow to remove snow during winter season.

7571	Utility Tractor	GF	0	0	24,000	12,000	0	12,000
If deferred:	Scheduled for 2013 and beyond							
TOTAL PROJECT COST								<u>48,000</u>

Operating Impact:
Purchase of two replacement diesel utility tractors for 2013 for cutting lots that are in violation of city weed abatement codes. Old tractors were purchased in 1999 and are old and unreliable costing more to keep repaired than they are worth. Additional purchases are needed in 2014 and 2016 maintain reliable equipment.

TOTAL WEED ABATEMENT 152,000

BUILDING AND GROUND MAINTENANCE

7575	Facilities Maintenance Chevy 3500 Crew Cab Utility Truck	GF	0	0	48,000	48,000	48,000	0
If deferred:	Scheduled for 2013 and beyond							
TOTAL PROJECT COST								<u>144,000</u>

Operating Impact:
Purchase three 3500 series utility maintenance trucks. The two current trucks were purchased in 1990 and 1991 making these vehicles over 21 years old and needing frequent repairs. These vehicles need to be replaced with new ones as soon as feasibly possible if this division is to continue to service city facilities.

**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 12	Manager Approved FY 12	FY 13	Future Years			FY 16
						FY 14	FY 15		
7575/661-4480	Facilities Maintenance Chevy 3/4 ton, 4x4	GF	0	0	36,000	36,000	36,000		0
If deferred:	Scheduled for 2013 and beyond								
								TOTAL PROJECT COST	<u>108,000</u>
Operating Impact:									
These vehicles will be used by Building and Ground Maintenance and Parks for hauling and towing riding mower trailers. Current vehicles were purchased in 2001 and are well past their useful life.									
7575	Facility Maintenance Case Loader	GF	0	0	0	54,000	0		0
If deferred:	Scheduled for 2014								
								TOTAL PROJECT COST	<u>54,000</u>
Operating Impact:									
A new loader is needed to install nad removed the two sets of floating docks, snow removal, and for installing fencing for Special Events. Currently, this division has to count on other departments for help.									
7575	Replacement of 2nd City Hall Boiler Heating System	GF	0	0	0	180,000	0		0
If deferred:	Scheduled for 2014								
								TOTAL PROJECT COST	<u>180,000</u>
Operating Impact:									
The first of two twin boilers was replaced in 2011. However, the second is just as old and have the same heating problems as the one that was replaced. It was originally purchased in 1979 and is unreliable as a backup. By replacing the second boiler, the city will be more operationally energy efficient. <i>Please note that if the city receives approval from the electorate for the issuance of a general obligation bond then the boiler will be replaced as part of the Renovation, Restoration, and Perservation of City Hall.</i>									

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

7575	City Hall Energy Efficient Windows	GF	0	0	65,000	65,000	65,000	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 195,000

Operating Impact:

The windows in City Hall are single pane glass and are over 65+ years old. They provide very poor insulation and are causing massive heat loss. With the purchase of new energy efficient windows thousand of dollars will be saved in utility costs for years to come. This upgrade can be done in phases starting in FY 2013 - 2015. *Please note that if the city receives approval from the electorate for the issuance of a general obligation bond then the windows will be replaced as part of the Renovation, Restoration, and Perservation of City Hall.*

7575	City Hall New Roof	GF	0	0	180,000	0	0	0
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If deferred: Scheduled for 2013

TOTAL PROJECT COST 180,000

Operating Impact:

The current roof on city hall is a rubber membrane material and was installed in 1990. It had a 20 year warranty that expired in 2010. Presently, the rubber has been repaired many times but continues to leak. Patching seams and repairing burned holes from fireworks are not under warranty. It is estimated that if the roof is not replaced that city hall will start to have internal damages. *Please note that if the city receives approval from the electorate for the issuance of a general obligation bond then the roof will be replaced as part of the Renovation, Restoration, and Perservation of City Hall.*

7575	Replace Ojibway Island Stage, Roof, and Lighting	GF	0	0	0	130,000	0	0
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If deferred: Scheduled for 2014

TOTAL PROJECT COST 130,000

Operating Impact:

this facility was repaired 15 years ago and is in need of major repairs and/or replacement of the wood stage, handicap ramps, hand railing, metal roof and gutters. The concession stand, dressing rooms, and bathrooms are not ADA approved. Additionally, the building was vandalized for its cooper, as a result of this theft, the walls and ceiling are badly damaged.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request	Manager	FY 13	Future Years		FY 16
			FY 12	Approved FY 12		FY 14	FY 15	

7575	Parks - 580D Wing Mower (Toro)	GF	0	0	68,000	68,000	68,000	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 204,000

Operating Impact:

Park Operations has one dependable 580D wing mower and a second 10 year old 580D mower. The Parks mowers cut approximately 380 acres of park lands each year making it impossible to keep up with the current older and unreliable equipment. To start the 2013 spring season the city may not have the mowers needed to maintain city park systems.

7575	Parks - 1420 Series II with Deck	GF	0	0	36,000	38,000	17,000	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 91,000

Operating Impact:

This request is for two mowers in FY 2013 and 2014, and one mower for 2015. Currently, there are four mowers that were purchased in 1996. The purchase of these mowers will allow for the city to keep up with the costs on city boulevards and will correct site upstructions.

TOTAL BUILDING AND GROUND MAINTENANCE 1,286,000

RUBBISH COLLECTION

4587	Replace Grinder at Compost Site	RC	0	0	500,000	0	0	0
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If deferred: Scheduled for 2013

TOTAL PROJECT COST 500,000

Operating Impact:

In order to become more efficient in the Compositing Operations, it is important that the city replaces its twelve-year old compost grinder.

TOTAL RUBBISH COLLECTION 500,000

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

BOAT LAUNCH

7546	Rust Street Boat Launch Repairs	BL	0	0	0	45,000	0	0
If deferred:	Scheduled for 2014							
							TOTAL PROJECT COST	<u>45,000</u>

Operating Impact:
Upgrade boating access to the Saginaw River to include handicap access. Redesign the parking lot to prevent flooding and perform major repairs to the three docks.

TOTAL BOAT LAUNCH 45,000

SEWER OPERATIONS AND MAINTENANCE

4840	Replacement Vactor Jet Sewer Rodder	SF	400,000	400,000	0	0	0	0
If deferred:								
							TOTAL PROJECT COST	<u>400,000</u>

Operating Impact:
Replacement of a 15 year old Vactor Truck that is requiring more and more repairs. The 2011/12 Budget includes \$400,000 for the vactor truck. This will allow the city to be more effective and efficient in its sewer activities.

4840/4740	Replacement of Pickup Trucks	SF/WF	60,000	60,000	0	0	0	0
If deferred:								
							TOTAL PROJECT COST	<u>60,000</u>

Operating Impact:
Replacement of Pickup Trucks for the Right-of-Way Division. New trucks will be cycled down to meter readers. The 2011/12 Budget includes \$60,000 for this 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	Manager	FY 13	Future Years		FY 16
			FY 12	Approved FY 12		FY 14	FY 15	

4840	Replacement of Street Sweeper	SF	120,000	120,000	0	120,000	0	120,000
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If deferred:

TOTAL PROJECT COST 360,000

Operating Impact:

Replacement of a 20-year old Street Sweeper that has a blown engine and is scheduled for replacement. City has budgeted \$120,000 in FY 2012 for a replacement.

4840/4740	Install Hi-Rise Lights with Integrated camera system	SF/WF	300,000	0	0	0	0	0
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If deferred: Deferred due to financial constraints

TOTAL PROJECT COST 300,000

Operating Impact:

Parking and yard lighting for crime prevention with camera equipment. This will allow for more security in the rear parking lot at Maintenance and Services due to a high theft rates. City did not budget for this project in FY 2012.

4840	Replacement of Wastewater SCADA Computers	SF	20,000	20,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 20,000

Operating Impact:

Replacement of the Wastewater Treatment and CSO Basin SCADA computers. The SCADA computers provides a human/machine interface that allows the plant operator to control pumps, motors, and the overall plant operations. For FY 2012, the city has budgeted to spend \$20,000 on this system.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	
4840	Lift and Storm Station Tower Installation	SF	27,000	0	0	0	0	0
If deferred: Deferred due to financial constraints								
							TOTAL PROJECT COST	<u>27,000</u>
Operating Impact: Purchase and installation of six monopoles for the life and storm station SCADA Network. In 2011/12, the city did not budget for this project.								
4840	Replace/repair roofs at retention treatment basins and plant	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 unrepairable roofs at retention basins and repair others if possible. This repair is necessary due to required preventative maintenance to the system. The city has budgeted to spend \$25,000 in FY 2012.								
4840	Replace Sodium Hypochlorite Feed Pumps at RTBs	SF	50,000	50,000	25,000	25,000	25,000	25,000
If deferred:								
							TOTAL PROJECT COST	<u>150,000</u>
Operating Impact: Sodium Hypochlorite feed pumps are used to feed chlorine solution at the RTBs. These pumps have outlived their service life and need to be replaced. Costs of repairs exceeds the cost of replacement. Plans are to replace pumps at one RTB each year. The city has budgeted to spend \$50,000 in FY 2012.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request	Manager	Future Years			
			FY 12	Approved FY 12	FY 13	FY 14	FY 15	FY 16

4840	Final Settling Tank Substructure Replacement	SF	125,000	125,000	125,000	125,000	0	0
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If deferred:

TOTAL PROJECT COST 375,000

Operating Impact:

The steel substructure collector mechanisms in the final settling tanks are corroding and deteriorating and must be replaced. Repairs are no longer possible on these 40-year old structures. Failure of the collector mechanism will render the tank unusable. In FY 2012, \$125,000 will be spent to replace these structures.

4840	Update Plant Heating System	SF	30,000	30,000	30,000	0	0	0
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If deferred:

TOTAL PROJECT COST 60,000

Operating Impact:

Replace 60 year old boiler for WWTP operations building. Upgrade for efficiency and energy savings and repair costs. Continue heating system updates. In FY 2012, the city has appropriated \$30,000 for the updating of the plant heating system.

4840	Replace Primary Settling Tank Weirs & Baffles (2 each year)	SF	50,000	50,000	50,000	0	0	0
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If deferred:

TOTAL PROJECT COST 100,000

Operating Impact:

Replacement of deteriorated steel weirs and baffles on the 60 year old original primary settling tanks. Current weirs and baffles have outlasted projected 30 years. City has budgeted \$50,000 in the 2011/12 approved budget to replace these tank weirs and baffles.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

4840	Accusonic Flow Meter Replacement (Remote Facilities)	SF	70,000		80,000	80,000	85,000	85,000
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If deferred: Deferred due to financial constraints

TOTAL PROJECT COST 400,000

Operating Impact:

Replace where necessary the accusonic flow meter at five retention treatment basins. The City did not budget to replace these meters in FY 2012.

4840	Engineering Services for Influent Bar Screen Replacement	SF	100,000	100,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 100,000

Operating Impact:

Engineering desing services to replace manually cleaned influent barscreen with mechanical cleaned screen to eliminate confined space entry by plant personnel. In FY 2012, the city has budgeted to spend \$100,000 on engineering designs.

4830	Replace two Chlorine Analyzers	SF	20,000	20,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 20,000

Operating Impact:

Replace chlorine analyzers which control disinfection of treated wastewater before it is discharged to the Saginaw River. The current analyzers have exceeded their useful life. For FY 2012, the city will purchase two analyzers.

4830	Replace plugs in Dezurik Valves (2)	SF	20,000	20,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 20,000

Operating Impact:

Replace the plugs in two 20" Dezurik valves for the influent sewage pumps. These plugs have exceeded their useful life and are no longer repairable. This project will be completed in FY 2012, therefore, \$20,000 has been budgeted for this segment of the project.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

4830	Replace influent diversion gates	SF	20,000	20,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 20,000

Operating Impact:

Replace 60 year old influent flow diversion gates. These gates have exceeded their expected useful life and are no longer repairable. Project will be completed in FY 2012, therefore, \$20,000 has been budgeted for this segment of the project.

4840	Aerator Replacement	SF	325,000	0	0	0	0	0
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If deferred: Deferred due to financial constraints

TOTAL PROJECT COST 325,000

Operating Impact:

Cost for the replacement of the aerators for the activated sludge system exceeded projected costs by \$16,250.00 per unit. There are 20 aerators to be replaced under the ARRA Stimulus program project. The city did not budget to purchase these aerators in FY 2012.

4840	Clean, Test, and Calibrate Plant & RTB Electrical Substations	SF	40,000	40,000	40,000	40,000	0	0
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If deferred:

TOTAL PROJECT COST 120,000

Operating Impact:

Clean, test, and calibrate electrical substations at the WWT Plant and the Retention Basins. The city has budgeted to spend \$40,000 from 2012 through 2014 on this project.

4840	Accusonics Flow Meter Repair at RTB 14th Street and Salt-Fraser	SF	30,000	0	0	0	0	0
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If deferred: Deferred due to financial constraints

TOTAL PROJECT COST 30,000

Operating Impact:

Major repair to the flow meters at the 14th Street and Salt Fraser Retention Treatment Basins. The city did not budget to purchase this repair in FY 2012.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

4840	Structural Repair - Aeration Tanks	SF	473,466	0	0	0	0	0
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If deferred: Deferred due to financial constraints

TOTAL PROJECT COST 473,466

Operating Impact:

Structural repairs to the aeration tanks is required before installing the new aerators. The required repairs were not initially identified and were not part of the original bond and SRF loan. The city did not budget to purchase this repair in FY 2012.

TOTAL SEWER OPERATIONS AND MAINTENANCE: 3,485,466

WATER OPERATIONS AND MAINTENANCE

4740	Clean, Line, and Replace Low Flowing Water Mains	WF	1,000,000	0	1,000,000	1,000,000	1,000,000	1,000,000
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If deferred: Deferred due to financial constraints

TOTAL PROJECT COST 5,000,000

Operating Impact:

Clean, line, or replace low flow water mains as identified in the master plan and ISO Study. In FY 2012, the City does not budget for the cleaning, lining, and replacing low flowing water mains.

4840/4740	Radio Reads for Water Mains	SF/WF	500,000	500,000	500,000	500,000	500,000	500,000
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If deferred:

TOTAL PROJECT COST 2,500,000

Operating Impact:

Upgrade all water mains to radio reads. By replacing the current system to radio reads, the city will be able to operate more effectively and efficiently in gathering the water mains data. Fund have been budgeted in both Water and Sewer Operations and Maintenance Division for this activity.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request	Manager	Future Years			
			FY 12	Approved FY 12	FY 13	FY 14	FY 15	FY 16

4740	Card Access at Aqua, Gratiot, and Kochville facilities	WF	40,000	40,000	0	0	0	0
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If deferred:

40,000

Operating Impact:

Addition of a card door access system at Aqua, Gratiot, and Kochville Pumping Stations. Funds have been budgeted for this project in FY 2012.

4740	Greeley and Hansen Existing Projects	SF/WF	96,734	96,734	0	0	0	0
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If deferred: Deferred due to financial constraints

TOTAL PROJECT COST 96,734

Operating Impact:

Design of chemical feed upgrade and development of a water system master plan which requires the performance of various task orders in the areas of supply, treatment, transmission, and distribution. This has been an ongoing project since 2007. The \$96,734 budget in FY 2012 is the final amount required.

TOTAL WATER OPERATIONS AND MAINTENANCE: 7,636,734

PUBLIC WORKS BUILDING

4439	Replace Five Roof Top Heating Units	PWB	0	0	84,000	0	42,000	0
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If deferred: Scheduled for 2013 and beyond

TOTAL PROJECT COST 126,000

Operating Impact:

Replace five gas roof top heater units which are over 30 years old. These units heat streets paint room inside parking and city garage vehicle repair areas. Each year winter heating cost increases due to these inefficient units. Purchase two units in 2013 and every other year thereafter.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

4439	Resurface Employee Parking Lot	PWB	0	0	0	180,000	0	0
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If deferred: Scheduled for 2014

TOTAL PROJECT COST 180,000

Operating Impact:

Replace cracked and damaged employee parking lot and storm drains. Each year winter damage increases causing damage to vehicles and makes plowing dangerous.

4439	Public Service Building Roof Replacement	PWB	0	0	56,000	0	0	0
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If deferred: Scheduled for 2013

TOTAL PROJECT COST 56,000

Operating Impact:

Replace roof over front office area. This roof is over 20 years old and the warranty has expired and the constant leaking is causing damage to office ceilings and walls.

TOTAL PUBLIC WORKS BUILDING: 362,000

TECHNICAL SERVICES

1738	Web Server Replacement	TE GIS	0	0	13,000	0	0	0
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If deferred: Scheduled for 2013

TOTAL PROJECT COST 13,000

Operating Impact:

Due to the aging existing web server, it is vitally important that the city be able to swap out its oldest server (9 years old). The Technical Services - GIS division runs many applications on its servers, including the city's website, SAGA and SONAR.

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

1738	Large Format Plotter Replacement	TE GIS	0	0	0	15,000	0	0
If deferred: Scheduled for 2014								
TOTAL PROJECT COST							<u><u>15,000</u></u>	

Operating Impact:
The Technical Services - GIS division oldest plotter stopped working and can not be fixed. The city is left with one plotter that is not three years old and if it were to break down the city would not have the mapping equipment fulfill the required work.

1720	Switch/Firewall Replace	TE IS	0	0	60,000	50,000	0	0
If deferred: Scheduled for 2013 and beyond								
TOTAL PROJECT COST							<u><u>110,000</u></u>	

Operating Impact:
Replacement of multiple switches and firewalls: 2012/13 Replacement of the main Cisco Switch at City Hall and some outlying switches, 2013/2014 Replacement of outlying switches. This will replace potential failing equipment which connects all the city network together. It will also increase the speed at which the network can run by a least 10 what it is currently.

TOTAL TECHNICAL SERVICES: 138,000

TRAFFIC ENGINEERING AND ENGINEERING SERVICES

4741/4614	Court Street Resurfacing and Water Main Replacement ST0901	ENG	2,556,700	2,556,700	0	0	0	0
If deferred:								
TOTAL PROJECT COST							<u><u>2,556,700</u></u>	

Operating Impact:
Court Street resurfacing and ADA ramp installation from Court Street Bridge to Bay Road. Watermain replacement is from Oakley Street to Bay Road. Also, isolated pavement repairs. The city expects to spend \$2,556,700 in FY 2012. Approximately \$1,304,000 are federal dollars.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request	Manager	Future Years			
			FY 12	Approved FY 12	FY 13	FY 14	FY 15	FY 16

4741/4614	Michigan Avenue Rehabilitation, Sewer Repairs and Water Main Replacement (ST0905)	ENG	2,611,500	2,611,500	2,950,000	238,500	0	0
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If deferred:

TOTAL PROJECT COST 5,800,000

Operating Impact:

Michigan Avenue resurfacing and ADA ramp installation from Stephens to State Street. Isolated pavement repairs. Engineering will be completed through program application and MDOT process in 2011/12. New signals at Michigan and Genessee Avenues. Water replacement. Manhole adjustments and catch basin and catch basin lead replacement (isolated). Project will be completed in two years, three fiscal years from April 2012 - October 2013. City expects to spend \$991,500 in matching monies and \$1,620,000 in federal monies.

4614	East Genesee Avenue at Hess Street	ENG	295,000	295,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 295,000

Operating Impact:

Upgrade existing signal to box span signal with new pedestrian crossing signals and install sidewalks and ramps where required for project. City anticipates to spend \$59,000 in FY 2012 to match the federal dollars allocated. Federal monies equates to \$236,000.

4614	Bay Street from Court Street to Genesee Street	ENG	400,000	400,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 400,000

Operating Impact:

Add center left turn lane on Bay Street from Court Street to Genesee Avenue. Remove existing striping configuration, replace traffic signals at Congress Avenue, potentially replace signals at Genesee Avenue if funding allows. The City expects to match the federal dollars at \$80,000. Federal monies is expected to be \$320,000.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request	Manager	Future Years			
			FY 12	Approved FY 12	FY 13	FY 14	FY 15	FY 16

6511	Community Development Block Grant Ramps	ENG/ CDBG	32,725	32,725	32,725	32,725	32,725	32,725
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If deferred:

TOTAL PROJECT COST 163,625

Operating Impact:

Reconstruction of existing intersection ramps to make ADA compliant. City has over 12,000 ramps of which over 6,500 have been converted to ADA.

6511	Community Development Block Grant Resurfacing	ENG/ CDBG	193,500	193,500	200,000	200,000	200,000	200,000
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If deferred:

TOTAL PROJECT COST 993,500

Operating Impact:

Resurfacing of the City of Saginaws over 270 miles of major and local streets, including ADA ramp improvements.

4740/4614	Ezra Rust from M-13 to Court Street Bridge	ENG	0	0	0	1,300,000	0	0
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If deferred: Scheduled for 2014

TOTAL PROJECT COST 1,300,000

Operating Impact:

Remove and replace curb and gutter and mill and pave existing roadway 2-4 inches along with isolate pavement repairs and watermain replacement from M-13 to Court Street Bridge.

4740/4614	Fordney Street from M-46 to Ezra Rust	ENG	0	0	0	1,690,000	0	0
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If deferred: Scheduled for 2014

TOTAL PROJECT COST 1,690,000

Operating Impact:

Reconstruct existing roadway with three lane concrete pavement, replace existing watermain, and streetscape enhancements.

**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 12	Manager Approved FY 12	FY 13	Future Years			FY 16
						FY 14	FY 15		
4740/4614	East Genesee Avenue - Harold to Hess	ENG	0	0	100,000	0	2,130,000		0
If deferred:	Scheduled for 2013 and beyond								
								TOTAL PROJECT COST	<u>2,230,000</u>
Operating Impact:	Mill and pave with 2" asphalt and ADA ramp improvements along with watermain replacement from Harold to Hess and isolated pavement repairs.								
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4740/4614	Hamilton Street - Lyon to Court	ENG	0	0	0	0	1,450,000		0
If deferred:	Scheduled for 2015								
								TOTAL PROJECT COST	<u>1,450,000</u>
Operating Impact:	Mill and pave with 2" asphalt and ADA ramp improvements along with watermain replacement from Lyon to Court Streets and isolate pavement repairs.								
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4614	Weiss Street at Hermansau Street Signal Installation and Right Turn Lane	ENG	0	0	0	0	200,000		0
If deferred:	Scheduled for 2015								
								TOTAL PROJECT COST	<u>200,000</u>
Operating Impact:	Install left turn lane on Hermansau at Weiss and add traffic signal at the intersection. This will be a joint proct with Saginaw County Road Commission.								
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4614	Treanor Street from Williamson to Dixie Highway	ENG	0	0	0	800,000	0		0
If deferred:	Scheduled for 2014								
								TOTAL PROJECT COST	<u>800,000</u>
Operating Impact:	Joint project with the Saginaw County Road Commission. This project is to crush and shape asphalt paving on Treanor Street from Williamson to Dixie Highway.								

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	
4740	Niagara Street from Railroad Tracks to Davenport	ENG	0	0	0	170,000	0	2,230,000
If deferred:	Scheduled for 2014 and beyond							
						TOTAL PROJECT COST		<u>2,400,000</u>
Operating Impact:	Reconstruction and watermain replacement of Niagara Street from the railroad tracks to Davenport Avenue. Professional engineering will be contracted through MDOT process and paid through federal monies.							
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4614	Mackinaw Street - State Street to Weiss Street	ENG	0	0	0	0	0	300,000
If deferred:	Scheduled for 2016							
						TOTAL PROJECT COST		<u>300,000</u>
Operating Impact:	Reconstruction of roadway between State and Davenport. In addition, this project includes pavement repairs on portion between Davenport and Weiss Streets.							
<hr/>								
1790/1795	Energy Efficiency Conservation Block Grant and Clean Energy Coalition Funds	ENG	620,348	620,348	0	0	0	0
If deferred:								
						TOTAL PROJECT COST		<u>620,348</u>
Operating Impact:	American Recovery and Reinvestment Act (ARRA) has made \$566,200 of funds available to the City through the EECBG Program. Some of these funds have been used to hire a consultant to write strategy to spend the funds, the remaining EECBG Funds will be used for energy savings projects that are part of the strategy and to be implemented in FY 2011 and 2012. The Clean Energy Coalition has made the city aware that the city is eligible to receive \$464,000 through MPSC for energy projects. Projects include LED retro of signals, solar energy for Public Services and street light changes.							

**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 12	Manager Approved FY 12	FY 13	Future Years		FY 16
						FY 14	FY 15	

4740/4741	Interchange at I-675 and Warren Avenue	ENG	267,575	267,575	12,444,025	0	0	0
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If deferred:

TOTAL PROJECT COST 12,711,600

Operating Impact:

Reconstruction of existing bridges at Fifth and Sixth Streets on I-675 and installation of new ramps at Fitzhugh and Wadsworth along with removal of roadways at Second and Weadock for installation of ramps. Watermains replacement to allow for construction of new ramps and abandoning Second and Weadock. The city expected to utilize \$267,575 in FY 2012 for this project.

4614	Interchange at I-675 at Vererans Memorial Parkway	ENG	1,858,300	1,858,300	0	0	0	0
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If deferred:

TOTAL PROJECT COST 1,858,300

Operating Impact:

Deck replacement substructure repairs, paint and approach work on Veterans Memorial at I-675. Work to begin in Spring/Summer of 2011. The city's portion of the project is \$23,200. Federal and State will allocate \$1,672,400 and \$162,700, respectively.

4614	I-675 Ramp Throughout City limits	ENG	3,090,600	3,090,600	0	0	0	0
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If deferred:

TOTAL PROJECT COST 3,090,600

Operating Impact:

Joint repairs, patches, overlay, and shoulders along I-675. The city's portion of the project is \$38,600. Federal and State will allocate \$2,781,500 and \$270,500, respectively.

4614	I-675 Throughout City limits	ENG	23,061,300	23,061,300	0	0	0	0
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If deferred:

TOTAL PROJECT COST 23,061,300

Operating Impact:

Deep concrete overlay, pin and hanger replacement, zone painting, deck facia repair substructure repairs, slope paving repairs, barrier wall repair, beam end repairs, pedestrian fence, concrete surface sealers, and approach work. The city's portion of the project is \$288,200. Federal and State will allocate \$22,773,100.

**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 12	Manager Approved FY 12	FY 13	Future Years			FY 16
						FY 14	FY 15		

4614	I-675 Bridge Replacement at 21st and 11th Street Pedestrian Bridges	ENG	1,746,850	1,746,850	0	0	0	0
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If deferred:

TOTAL PROJECT COST 1,746,850

Operating Impact:

Replace existing pedestrian bridge at 21st and removal of existing bridge at 11th Street over I-675. The city's portion of the project is \$21,850. Federal and State will allocate \$1,725,000.

4614	I-675 Bridge Replacement Over River M-13 and Railroad and East Bound on Ramp	ENG	18,386,000	18,386,000	0	0	0	0
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If deferred:

TOTAL PROJECT COST 18,386,000

Operating Impact:

Miscellaneous bridge work The city's portion of the project is \$70,000. Federal and State will allocate \$18,316,000.

TOTAL TRAFFIC AND ENGINEERING: 82,053,823





PERFORMANCE MANAGEMENT
PLAN

City of Saginaw



FY 2012

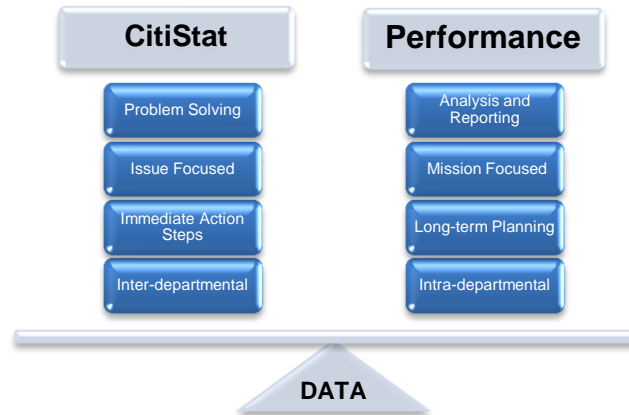
"Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations. Expect the best of yourself, and then do what is necessary to make it a reality." - Ralph Marston

Performance
Management Plan

Performance Management Plan

Introduction

In an effort to align our City Council goals with departmental actions and to address Michigan’s Governor Rick Snyder’s call for increased transparency and accountability, the City of Saginaw has refocused the manner in which it tracks performance. The City’s revised approach is separated into two parallel tracks: CitiStat and Performance Management. The illustration below describes the main tenants of each track. These proceeding pages in this section will document focus on the performance management branch of city’s efforts.



Performance Management Process

The performance management process for the City of Saginaw begins in May and June with planning meetings for each department and concludes in early August with the completion of City of Saginaw FY Performance Management document. The aforementioned meetings yield individual performance plans for each department, which are later compiled into one document. Each performance plan includes a departmental mission, three to four performance objectives, a brief summary of services and 2-3 key performance indicators (KPIs) for each division. Larger departments have more KPIs because they have more divisions. Please note, the City of Saginaw is in its first year of a revised performance measurement system and some measures will be establishing baselines.

Each department’s performance on their KPIs will be measured twice a year: at the 6-month period and at the end of the fiscal year in a city-wide performance management evaluation. Each KPI will be evaluated in this document and rated. A green rating would indicate full achievement, a yellow rating would indicate partial achievement, and a red rating would indicate no achievement of the specific key performance indicator.

City Council Goals and KPI Matrix

<u>Department</u>	<u># of KPIs</u>	Crime and Public Safety	Neighborhood Beautification	Recreation & Youth Activities	Revenue Enhancement	Organizational Development
City Attorney	3	1			1	1
City Clerk	3				1	2
CPS-Fire	6	3			1	2
CPS-Police	8	7				1
Development	12	2	7		3	
Employee Services	4	1				3
Fiscal Services	13	1			11	1
Public Services	30	8	11	1	3	7
Technical Services	6				2	4
Water and Wastewater Services	8	8				
Total	93	31	18	1	22	21

Mission

The mission of the Office of the City Attorney is to protect the legal interests of the City government as a whole, including City Council, departments and boards and commissions through providing sound and sufficient legal guidance.

Performance Objectives

1. Increase the productivity of contract executions for city operations.
2. Increase the effectiveness of city revenue generation efforts.
3. To consistently provide sound and sufficient legal advice for city operations.

Divisions w/Summary of Services

The Office of the City Attorney for the City of Saginaw operates with one division:

Office of the City Attorney – (summary of services)

The Office of the City Attorney issues legal opinions for City Council, the City Manager, departments, boards and commissions. The Office of the City Attorney also negotiates contracts on the City's behalf and represents the City's interests in dangerous buildings proceedings, lawsuits, and real estate transactions. This office serves as part of the Risk Management Team for the City. This office also processes warrants and Freedom of Information Act requests; Special Event Applications; drafts city ordinances, and provides oversight of outside legal counsel.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the percentage of initial contract reviews completed within ten (10) business days	73*	85%	90%	95%
Increase the percentage of warrants processed within five (5) business days	1348*	85%	90%	95%
Track the number of every legal opinion issued by the City Attorney to individuals operating on behalf of the City of Saginaw**	N/A	N/A	N/A	N/A

*Baselines are actual number of processed contracts reviews and warrants processed during the last fiscal year.

**This is a tracking measure and not an output measure.

Mission

The mission of the Office of the Clerk is to provide exceptional public services through accurate and comprehensive records maintenance and efficient administration of license registration requirements. Moreover, the Office of the City Clerk maintains complete records of all proceedings and conducts precise and efficient elections.

Performance Objectives

1. To meet and adhere to all requirements of the State of Michigan's Open Meetings Act.
2. To improve the overall election process at the precinct level.
3. To increase the effectiveness of the billing and collections procedures for license fees and registrations.

Divisions w/Summary of Services

The Office of the City Clerk for the City of Saginaw operates through two divisions:

Office of the City Clerk – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
% of proposed minutes made available to the public within 8 business days after the meeting	40%	50%	60%	70%
% of past due notices for licensing and registration mailed w/in 30 business days violation	22%	35%	45%	55%

Elections – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
% of precincts without errors as noted by the Receiving Board	11%	30%	35%	40%

Community Public Safety – Fire

Dean Holland, Fire Chief

Mission

The mission of Community Public Safety-Fire is to utilize available resources to provide the highest possible standards of firefighter professionalism, protect the community against loss of life, the destruction of property, and assist in injury reduction.

Performance Objectives

1. Reduce personnel injuries and expand staff training initiatives.
2. Increase fire prevention and safety efforts throughout the Saginaw Community.
3. Decrease structural fires through planning and enhanced fire code enforcement strategies.

Divisions w/Summary of Services (75 words or less)

Community Public Safety Fire for the City of Saginaw operates through four divisions:

Fire Suppression – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase pre-fire planning inspections by 25%	332	420	504	605
Incrementally increase fire code inspections over three years	70	480	576	691

Fire Training – (summary of services)

The Fire Training Division coordinates department-wide training and personnel development programs and serves as the point-of-contact for city emergency management and department homeland security programs. In addition, this division conducts performance testing, establishes criteria for entry level and promotional position testing, and supervises department safety compliance with OSHA and MIOSHA regulations.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Train all Command Staff, Fire Captains, and Fire Prevention Staff in Executive Edge*	2	12	18	22
Number of fire operations staff who complete high angle and confined space rescue training classes	4	6	10	12

*Position/Classification transition training; KPI measures # of staff who completed Executive Edge Training.

Fire Prevention – (summary of services)

The Fire Prevention and Public Safety Division completes building inspections and fire code enforcements, conducts fire and life safety program presentations, provides public information coordination with media outlets, and investigates fires. In addition, this division maintains permanent business inspection files, conducts classroom training for operations division personnel, and serves as a member of Saginaw Code Enforcement Neighborhood Improvement Cooperative (S.C.E.N.I.C.) program. Operates the Fire Safety House and Freddie the Firefighter Fire and Life Safety Programs, and executes billing for code violations.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase Fire and Life Safety Public Presentations by 20%	137	170	204	249
Increase Business and Industrial Fire Code Inspections and Re-inspections by 15%	736	840	1,008	1,210

Community Public Safety – Police

Gerald Cliff, Police Chief

Mission

The mission of Community Public Safety-Police is to provide professional, efficient and equitable law enforcement service to our community with integrity, courage, accountability and pride.

Performance Objectives

1. Maintain timely response to calls for emergency service.
2. Reduce the prevalence of violent crime in the community and enhance the quality of life.
3. Maintain a philosophy of community policing in all aspects of our service delivery.

Divisions w/Summary of Services (75 words or less)

Community Public Safety-Police for the City of Saginaw operates through four divisions:

Police Patrol – (summary of services)

The Police Patrol Division provides preventive and directed patrol services, responds to calls for service, conducts preliminary investigations of reported crimes and traffic accidents, enforces traffic laws, apprehends criminal offenders, and serves on the county-wide Emergency Services Team.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the percentage of response times for priority one* calls at or below 4.5 minutes	48%	50%	55%	60%
Increase the level of proactive police activities by 10% **	9,725	10,698	10,700	10,725

*Priority One Calls – Calls involving “in progress” illegal acts that pose an immediate threat to life or property

**Proactive Police activities include: Traffic Stops, pedestrian investigations, all self-initiated arrests, and radar and laser hours. Any activity not specifically directed by Central Dispatch or a department supervisor that results in measurable productivity.

Police Administration – (summary of services)

The Police Administration Division is responsible for the administrative functions of the department (i.e. Support Services, Training, Budget, and Purchasing,). In addition, this division oversees the firearms unit, recruiting, investigative crime analysis, supervision of the patrol function of the department and Community Policing. The Police Administration also seeks, procures and administers grant funding where available.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Complete the development of a performance evaluation program for all levels of the police department.*	43%	71%	100%	N/A

- * Steps:
- 1.) Survey various systems that are available (14.3%)
 - 2.) Select a system that best fits our department (14.3%)
 - 3.) Submit that system for approval through ACM Public Safety and Director of Personnel (14.3%)
 - 4.) Develop policy for implementation (14.3%)
 - 5.) Train supervisors (raters) in the use of the rating instrument (14.3%)
 - 6.) Implement (14.3%)
 - 7.) Evaluate and revise as needed (14.3%)

Police Investigation – (summary of services)

The Police Investigation Division investigates personal and +a property crime committed by adult offenders, obtains warrants and apprehends violators. This division also prepares cases for prosecution and provides specialized investigative and interdicted services including gang task force, and investigative collaborations with federal law enforcement partners.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
To increase the case closure rate for the division of 70% or greater	67%	70%	70%	70%

Technical Services – (summary of services)

The Technical Services Division maintains the records in the Saginaw Police Records Management System, manages the centralized operation and maintenance of the L.E.I.N. system and monitors its compliance with Policy and Procedure – 36, Central Records. This division also issues gun permits, registers firearms for citizens, and provides oversight of the department’s computer systems. Other services and functions include gathering, organizing, and disseminating analytical reports. This division has oversight over the department property and evidence handling function.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Decrease MiCR* violations by 10% each year	140	126	113	101
Eliminate LEIN** violations for department	2	0	0	0

* MiCR – Michigan Crime Reports

**Law Enforcement Information Network

Community Policing – (summary of services)

The Community Policing division provides services which include, but are not limited to the following: conducting warrant sweeps for parole violators, verifying residents on the State Sex Offender Registry and visiting schools within their CPO districts. The Community Police division directly interacts with the members of the community to enhance communication and trust and to maintain a cooperative and supportive relationship between the police department and the citizens of Saginaw.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Complete three problem oriented policing initiatives* per quarter	3	3	3	3
Track the number of Citizen Association meetings attended by community police officers**	183	TBD	TBD	TBD

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

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

Department of Development

Odail Thorns, Director

Mission

It is the mission of the Development Department to administer federal and state funds, as they relate to housing and Community Development, in accordance with the statutes for those funds. Furthermore, the Department effectively enforces all building, planning, zoning, and code enforcement regulations in a clear and consistent manner to create an enhanced living and work environment for the residents and businesses of the City of Saginaw.

Performance Objectives

1. Revitalize neighborhoods.
2. Increase economic opportunities for individuals and businesses.
3. Increase affordable housing prospects through federal and/or private sources and partnerships.

Divisions w/Summary of Services

The Department of Development for the City of Saginaw operates through five divisions:

Planning and Zoning – (summary of services)

The Planning and Zoning Division provides comprehensive management for all development-related activities including: processing planning and zoning applications, completing site plan review, as well as providing staff support to the Planning Commission, Zoning Board of Appeals, and the Historic District Commission. This division is also responsible for the management and implementation of the Master Plan, Zoning Ordinance, and the Neighborhood Revitalization initiatives adopted by the City Council.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Complete all Site Plan Reviews for new construction w/in 21 days of submittal	100%	100%	100%	100%
Attend at least one neighborhood association meetings monthly*	15	15	15	15

*There are 15 neighborhood associations. The goal is to attend at least one meeting per neighborhood association each year.

Inspections – (summary of services)

The Inspections Division protects the general health, safety and welfare of the public by administering and enforcing the City's building, electrical, plumbing, mechanical, and other property codes. This division also completes the inspections for the housing rehabilitation program and determines which properties will participate in the citywide demolition program.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the Issuance of City initiated code enforcement citations	0	5000	5250	5500
Register all residential rental property with the City	75%	100%	100%	100%

Parking Operations and Maintenance – (summary of services)

The Parking Operations and Maintenance Division manage the municipal parking structures and enforces the City’s parking ordinances. Activities include the issuance of tickets to illegally parked vehicles and inspections of the City’s parking lots. This division also ensures that the lots are free of debris and there are no maintenance or safety concerns for the patrons using the facilities.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the number of citations issued for parking violations by five percent (5%)	8,600	9,100	9,600	10,100
Complete two monthly inspections of each municipal parking lot monthly	40%	80%	85%	90%

Environmental Improvement – (summary of services)

The Environmental Improvement Division investigates complaints regarding trash and debris, inoperable vehicles, and other nuisance complaints in yards, removes trash, and bill property owners if necessary.

Key Performance Indicator	Baseline*	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Respond to citizens’ complaints within 10 working days	25 %	100%	100%	100%
Remove debris from residential property	485 tons	700 tons	700 tons	700 tons

*Baseline for both categories in this division is based on calendar year 2010. All city costs associated with the removal of debris from private property will be billed to the property owner.

Community Development [CDBG (2) and NSP (2)] – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the total number of rehabilitated houses w/in the city funded by CDBG and HOME funds	24*	34	44	54
Obligate 75% of total funds appropriated by HUD for business loans through SEDC	67%	75%	80%	80%
Increase affordable housing opportunities within targeted neighborhoods utilizing NSP funds	15**	50	25	TBD
Track the number of demolished vacant, dangerous structures within line of sight of all newly created housing opportunities	N/A	N/A	N/A	N/A

*Total number of rehabilitated houses as of 6/30/11 with CDGB and HOME Funds.

** Total number of affordable housing opportunities created as of 6/30/11 with NSP; program schedule to end in FY 2013.

Mission

The mission of the Office of Employee Services is to provide supporting services to City employees so that they can successfully provide services to the citizens of Saginaw, Michigan. This office provides services focused on recruitment, retention, benefits, and labor relations. In addition, Employee Services also facilitates ongoing employee development, which promotes diversity and equitable treatment of others.

Performance Objectives

1. Recruit and hire highly qualified job candidates for the City of Saginaw.
2. To promote a safe, civil, and equitable work environment through collaborative efforts with labor organizations.
3. Provide cost effective benefit programs to assist with recruitment and retention efforts for the City of Saginaw in accordance with Collective Bargaining Agreements, state statutes and federal law.

Divisions w/Summary of Services

The Office of Employee Services for the City of Saginaw operates through three divisions:

Employee Services – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing	N/A	75%	80%	85%
Process all enrollment changes within 30 business days of notification from employee	N/A	90%	95%	100%

Workers Compensation – (summary of services)

The Workers Compensation Division provides supporting and administrative services that encourage a safe and healthy work environment for all City of Saginaw employees. These services include processing and monitoring workers compensation claims, coordinating bi-weekly payments, scheduling post-injury examinations, filing state and federal compliance reports, and managing litigation claims collaboratively with outside legal counsel.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Submit all Workers Compensation claims w/in 24 hours of receiving the completed paperwork	80%	85%	90%	100%

Police and Fire Pension – (summary of services)

The Police and Fire Pension Division provides supporting and administrative services that assist the Police and Fire Pension Board in carrying out their fiduciary responsibilities. These services include providing agendas and minutes to pension board members, coordinating independent medical evaluations, and processing retirement calculations for police and fire retirees.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Percentage of times agenda materials and meeting minutes are provided at least three days prior to the date of the upcoming meeting	0%	50%	65%	70%

Mission

The mission of the Department of Fiscal Services is to ensure that all financial resources of the City of Saginaw are managed and accounted for in an effective and efficient manner. Fiscal Services is committed to providing clear, and complete information and service to the citizens and other city departments by ensuring financial records are presented in a timely, accurate, and meaningful format, and that all staff members work toward continuous improvement and professional service.

Performance Objectives

1. Improve the City's overall financial health and maintain a high bond rating.
2. Increase the timeliness and accuracy of citywide audit submissions prior to the state deadline.
3. To implement technology advances to improve service to the public and internal government operations.
4. Increase the transparency of the budget and its annual process in adherence with the deadlines established by the city charter.

Divisions w/Summary of Services

The Department of Fiscal Services for the City of Saginaw operates through seven divisions:

Administration – (summary of services)

Fiscal Services Administration develops city's financial management policies and strategies. This division assists in the preparation of the city's annual budget, manages city investments, maintains banking relationships, and prepares and processes citywide payroll. In addition, this division processes payments to outside vendors, verifies employee reimbursements, maintains master grant files, coordinates grant drawdowns, and serves as treasurer to the Police and Fire Pension Board.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the City's GFOA Distinguished Budget Award Rating to 3.5 in each area	3.00	3.50	3.50	4.0
% of budget to actual reports completed w/in 10 business days of the period closing	75%	80%	85%	85%
Percentage of General Fund Revenues and Expenditures projections to adjusted budget	92%	92%	94%	94%

Controller's Office – (summary of services)

The Controller's Office maintains the city's accounting system in accordance with generally accepted accounting principles (GAAP) for local units of government and continually monitors and reviews all aspects of the city's financial software by training city employees to enter, compile, and analyze financial information. The division is also responsible for auditing, reconciling cash receipts, and approving all claims for payment. The Controller assists in the preparation of the Comprehensive Annual Financial Report (CAFR), provides financial history to outside divisions, and assists in the physical inventory of fixed assets.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Percent of month-end closes completed by target date	91%	91%	91%	91%
Percent of correcting accounting entries to total accounting entries	5%	5%	5%	5%

Purchasing – (summary of services)

The Purchasing Division facilitates centralized purchasing of equipment, supplies, materials, and services for all city operations. Purchasing also solicits sealed bids, quotes, and proposals for city departments and divisions. The division also monitors all vendors, performs year end-inventory counts, and maintains contract compliance information as well as contractor licenses and insurance records.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the percentage of city bids posted on joint venture procurement websites (MITN)	50%	70%	80%	90%

City Treasury – (summary of services)

The Treasury Division collects fees and processes payments for property tax, water billing, income tax payments, business licenses, rental registrations, occupational licenses, boiler operator licenses, rubbish fees, and city building permits. The division also performs collection activities for non-sufficient fund checks and manages the petty cash fund.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Percent of correcting entries to total entries	10%	5%	5%	5%
Send out NSF notifications to customers within 5 business days of receiving the notice from the bank	80%	85%	85%	85%

Assessing – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the percent of personal property statements processed by March 1	95%	98%	98%	98%
Review 25% of real property w/in the city per year	3,000	6,400	6,400	6,400

Income Tax – (summary of services)

The Income Tax Division administers and processes the collection of all income tax revenue for the city according to Saginaw’s Uniform Income Tax Ordinance. The division processes payments and individual tax returns, corporate and partnership tax returns, and reconciles employer withholding accounts with w-2’s. In addition, the division prepares and files delinquent income tax warrants with the city prosecutor.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Total collection of delinquent income taxes as a percentage of total income tax revenue	8.5%	10%	10.5%	11%
Increase the number of income tax warrant files completed	8.0%	9.0%	10%	11%

Customer Accounting – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Decrease the number of days between meter reads and billing by 30%	10 days	7 days	7 days	7 days

Department of Public Services

Mission

The mission of the Department of Public Services is to ensure a safe and desirable community in an efficient and courteous manner by managing and maintaining a variety of services including cemeteries, engineering, parks and facilities, rubbish collection, streets maintenance, traffic engineering, water and sewer system maintenance.

Performance Objectives

1. Enhance the City's Infrastructure.
2. Evaluate the effectiveness and efficiency of all public services functions.
3. Provide resources and tools that facilitate the delivery of government services.

Divisions w/Summary of Services

The Department of Public Services for the City of Saginaw operates through ten areas:

Cemeteries – (summary of services)

The Cemeteries Division provides sales, burial and maintenance services for Saginaw's three municipally owned Cemeteries: Forest Lawn (200 acres), Oakwood (100 acres), Brady Hill (50 acres).

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Percentage of burial records entered into online database within 5 days of burial	100%	100%	100%	100%
% of times an entire cutting cycle is completed for all 3 Cemeteries within 30 days	N/A	67%	67%	67%

Engineering – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Number of EECBG and CEC projects completed annually	3	3	3	3
Lane miles of pavement reconstructed or resurfaced	3.5	4	4	5

Traffic Engineering/Traffic Maintenance – (summary of services)

The Traffic Engineering/Traffic Maintenance Division provides engineering and contract administration duties as it relates to traffic signal design and maintenance. Services include planning and design of traffic signs and signals, traffic studies, transportation modeling and planning and response to citizen's requests. Traffic Maintenance operates and maintains 105 traffic signals, 30,000 signs, 7,000 streetlights and lane or line markings for over 300 miles of streets. This division also provides maintenance to all MDOT signs and signals.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
% of Traffic signs upgraded to New Federal mandate for sign retro reflectivity (each)	30%	50%	75%	100%
No. of Street light bulbs replaced (each) - scheduled	950	1000	1500	1500
% of Traffic study requests completed	75%	100%	100%	100%
% of street light complaints addressed within 7 business days	100%	100%	100%	100%

Recreation Administration – (summary of services)

This Recreation Administration supports recreation and cultural activities by administering the agreements with First Ward Community Center, Friends of Hoyt Park, Japanese Tea House and Andersen Enrichment Center. Additionally, maintains the Frank N. Andersen Celebration Park, Rust Street Boat Launch and maintains grounds at various community parks

Major and Local Streets – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Number of trees removed (each)	450	700	700	700
Street Sweeping (min 3x per each mile per yr) (miles)	1,800	1,800	1,800	1,800
Plowing and Salting - open majors and state highways within 24 hours of snow event	N/A	100%	100%	100%
Plowing and Salting - open all locals within 72 hours of snow event	N/A	75%	75%	75%
% of time potholes complaints responded to within 5 days	N/A	50%	50%	50%

Rubbish Collection – (summary of services)

The Rubbish Collection Division plans, coordinates and supervises solid waste collection and disposal. In addition, it promotes healthy neighborhood environments through weekly residential rubbish collection throughout the City. Provide seasonal citywide curbside collection of non-commercially cut brush and yard waste. This Division operates the convenience station for City residents on the 2nd Saturday of every month. This division provides annual leaf collection services to city residents. Provides collection and composting of yard waste collected from city residents and accepts yard waste from other members of the Mid-Michigan Waste Authority.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Brush Collection (10 cyd loads) each	150	150	200	200
City Leaf Collection (cyds)	12,000	12,000	12,000	12,000
Compost Site Compost sold (cyds)	10,000	15,000	20,000	25,000
% of time convenience station open monthly	100%	100%	100%	100%

Motor Pool Operations – (summary of services)

The Motor Pool Operations Division functions as a support service for all city departments by procuring and maintaining 209 vehicles and pieces of equipment, excluding those used by the Saginaw Fire Department. This division also maintains the fuel system records provided by the fuel vendor.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
% of fleet operational on a daily basis by month - Police Department	N/A	85%	90%	90%
% of fleet operational on a daily basis by month - All Others	N/A	85%	85%	85%
Average number of tasks/jobs per job order - Police Department*	N/A	4	2	2
Average number of tasks/jobs per job order - All Others*	N/A	3	2	2

*Count measures and not output measures.

Radio Operations – (summary of services)

The Radio Operations Division supports equipment maintenance and technical services for approximately 500 two-way radio devices for both public safety (194) and public services (298), and for the City of Saginaw’s Emergency siren system (9 sirens) that was upgraded in 2008. The radio fund supports both maintenance and future replacement of all radio devices, and ensures that the radio system and its operation are compliant with current Federal Communications (FCC) guidelines. This division manages contracts annually with radio repair specialists for repairs that cannot be made by City electricians.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
% of City radios operational daily	N/A	95%	95%	95%

Building and Ground Maintenance [*Inclusive of the Public Works Building*] – (summary of services)

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

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
% of building maintenance work requests responded to within 72 hours	N/A	60%	70%	80%
% of time parks cut cycle completed within 15 days	N/A	100%	100%	100%
% of time boulevards cut cycle completed within 9 days	N/A	100%	100%	100%

Abatement of Nuisances – (summary of services)

The Abatement of Nuisances Division ensures public health and safety through the enforcement of city ordinances and regulations related to noxious weeds. This enforcement includes inspection, cutting of weeds and billing costs to the appropriate property owners.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Number of times program will complete cutting cycle.	1.5	2.0	2.0	2.0
Percent of sight obstruction complaints responded to within 48 hours	N/A	80%	80%	80%

Sewer and Water Operations/Maintenance – (summary of services)

The Sewer and Water Operations/Maintenance Divisions provide continuous maintenance and service on the City’s water transmission, distribution, and sewer collection systems. Includes repair of all water main and sewer main breaks and leaks, meter reading of residential and wholesale customers, cross connection compliance per PA 399 and Safe Drinking Water Act, construction of new sewer and water connections, pavement repairs for connections, rodent bait in manholes, investigation of sewer backups, provide service for water turn-ons and turn-offs for non-payment and catch basin cleaning.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Sewer Cleaned and Televised (miles)	N/A	5	5	5
Number of automated meter reading upgrades installed annually	N/A	500	4,000	5,000
% of high hazard cross connection inspections completed annually (each)	N/A	100%	100%	100%
% of all monthly meter read cycles completed annually	N/A	80%	85%	85%

Department of Technical Services

Jeff Kloplic, Director

Mission

The mission of the Department of Technical Services is to provide reliable, secure, integrated technology which enables effective, responsive and accountable government operations and services to the public.

Performance Objectives

1. To identify cost savings for the city through technological upgrades and enhancements at every level of the organization.
2. To increase the speed and delivery of electronic data throughout the city's network infrastructure.
3. Increase the City's ability to effectively utilize data through mobile applications.

Divisions w/Summary of Services

The Department of Technical Services for the City of Saginaw operates through four divisions:

Geographical Information System (GIS) – (summary of services)

The GIS Division maintains and develops land-based computer layers for City business processes. This division also creates and maintains desktop and web applications for end user information retrieval and provides map creation and plotting services for departmental use. This division also provides similar services to multiple governmental entities and private vendors.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Convert city web applications to new technology	zero apps	2 apps	3 apps	2 apps

Information Services– (summary of services)

The IS Division develops, enhances and facilitates the integration of technology through the City's enterprise software system, specialized web applications, instructional courses and help desk support. Manage and enhance our network infrastructure to provide reliable and fast access to City/department applications while providing secure electronic data storage. Promote new and innovative uses of technology.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Completion of initial review (1 onsite demo, 1 offsite demo, and 1 presentation) of three vendors for the Enterprise software study and proposal	33%	100%	Implementation	Implementation
Change out computer equipment according to lease schedule	75%	100%	100%	100%

SGTV – (summary of services)

The SGTV Division uses technology applications and software to provide audio/visual, multimedia, voice and video based projects for the City. In addition, this division provides internal technology support services to all departments, commissions and the City Council.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Increase the number of collaborative projects with city departments	0	3	4	5

Call Center– (summary of services)

The Call Center Division receives and answers general information calls and files complaints from citizens. In addition, this division serves as a liaison between departments and citizens to ensure concerns are adequately addressed in a timely manner.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Decrease the average waiting time per call by 15 seconds	45 sec	30 sec	30 sec	30 sec
Increase the number of calls answered on daily basis	250	500	1000	1000

Mission

The mission of the Department of Water and Wastewater Treatment Services is to provide safe, reliable drinking water to the customers of the tri-county regional water system and provide adequate collection, advanced treatment and disposal of wastewater flows to protect human health and the environment.

Performance Objectives

1. Deliver high quality water and sewer services to all customers.
2. Enhance customer relationships that assure long-term commitment and regional economic growth.
3. Promote responsible environmental stewardship through compliance with local, state and federal regulations.

Divisions w/Summary of Services

The Department of Water and Wastewater Treatment for the City of Saginaw operates through three divisions:

Wastewater Treatment – (summary of services)

The Wastewater Treatment Division operates and maintains the Wastewater Treatment Plant, seven retention treatment basins, and five pump stations. This division is also responsible for treating combined sewage from the City of Saginaw, Saginaw Township's Weiss Street Drainage District; sanitary sewage from Northwest Utilities Authority, and part of Spaulding Township. Additionally we provide wastewater treatment services to private entities. The division also provides industrial pretreatment services for all areas served.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Number of National Pollutant Discharge Elimination System (NPDES) Permit parameters achieved per 298 possible annually at Wastewater Treatment Plant	100%	100%	100%	100%
Number of NPDES Permit parameters achieved per 168 possible annually at the Remote Treatment Basins	98%	100%	100%	100%
Percent of Industrial Users sewer use ordinance violations responded to within 30 days of knowledge of violation	100%	100%	100%	100%

Water Treatment – (summary of services)

The Water Treatment and Pumping Division provide high quality drinking water to the residents of 23 water systems in a three county service area. The City of Saginaw has owned, operated, and maintained these facilities for more than 80 years. On a daily basis, 19.2 million gallons of potable water is delivered to customers.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
To meet all primary and secondary drinking water standards determined by governmental regulatory agencies.	0 violations	0 violations	0 violations	0 violations
Meet partnership for safe water target goals for measured* finished water turbidity (100% < 0.1 NTU)	96% < 0.1 NTU	98% < 0.1 NTU	99% < 0.1 NTU	99% < 0.1 NTU
% of time met water quality complaint response** goal (respond to complaints in <48 hours of notification)	N/A	100%	100%	100%

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

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

Instrumentation and Process Controls – (summary of services)

The Instrumentation and Process Controls Division provides accurate operational information and maintains timely plant control for the Water and Wastewater Treatment Plants through the Supervisory Control and Data Acquisition System (S.C.A.D.A). Additionally, maintains the automated meter reading and security systems for various city operations.

Key Performance Indicator	Baseline	FY 2012 Target	FY 2013 Projection	FY 2014 Projection
Response to Level I service calls within 24 hrs	N/A	100 %	100%	100%
Response to Level II service calls within 72 hours	N/A	100 %	100%	100%





Appendix

Community Profile
Statistical Information
Glossary Abbreviations and Terminologies

CITY OF SAGINAW
COMMUNITY PROFILE



2011-2012

Saginaw Art Museum

www.saginawartmuseum.org

The Saginaw Art Museum totals more than 15,000 square feet. Amidst ongoing exhibitions and events, some of the museum's permanent collection includes 19th and 20th century American and European artists, Civil War era sculptural groups, the work of Eanger Irving Couse (considered Saginaw's most famous artist), and an Asian art collection, including the celebration of Saginaw's Sister City relationship with Tokushima, Japan. The home is the foundation and the grandest piece of the museum's permanent collection.

The Saginaw Art Museum totals more



Ojibway Island

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.

Temple Theater

www.templetheatre.com

The 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.

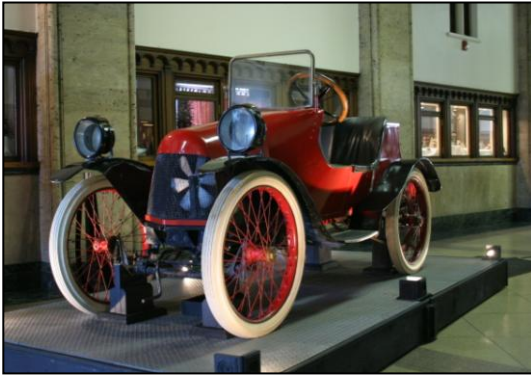
The Temple Theater was built by the Elf Khurafeh Shrine and opened its doors on July 28, 1927. At that



The Castle Museum

www.castlemuseum.org

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



A 1914 Saginaw Cyclecar, which was built entirely in Saginaw.

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, publications, and research services.



Japanese Cultural Center & Tea House

www.japaneseculturalcenter.org



The Japanese Cultural Center & Tea Garden, comprised of the teahouse and garden, was established as a symbol of friendship and cultural exchange with Saginaw's Sister City, Tokushima, Japan. The teahouse is of authentic design and represents traditional Japanese architecture.

The teahouse provides a ceremonial setting for the tea ceremony (Chado), promoting the concept of global and international harmony, respect, purity, and tranquility, and expressing "Peace through a bowl of tea". The scenic gardens are open year-round, providing the perfect setting for wedding ceremonies.

Children's Zoo

www.saginawzoo.com

The 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!



Andersen Enrichment Center

www.artsaginaw.org

The 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

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

The 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.



Photo courtesy of Spicer Group, Saginaw, MI



The Dow Event Center

www.doweventcenter.com

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.



Pit & Balcony Community Theatre

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 performing arts.



Hoyt Park 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.



Located at the top of the hill of Hoyt Park, is the Saginaw County Veterans Memorial Plaza. Dedicated in 2005, it incorporates several new elements and old monuments from other locations that had been erected during different eras. The result is a very interesting memorial park where citizens can spend a restful afternoon, remembering old friends and learning a bit more of their community.

Wickes Park

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.



Saginaw's Waterfront

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.



Theodore Roethke House

www.roethkehouse.org

Theodore Roethke is considered to be one of the great innovative voices in the second half of 20th century poetry. At the time of his death in 1963, Theodore Roethke had won more awards and prizes for his poetry than any other poet of his time. The Theodore Roethke House is both a National and State Historical Site. It is also recognized as a National Literary Site. Roethke was laid to rest at the nearby Oakwood Cemetery.





Morley Plaza

Morely 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.

Frank N. Andersen Celebration Park

The City of Saginaw is carrying on the tradition by repurposing the former Andersen Water Park and Wave Pool



into a unique, exciting recreation experience that is free, barrier-free, and interactive for all ages.

The splash park is located across the street from the YMCA of Saginaw, and anchors a larger recreation facility that includes a skateboard park, playscape, pavilion, river walk and gazebo.

CULTURAL INDULGENCES

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, which 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.

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.



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, and Holidays in the Heart of the City, Friday Night Live, the Downtown Saginaw Farmer’s Market, and Harvest Days.

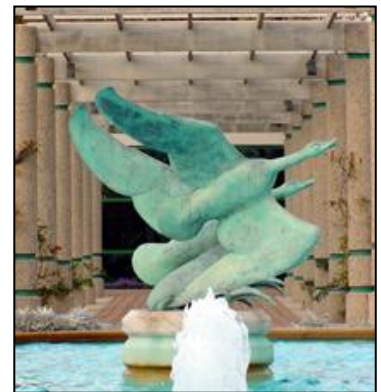


Read Enjoy And Discover (READ) helps students improve their reading skills and discover the joy of reading. READ mentors make sharing their love of reading their primary focus while also providing a positive role model as well as teaching values, such as courage, honesty, friendship, kindness, truthfulness, 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 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 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, 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 Choral Society is comprised of 100 members, 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.

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.



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, , and many more denominations.

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. More than 87 percent of Delta graduates have stayed in Michigan, and more than 63 percent reside in the Tri-Counties. 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)

www.saginaw-stars.com

STARS is the public transportation system for the Urbanized Saginaw Area, which travels about 1.5 million miles per year.

STARS services over 3,300 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 offer as an effective, efficient and safe solution to mobility challenged citizens. **STARS** offers both fixed-route and lift service (curb-to-curb) to approximately 48,000 senior citizens and persons with disabilities utilize the **STARS 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.

STARS MISSION

It is the Mission of Saginaw Transit Authority Regional Services to provide safe, efficient, dependable and affordable public transportation for ALL citizens of Saginaw.

FIXED-ROUTE SERVICE

Fixed-route buses travel throughout the urban area pick up customers at bus stops and following a regular route at schedule

SPEC-TRAN SERVICE

Spec-Tran curb-to-curb service transports persons with disabilities unable to use fixed-route service. This service requires advance reservation.



"Public Transportation takes you there."

**Midland, Bay, Saginaw (MBS)
International Airport**

www.mbsairport.com

MBS International
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.

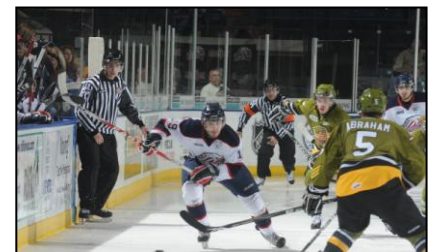
SCENIC (Saginaw Code Enforcement Neighborhood Improvement Co-Operative): SCENIC is a combination of the Saginaw Fire Department, Department of Development, and Saginaw Police Department. Specific areas of the community have been designated, prioritized, and a cooperative effort among these departments 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.



DEVELOPING PROJECTS

PROJECT	COST	Scheduled Completion Date (Fiscal Year)
Court Street Resurfacing and Water Main Replacement	\$2,200,000	2012
I-675 and Veterans Memorial Parkway Bridge and Approach Project	\$1,725,000	2012
Community Development Block Grant (CDBG) – ARRA Resurfacing – Atwater, Warren, Houghton	\$498,000	2012
Safe Routes to School Sidewalk Ramp – Kempton, Stone and Jerome Schools	\$476,000	2012
Bay Street – Court to State (M-58) Safety Project	\$239,000	2012
East Genesee Avenue and Hess Street Intersection – Safety Project	\$239,000	2012
2010-2011 Sidewalk Repairs – City Wide	\$50,600	2012
2010 – 2011 CDBG Sidewalk Ramps – Revitalization Area	\$33,000	2012
Pavement Markings – East Side	\$18,000	2012
I-675 Interchange at Warren Avenue	\$12,000,000	2013
Michigan Avenue Resurfacing and Water Main Replacement – Stephens (M-46) to State (M-58)	\$5,600,000	2013/2014
Energy Efficiency Conservation Block Grant (EECBG) – Energy Efficiency Projects	\$566,200	2013
Clean Energy Coalition – Energy Efficiency and Renewable Energy Projects	\$464,000	2013
Michigan Avenue and West Genesee Avenue Intersection – Safety Project	\$400,000	2013/2014
CDBG Resurfacing – Holden and Fayette	\$173,000	2013
Space Needs Study – City Hall, Public Works, Central Fire Station & Police Headquarters	\$46,000	2013
CDBG Sidewalk Ramps – Revitalization Area and Covenant Area	\$29,000	2013

DEVELOPING PROJECTS (con't)

PROJECT	COST	Scheduled Completion Date (Fiscal Year)
City Hall Renovation, Restoration and Preservation	\$7,000,000	2014
Ezra Rust Resurfacing – Washington (M-13) to Court Street Bridge	\$1,300,000	2014
Fordney Street Reconstruction – Rust (M-46) to Ezra Rust	\$1,300,000	2014
CDBG Resurfacing – Revitalization Area and Covenant Area	\$540,000	2014 - 2016
CDBG Sidewalk Ramps – Revitalization Area and Covenant Area	\$90,000	2014 - 2016
East Genesee Avenue Resurfacing and Water Main Replacement – Harold to Hess	\$2, 180,000	2015
Hamilton Street Reconstruction – Court to Lyon	\$1,080,000	2015
Treanor Street Resurfacing – Dixie Highway to Williamson	\$200,000	2015
Weiss Street and Hermansau Street Intersection – Center Turn Lane and Traffic Signal Installation	\$200,000	2015
Niagra Street Reconstruction – Davenport to RR Tracks	\$2,300,000	2016
Mackinaw Street Reconstruction – State (M-58) to Weiss	\$3000,000	2016

**CITY OF SAGINAW'S NEW BUSINESS,
ATTRactions & EXPANSIONS**

Business	Cost:	Jobs Created/Retained
Erie Marking, Inc.	\$15,004.27	3
Germania Town & Country Club	\$100,000.00	3
Saginaw Plastics	\$45,343.00	1
Ivan Phillips Funeral Home, LLC	\$52,200.00	1
GT, LLC	\$71,100.00	2
Burtrum Furs & Leathers	\$20,025	1
Styles of Character	\$39,525.33	1
Erie Marking	\$55,000.00	1.5
AKT Peerless Environmental Services, Inc.	N/A	6
CIGNY'S	\$384,546.00	2
Dow Corning Solar Solutions Applications Center	\$3,500,000.00	2
Garber Buick	N/A	71
Merrill Aviation	\$55,230.00	10
Merrill Tool & Machine, Inc.	\$4,489,770.00	10
Morley Companies, Inc.	\$4,500,000.00	350
Prints Plus	\$140,000.00	2
Saginaw Control & Engineering	\$430,000.00	4

BUILDING PERMIT SUMMARY 2000 –2010

The residential, industrial, and commercial new construction and repairs and alterations building permit fees and actual numbers of permits issued are represented by the following data:

Year	Building Permit Fees	Number of Permits Issued
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
2010	\$266,659.40	1,694

Source: Information provided by The City of Saginaw's Zoning & Development Department of Inspections

BREAKDOWN OF PERMITS ISSUED

Year	Demolition	Electrical	Mechanical	Building	Plumbing
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
2010	372	293	487	390	152

Source: Information provided by The City of Saginaw's Zoning & Development Department of Inspections

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

City 51,508

(Note: Population is for the year 2010)

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	Year Ended 1990	Year Ended 2010
Number of Businesses on City Business Tax-rolls:	1,578	1,438
Number of Households:	23,182	19,062

Employment Data	December, 1991	December, 2010
Workforce:	26,774	24,491
Employed:	22,928	20,231
Unemployed:	3,846	4,260
Unemployment Rate:	14.4%	17.4%
Average Income (Personal & Per Capita)	\$27,980	27,066

Average income information provided is from 2008 Statistics

GENERAL INFORMATION ABOUT THE CITY OF SAGINAW (2010 Statistics):

State Income Tax Rate:	4.35% (for the lowest bracket)*
State Property Taxes:	Average
Sales Tax:	6.00%
State Gas Tax Rate:	\$0.19 per gallon
Retirement Tax Break from State:	Yes
Cost of Living:	80.6 (low, U.S, average of 100)
Median Age:	35.5

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

SAGINAW COST OF LIVING



Saginaw County is one of the least expensive areas in the U.S., according to Forbes Magazine. Compared to the rest of the country, Saginaw County's cost of living is 25.25% lower than the U.S. average.

In 2008, Saginaw County ranked 34th out of 83 counties in Michigan for per capita personal income (PCPI). The 2008 PCPI reflected an increase of 3.3% from 2007. The 2007-2008 State of Michigan's change was 2.2% and the national change was 4.0%

In 1998 the PCPI of Saginaw was \$23,176 and ranked 30th in the state. The 1998-2008 average annual growth rate of PCPI was 2.7%.

The average annual growth rate for the state was 2.7% and for the nation was 4.0% As shown in the chart above, Saginaw's personal per capita income has generally been consistent.

In 2008 Saginaw County had a Total Personal Income (TPI) of \$6,054,484*, which is made up of net earnings (dividends, interest, and rent) and personal current transfer receipts by place of residence.

The 2008 Saginaw County TPI ranked 11th in state and accounted for 1.7% of the state total, according to the Bureau of Economic Analysis.

Saginaw County residents also enjoy favorable buying power for their dollars, essentially the Great Lakes Bay Region is an affordable place to live and work.

Source: www.saginawfuture.com/living-in-saginaw-cost-of-living.aspx

MAJOR EMPLOYERS IN THE SAGINAW AREA

TOP 20 WITHHOLDING EMPLOYERS FOR YEAR 2010

Rank	Company/Organization	2010 Withholding Amount
1	Covenant Medical Center Inc.	\$1,426,724.01
2	St. Mary's of Michigan	\$620,132.67
3	GM LLC	\$564,447.27
4	School District City of Saginaw	\$441,736.72
5	US Government Def Fin	\$416,638.79
6	Steering Solutions	\$387,831.07
7	State of Michigan	\$320,071.90
8	TRW Integrated CHA	\$310,010.77
9	City of Saginaw	\$265,790.86
10	Saginaw County Court House	\$230,340.20
11	US MN Postal Data	\$227,840.80
12	AT&T Services Inc.	\$111,938.76
13	Linear Motion LLC	\$104,003.51
14	Synergy Medical ED	\$100,572.72
15	Health Delivery	\$98,472.68
16	Michigan Cardiovascular	\$93,745.20
17	Meijer Great Lakes	\$79,265.78
18	Michigan Bell Telephone	\$67,362.82
19	Dow Chemical Company	\$65,758.20
20	Saginaw Intermediate	\$57,738.70
Totals:		\$5,990,423.43

Sources: (1) Information provided by City of Saginaw's Income Tax Division of the Department of Fiscal Services

SAGINAW COUNTY PRIMARY EMPLOYERS

Rank	Company/Organization	Type of Business	Employees
1	Covenant Healthcare	Medical	4,129
2	Nexteer Automotive	Automotive	3,644
3	St. Mary's of Michigan	Medical	2,200
4	Hemlock Semiconductor Corp./Dow Corning Corp.	Polycrystalline Silicon, Solar, Medical Manfc.	1,766
5	Morley Companies	Display, Interactive Services, Travel	1,600
6	Meijer	Department Store	1,425
7	Saginaw Public Schools	Education	1,390
8	Saginaw Valley State University	Education	1,100
9	Frankenmuth Bavarian Inn, Inc.	Restaurant, Hotel	1,000
10	Aleda E. Lutz Veteran Affaris Medical Center	Medical	750
11	Zehnders of Frankenmuth	Restaurant	725
12	County of Saginaw	Government	712
13	TRW Automotive	Automotive	690
14	Saginaw Township Community Schools	Education	672
15	Fashion Square Mall	Retail	650
16	General Motors Powertrain – SMCO	Automotive	600
17	Frankenmuth Mutual Insurance	Insurance	588
18	United States Post Office	Mail, Shipping	580
19	Wal-Mart	Retail	577
20	Saginaw ISD	Education	575
21	City of Saginaw	Government	475
22	Means Industries	Auto Stampings	464

Source: www.saginawfuture.com/living-in-saginaw-primary-employees.aspx

EMPLOYMENT / LABOR FORCE

Year	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
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%
2010	24,491	20,231	4,260	17.4%
<i>Averages</i>	27,688	24,277	3,412	12.99%

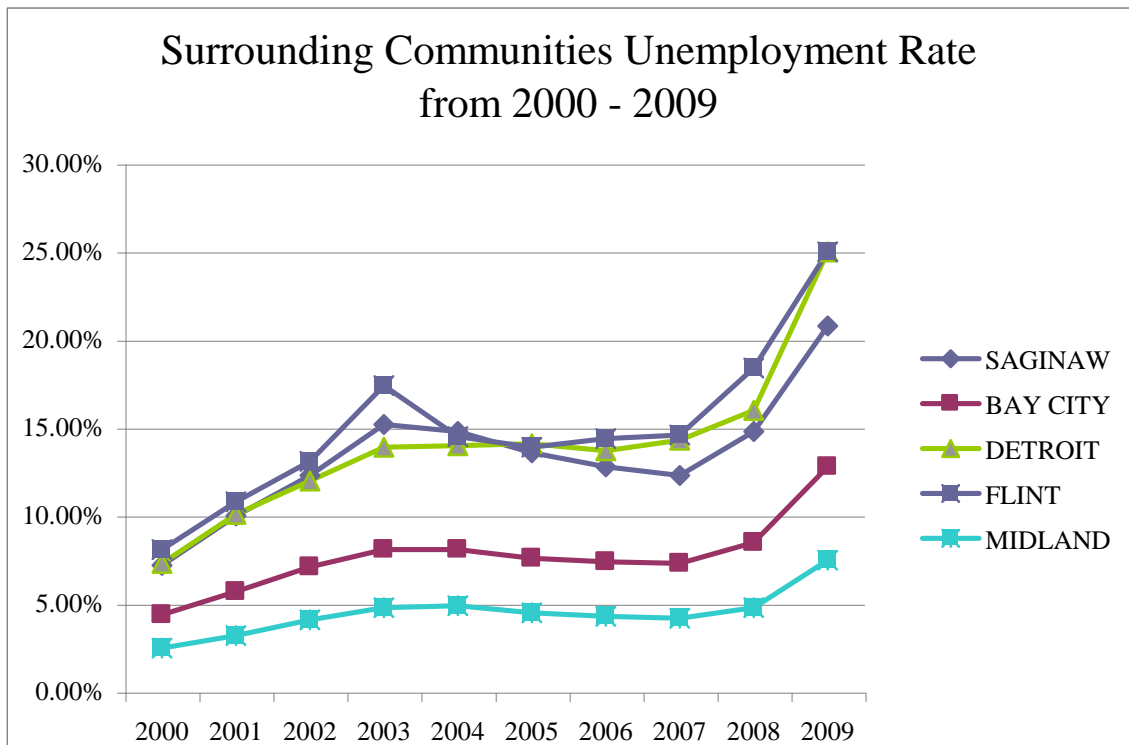
UNEMPLOYMENT RATE CITY OF SAGINAW

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2009	11.8%	11.7%	12.3%	11.3%	12.6%	13.2%	13.4%	11.6%	11.6%	11.5%	11.9%	12.4%
2010	13.3%	13.3%	13.4%	12.0%	12.1%	12.1%	12.5%	11.1%	10.8%	10.3%	10.3%	10.3%

Source: <http://data.bls.gov/pdq/SurveyOutputServlet>

UNEMPLOYMENT RATE SURROUNDING AREAS COMPARISON

YEAR	SAGINAW	BAY CITY	DETROIT	FLINT	MIDLAND
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%



Source: Michigan Labor Market Information, Data Explorer (Labor & Economic Growth, Historical Statistics)

STATISTICAL SECTION



DEMOGRAPHIC STATISTICS

POPULATION TRENDS YEARS 1900-2000

Year	City of Saginaw Population	Percent Increase (Decrease)	Tri-Cities Total Population	Percent Increase (Decrease)
1900	42,322	0%	78,604	0%
1910	50,150	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	-9.0%	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



COMMUNITY PUBLIC SAFETY - POLICE



Police CPS is responsible for the overall planning, directing and coordinating of police activities to promote the safety of the community and to ensure that services are provided in a fair, prompt and courteous manner. It is also responsible for the Inspections Services/Internal Affairs Section of the Police Department, which deals with the investigation of complaints and ensures that proper direction is provided to staff for acceptable operational performance and compliance with policies and procedures.

Community Public Safety - Police Complement FOR YEAR ENDED 2010

Officers by Rank:	2009	2010	Change
Police Chief	1	1	0
Deputy Chief	0	0	0
Lieutenants	5	4	-1
Sergeants	14	14	0
Police Officers	82	86	+4
Total Police	102	105	+3
Crimes by Type:	2009	2010	% Change
Homicide	12	8	33
Criminal Sexual Conduct	45	71	55
Robbery	263	187	28
Felonious Assault	826	759	08
Burglary	1,548	1,286	31
Larceny	747	697	16
Motor Vehicle Theft	166	138	16
Arson	52	23	55
Violent Crime	3,659	3,169	13
Total Crimes by Type:	7,381	6,338	14

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



COMMUNITY PUBLIC SAFETY - FIRE



The Administrative Division of the Fire CPS manages the annual operating budget while overseeing fire operations, training, building and apparatus maintenance, and fire prevention and life safety activities. Administration coordinates these activities with other city departments and divisions and county, state, and federal organizations. Administratively this division strives to provide the highest level of service to the community while providing management direction and planning for the future within the confines of the operating budget.

Community Public Safety - Fire Complement FOR YEAR ENDED 2010

Personnel by Rank:	2009	2010	Change
Fire Chief	1	1	0
Battalion Chiefs	3	3	0
Fire Captains	7	7	0
Lieutenants	13	9	-4
Fire Marshall	1	1	0
Deputy Fire Marshall	1	1	0
Fire Engineer	20	19	-1
Fire Training & Safety Officer	1	1	0
Firefighters	22	22	0
Total	69	64	-5

Calls for Service by Situation Found:	2009	2010	% Change
Fire	532	464	.12
Rescue	86	60	.30
Hazardous Condition	323	303	.06
Service Call	216	331	.53
Good Intent	299	304	.01
False Call	270	286	.05
Total Calls by Situation:	1,726	1,748	.01

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

PRINCIPAL REAL ESTATE TOP 25 TAXPAYERS

As of December 31, 2010

Rank	Owner (Taxpayer)	# of Parcels	Real Property		Personal Property		TOTAL
			Ad Valorem	Special Act Rolls	Ad Valorem	Special Act Rolls	
1	Consumer Energy	57	272,780		19,727,600		20,000,380
2	General Motors LLC	2			12,479,400		12,479,400
3	TRW Integrated Chassis Systems	2			6,549,600		6,549,600
4	Charter Communications II	1			6,224,000		6,224,000
5	Linear Motion LLC	5	3,200,461		2,196,800	38,000	5,435,261
6	General Motors Corporation	4	4,399,236				4,399,236
7	Means Industries, Inc.	5	392,237	670,870	3,169,900		4,233,004
8	CMI-Schneible Co	3			2,775,400	773,900	3,549,300
9	Hausbeck Pickle Co Inc.	4	1,361,372		1,330,400	704,500	3,396,272
10	Corvus Nodular Interests II LLC	1	3,371,270				3,371,270
11	Fullerton Tools Co Inc.	6	306,730		2,378,800	237,300	2,922,830
12	Riverfront Medical Realty	2	2,605,723		223,200		2,828,923
13	Rifkin Scrap Iron & Metal	25	469,829		1,443,000	824,600	2,737,429
14	SSP Associates Inc.	13	2,581,657		101,800		2,683,457
15	Menard Inc.	4	677,804		1,879,900		2,557,704
16	IRG Saginaw, LLC	2	2,189,538				2,189,538
17	Meredith Corp	2	618,282		1,517,400		2,135,682
18	B & W Heat Treating	1			1,986,500		1,986,500
19	Downtown Area Development LLC	2	1,778,140				1,778,140
20	Citizens Bank of Saginaw	10	1,753,247				1,753,247
21	Michigan Production Machine	2	668,369		1,005,400		1,673,769
22	Central Foundry	5	1,668,526				1,668,526
23	Reardon Properties LLC	5	987,436	409,490	152,100		1,549,026
24	Finlay Brookwood Park LTD DHALP	1	1,512,415				1,512,415
25	Uvalde Inc.	101	1,403,283				1,403,283
	TOTALS	265	32,218,335	10,706,446	65,141,200	2,579,300	101,018,192

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

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
CPS	Community Public Safety
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

GLOSSARY OF ABBREVIATED TERMS

-G-

Gals.	Gallons
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GM	General Motors
Govt.	Government

-H-

HOME	Home 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
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-L-

Lbs.	Pounds
LDFA	Local Development Finance Authority
L.E.I.N.	Law Enforcement Information Network
LELI	Law Enforcement Leadership Institute
LLC	Limited Liability Company

-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

GLOSSARY OF ABBREVIATED TERMS

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
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
STH	State Trunk Highway
STP	Surface Transportation Planning
SVC	Service/Service/Service
SVSU	Saginaw Valley State University

GLOSSARY OF ABBREVIATED TERMS

-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
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GLOSSARY OF TERMS

- A –**
- ACCRUAL BASIS** – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods or services are received (whether or not cash disbursements are made at that time.)
- ACTIVITIES** – Specific services performed to accomplish program objectives and goals.
- AGENCY FUND** – Permanently established endowments where the annual income is used at the discretion of the organization in pursuit of a particular mandate.
- ALLOCATION** – The assignment or distribution of available resources such as revenue, personnel, buildings, and equipment among various City departments, bureaus, divisions, or offices.
- APPROPRIATION** – An authorization made by City Council, which permits the City to incur obligations and to make expenditures or resources.
- APPROVED (ADOPTED) BUDGET** – The revenue and expenditure plan for the City for the fiscal year as enacted by City Council.
- ARBITRAGE** – Excess investment profits earned on the investment of lower-cost, tax-exempt bond proceeds.
- ASSESSED VALUATION** – The value placed upon real and personal property by the County tax assessor/appraiser as the basis for levying taxes.
- ASSET** – Property owned by the City which has monetary value.
- AUDIT** – Prepared by an independent certified public accounting firm, the primary objective of an audit is to determine if the City's general purpose financial statements present fairly the City's financial position and results of operations in conformity with the generally accepted accounting principles.
- B –**
- BALANCED BUDGET** – Proposed revenues and other resources equal proposed appropriations.
- BOND** – A long-term promise to repay a specified amount of money (the face value amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.
- BUDGET** – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.
- BUDGET CALENDAR** – The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.
- BUDGET DOCUMENT** – A compilation of the spending and funding plans for the various funds, along with supporting narrative, schedules, tables, and charts which, in total, comprises the annual resource allocation plan.
- BUDGET ORDINANCE** – An ordinance considered and adopted by City Council to formally enact the proposed budget as amended.
- BUDGET TRANSFER** - Adjustment made to the budget during the fiscal year to properly account for unanticipated changes which occur in revenues and/or expenditures and for program initiatives approved during the fiscal year.
- 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.

CLEAN ENERGY COLAITION (CEC) –

CREDIT RATING – The credit worthiness of an entity, as evaluated by independent agencies such as Moody's Investors Service, Inc. and Standard and Poor's Corp.

D –

DEBT SERVICE – Payment of interest and principal on an obligation resulting from issuance of bonds and notes.

DEBT SERVICE FUND – A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

DEFICIT – An excess of liabilities and reserves of a fund over its assets.

DEPARTMENT – The largest organizational component of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION – The spreading out of the original cost over the estimated life of the fixed asset such as building or equipment..

DESIGNATED FUND BALANCE - A portion of unreserved fund balance assigned by City policy for a specific future use.

DIRECT COSTS – Expenses that are directly attributable to the production of service, such as wages, benefits, supplies, and contract services, and that would be eliminated if the service were discontinued.

DIVISION – The largest organizational component within a bureau which design is tied to a specific service output or function.

E –

ENCUMBRANCE – A reservation of funds for an anticipated expenditure prior to actual payment for an item.

ENTERPRISE FUND – A fund used to account for revenues received for goods and services provided to the general public on a continuous basis and primarily financed through user charges.

EXPENDITURE – Actual outlay of money for goods or services.

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.

GENERAL FUND – The City’s major operating account for all financial resources except those required to be accounted for in another fund.

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.

K –

KEY PERFORMANCE INDICATOR – A targeted measurement which adds the most values to the department and is linked to target values and future projections.

L –

LIABILITY – Debt or other legal obligations arising out of transactions in the past, which must be paid, renewed, or refunded at some future date.

LINE-ITEM BUDGET – A budget that lists detailed expenditure categories such as salary, postage, and maintenance service contracts. The specific amount budgeted is also listed by category.

LONG-TERM DEBT – Debt with a maturity of more than one year after date of issuance.

M –

MILL – A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

MILLAGE – The total tax obligation per \$1,000 of assessed valuation of property.

MISSION – A statement that defines the fundamental purpose of the department succinctly describing why it exists and what it does to achieve its purpose.

MODIFIED ACCRUAL – The method of accounting that is a mixture of both cash and accrual bases concepts. Revenues are recorded when they are both measurable and available to meet current liabilities. Expenditures are recorded when goods or services are received.

MSHDA (Michigan State Housing Developing Authority.) The Michigan State Housing Development Authority provides financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing.

N –

NOTE – A short-term promise to repay a specified amount of money (the face value of the note) on a particular date (maturity date). Notes are primarily used to supplement current cash flow in anticipation of taxes and other revenues to be received, or to provide interim financing for capital projects in anticipation of the issuance of bonds.

O –

OPERATING BUDGET – That portion of a budget that deals with recurring expenditures such as salaries, electric bills, postage, printing and duplicating, paper supplies, and gasoline.

OPERATING EXPENSES – Ongoing costs associated with sustaining City government operations such as: communications, professional fees, insurance, rentals, maintenance and repairs, contracted services, supplies, and minor capital.

ORGANIZATIONAL CHART – A chart representing the authority, responsibility, and relationships among departments, bureaus, and divisions within the City organization.

P –

PART-TIME POSITION – A position regularly scheduled for no more than 25 hours per week.

PERFORMANCE-BASED BUDGETING – A method of allocating resources to achieve specific objectives based on program goals and measured results.

PERFORMANCE OBJECTIVE – A goal whose attainment can be reasonably achieved with available resources that assist the department in accomplishing its mission.

PERSONNEL SERVICES – Expenditures relating to compensating employees of the City including wages, salaries, and special pay such as longevity, holiday, vacation, sick, personal, and bereavement; overtime and shift differential; fringe benefits such as FICA, health,

and life insurances; and miscellaneous expenditures such as pension plan contributions, workers' compensation, and unemployment compensation costs.

PROGRAM – An organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities.

PROPERTY TAX RATE – A rate set either by a local governing board or in state law that, when applied to the tax base (assessed value), represents the property owner's tax liability.

PROPOSED BUDGET – The City's resource allocation plan for the fiscal year as prepared and recommended by the Mayor for consideration by City Council.

PROPRIETARY FUND – A fund that accounts for business-like operations that intend to recover their full cost through charges to customers and users.

R –

RESOURCE ALLOCATION PLAN – The City's revenue and expenditure plan for the fiscal year.

REVENUE – Money received or collected by the City through taxation, licenses, grants, fees, fines, forfeitures, charges, investments, and interfund transfers.

REVENUE BOND – Long-term borrowing that is backed by the revenues from a specific project such as water or sewer system improvement.

REVENUE STABILIZATION RESERVE – Revenue stabilization reserve that provides resources when tax revenues temporarily decline (as the result of a recession, the loss of a major taxpayer, or other similar circumstance).

RISK MANAGEMENT – The coordinated and continuous effort to minimize potential financial and human resource losses arising from workers' compensation, liability, and property exposures.

S –

SPECIAL REVENUE FUND – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

T –

TARGET – The success measures of an organization's performance management system and are defined by key performance indicators. Without performance targets the organization's vision cannot be quantified.

TAX BASE – The total value of taxable property in the City.

U –

UNFUNDED LIABILITY – A liability that accrues to a fund for which there is no source of revenue.

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

