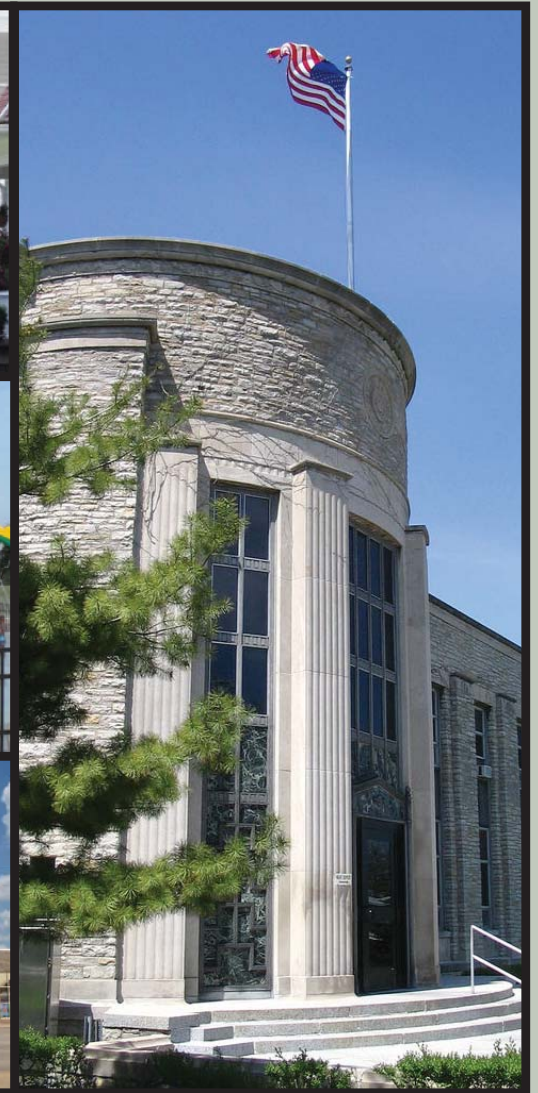
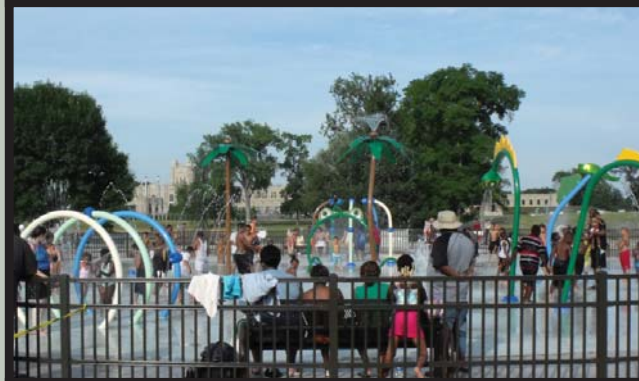


APPROVED BUDGET

2012-2013



*Building a Sustainable Community
on 21st Century Excellence*

CITY OF SAGINAW MICHIGAN

Honorable Greg Branch
Mayor



Darnell Earley
City Manager

Approved by City Council

May 21, 2012

Honorable Dennis Browning, Mayor Pro-Tem

Annie Boensch, Council Member

Norman Braddock, Council Member

Larry Coulouris, Council Member

Dan Fitzpatrick, Council Member

Floyd Kloc, Council Member

Amos O'Neal, Council Member

Andrew Wendt, Council Member

2012-2013 APPROVED BUDGET

CITY OF SAGINAW MICHIGAN

Prepared by:

Darnell Earley
City Manager

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

Timothy R. Morales
Deputy City Manager/CFO

Bernice D. Butler
Administrative/Budget Analyst

Special Acknowledgments:

Angela Stevens
Controller – Plante & Moran

Leah Puskar
Accountant – Plante & Moran

Tracy Bonnell
Enterprise Analyst

Danialle Dube
Information Technology Analyst

2012-2013 APPROVED BUDGET



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Saginaw

Michigan

For the Fiscal Year Beginning

July 1, 2011

Linda C. Davidson Jeffrey R. Ennis

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, 2011.

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 30, 2012

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 2013 Recommended 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 is focused on “**Reform and Sustainability**”. This budget is a spending plan that reorganizes the financial landscape and allocates very scarce resources toward financial and administrative stability. The 2012/2013 Approved Budget will require 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 2012/2013 Approved Budget include:

A General Fund budget total of \$31,804,156 - This represents a “zero growth budget,” which actually equates to a decrease of \$1,224,208, from the FY 2012 General Fund budget of \$33,028,364.

A recommended tax levy of 14.5637 mills – In 2012, the tax levy is projected to increase 0.3347 mills from 2011. The increase is attributed to a decrease in the taxable value of properties in the city. It should be noted that the rate is still lower than the 2010 rate, which was 15.2508 mills. In 2011, the city eliminated 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; however that decrease was somewhat offset by a 1.5 mill increase in the Police and Fire Special Assessment that was approved by voters in 2010. The General Fund property tax receipts will be limited by the gross revenue ceiling limitation in the City Charter.

Millage Rate	2012
City Operating	7.0637
Police & Fire Special Asmt.	7.5000
Total	14.5637

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 2012 tax year, the Proposal A cap is 2.7%. As a result of all these factors, and the overall decrease to state equalized value, the net taxable value decreased by 4.74% from \$568,991,998 to \$542,029,556.

Staffing Complement – There have been many changes in the staffing complement, citywide, in FY 2013 from the previous fiscal years. Following is a summary of these changes: in the Department of Public Services the Assistant City Engineer, Survey Assistant, Survey Technician, Administrative Professional, two Crossover Operators, and a Chief ROW Utilities Foreman were eliminated in FY 2012, these change are reflected in FY 2013; in the Department of Technical Services the Information Services Analyst will be eliminated due to a retirement; in the Department of Development the Code Enforcement Specialist will be eliminated due to a retirement as well as the Rehabilitation Application Specialist and Residential Rehabilitation Specialist will not be funded due to the decrease in Community Development Block Grant entitlement funding in FY 2013; and the following vacant positions were eliminated in Community Public Safety Police and Fire a Staff Professional, 10 Police Officers, Fire Chief, one Fire Captain, one Fire Engineer, two Fire Lieutenants (*please note that in the previous fiscal years these positions were under filled by Firefighters*), and two Firefighter positions, as well as the savings of not budgeting for four vacant Firefighter positions. These reductions are possible due to retirement of senior employees. To not eliminate these positions will only contribute to a structural imbalance in the city's operating budget that will substantially grow as the cost for these positions increases on an annual basis. Services can be restructured around the remaining positions to provide the level of service that our revenues can support. During FY 2012, the City constructed and council approved a new part time contract. With the settlement of this contract; employment agency personnel became employees of the city. All funds have been affected by these additions. Furthermore, in FY 2013, the city has budgeted to receive the Homeland Security Staffing for Adequate Fire and Emergency Response Grant which will provide funds directly to fire departments and volunteer firefighter interest organization in order to help them increase the number of trained front-line firefighters available in the community. Seven Firefighters have been allocated to this fund. Should the city not receive this grant, these positions will be eliminated.

Non-General Funds account for approximately 76.35% of the \$134,482,566 city budget. Water and Sewer Utility Enterprise Funds make up approximately 48.05% of the total Non-General Fund spending with a combined budget of \$49,335,291.

This year's budget message covers three major topic areas: Budget Preparation and Presentation, FY 2013 Budget Highlights, and a brief comment on the Public Safety Millage. The 2013 "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 2013 Approved Budget also reflects the strategic planning efforts and priorities as discussed in ongoing strategic planning sessions. Our intent for 2013 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. The FY 2013 budget does not include the use of any fund balance for the General Fund. This budget is in compliance with the Uniform Budgeting and Accounting Act.

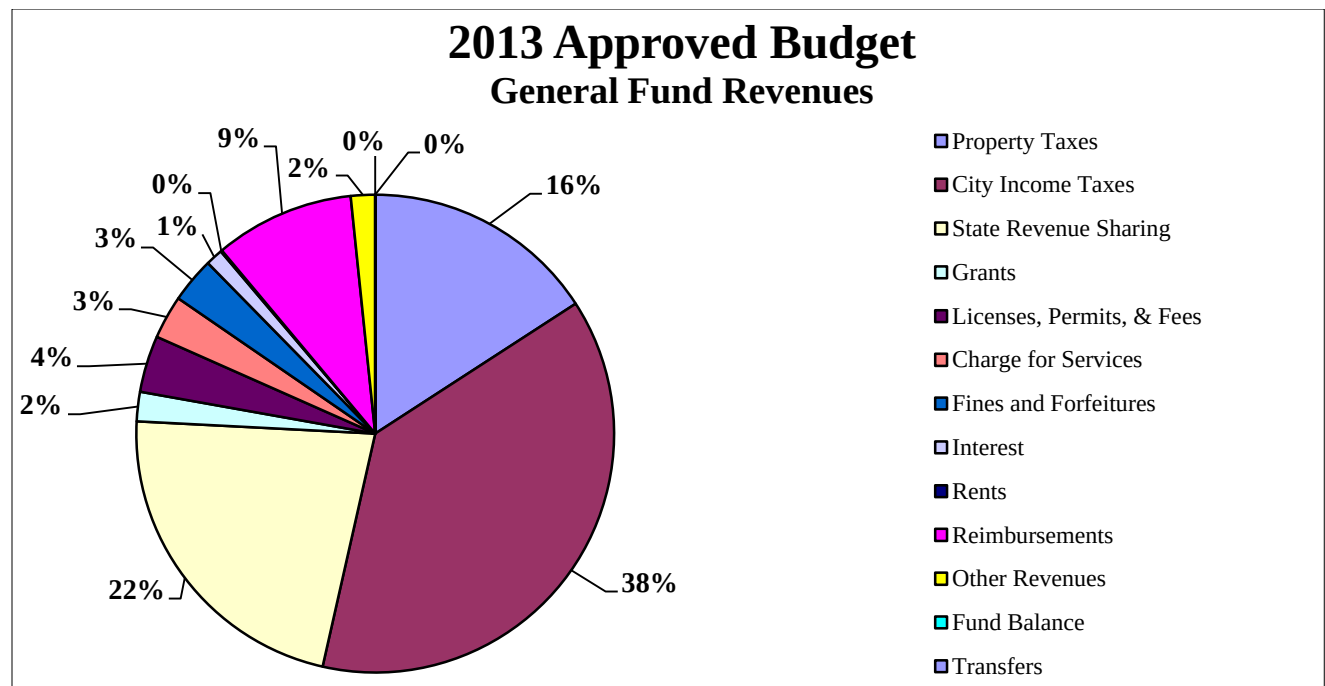
Budget Preparation and Presentation

The FY 2013 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 2013 to make the budget useful as a management tool, communication device, and policy document.

FY 2013 Budget Highlights

General Fund Revenues

The following chart indicates the various General Fund Revenue Sources for 2012/2013 and the relative percentage supplied by each.



Tax Rate

The 2013 Budget calls for a total city tax levy of **14.5637** mills. This represents a 0.3347 increase in the overall millage rate from 2011. The increase can be attributed to a decrease in the taxable value of properties in the city. However, as noted previously, this rate is lower than the 2010 rate.

It is important to note that the ceiling of \$3,828,778, as per the City of Saginaw Charter, has been reached and thereby the maximum allowable general operating millage rate of 7.5000 has decreased to 7.0637. 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 2012/2013 fiscal year, to levy a tax rate of up to 14.5637 without a vote of the citizens, as indicated below.

Millage Rate History	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
City Operating	5.1701	5.3056	5.5849	6.2976	6.7290	7.0637
Trash Collection	2.9532	2.9532	2.9532	2.9532	0.0000	0.0000
Police & Fire Special Asmt.	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>6.0000</u>	<u>7.5000</u>	<u>7.500</u>
	14.1233	14.2588	14.5381	15.2508	14.2290	14.5637

Tax Shift

The taxable value of residential properties decreased from \$350,887,163 to \$334,056,853, a decrease of 4.80%. The total taxable value projected for FY 2013 is \$542,029,556 of which real property will be \$448,118,356, and personal property will be \$93,911,200.

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 2013 is projected to be \$12,022,879 (a 1.89% increase from the FY 2012 projection of \$11,800,000). Income tax revenue relies heavily upon the financial health of businesses operating in the Saginaw area.

It should be noted that \$971,879 of the projected income tax revenue for 2013 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 an 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 2013 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.

Reorganization Efforts

The 2013 Budget will create the foundation for reforming the city's public safety delivery system; this budget contains bold and innovative steps to reorganize public safety. The first step in this process was previously pointed out in the Staffing Complement section. An effort of this magnitude is required for long term reform and sustainability of all city services. The City must find a way to balance the need for public safety services without decimating our ability to be a full service city. A Committee on Public

Safety Funding/Planning/Sustainability was constructed to move toward that goal, as public safety represents the single largest allocation for the general fund budget. This particular group consists of a variety of stakeholders—residents, leaders of businesses in the city, one of the largest faith-based organizations in the city, along with public safety, financial, and criminal justice professionals. Given that the current models for public safety, both police and fire, are not sustainable with the limited general fund resources, the group will facilitate discussion and fact finding regarding available options. Ultimately, the group will be a source of ideas and recommendations for changes that will be submitted to the Council in the first quarter of FY 2013. The FY 2013 budget will be revisited at that time to include whatever modifications that comes forth from the work of this committee.

In FY 2012, the City's Public Services Director developed a staffing reorganization plan. This effort was necessary to reduce expenditures in the Department of Public Services, such as major and local streets, which are funded through State formula allocations. In an effort to eliminate budgetary issues in these areas, the Director prepared a department-wide review that addressed service delivery methods, staffing levels, shared assignments, and employee allocations. This process will yield savings in excess of \$750,000 in FY 2013.

Additionally, in FY 2012 the City Attorney's Office was eliminated and a contract was established with an outside law firm. It is estimated that this change will save the city approximately \$257,000 in the first full year of operating in this manner (FY 2013).

The city will need to duplicate such efforts in other departments in order to remain successful. The example from the Department of Public Services illustrates that changes must be made in all areas, including non-general fund. However, it also emphasizes that nothing is beyond review or modification. This was a major reorganizational review of a non-general fund department, one which typically has not had funding issues. In the current economy, the city cannot afford to leave any departments "as is." We will continue to work to improve processes and reinvent government in the City of Saginaw.

Part of the task of the Committee on Public Safety Funding/Planning/Sustainability will be to examine an alternative method for the management and administration of the Police and Firemen Pension System, pursuant to chapter 16, section 1 of the city charter. The committee will examine the feasibility and cost efficiency of a third part or agency to replace the current pension system as defined in ordinance, D-678.

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 are included in the 2013 Budget for its operational needs. Additionally, the city began a curbside recycling program in April of 2012 and will continue with the program in FY 2013.

Capital Improvements

General Fund capital improvement expenses have not been included in the FY 2013 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 2013. The city's goal is to continue to provide quality services to residents, and this cannot be accomplished this year if we include funding for capital improvement projects. We have been able to balance this budget without a noticeable decrease in city services, which 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, those recommendations have not yet been completed. However, the building continues to be evaluated and we expect to have plans for moving forward with improvements sometime in FY 2013. During the year 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 plan progresses. A committee has been formed to come up with an alternative plan to the proposal, which was given to the electorate in November 2011. The building has far surpassed its useful life expectancy thus making renovation a paramount issue this fiscal year. The committee's recommendations will be included in any budget adjustment or modification made during FY 2013.

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 within the public safety fund 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 in 2011.

For FY 2013, the Public Safety Millage will generate approximately \$3,360,888 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 \$3,963,150. 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 (\$602,262). This gap will continue to grow if the city experiences the same decline in taxable value that it has the past few years, along with continued rising employee 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. This millage was never intended as a long term funding solution to the rising cost of public safety services, as reflected in this budget. The city now must retrench its financial liabilities related to providing those services that will include reviewing the feasibility of measures up to and including contracts with Saginaw County or other governmental agencies as deemed appropriate and cost efficient.

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 trend is in jeopardy because general fund revenues have significantly decreased, and public safety is the primary expenditure of the general fund. The city must continue to review public safety operations and implement additional changes in service delivery so that these trends can continue.

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 2013 budget, funding has been earmarked to meet these goals and objectives:

City of Saginaw – Goals and Objectives	Amount designated from 2013 Approved Budget
Crime and Public Safety Issues	\$26,590,738
Neighborhood Revitalization and City Beautification	\$11,018,086
Recreational Offering and Youth Activities	\$215,779
Maintain and Enhance City Revenue Efforts	\$97,644
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 2012/2013 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 factor in the development of this budget is the level of expected revenue for FY 2013 and a drastic increase in expenditures, particularly those related to retiree benefits. Although revenue from some general fund sources is expected to increase slightly, the city is projecting to receive fewer grants than in the past, which will put additional strain on the general fund. This will be the second year of the Economic Vitality Incentive Program (EVIP); therefore, we know what to expect with regard to revenue and the deliverables to the State, however we also know that revenue will be approximately \$2 million less than when the city received Statutory Revenue Sharing.

Retiree benefits have long been an issue for the city, and the rate at which those costs have continued to rise is alarming. Pension costs for 2013 have increased by well over \$1 million from 2012 expenses, and retiree health care also continues to increase. Retiree health care is budgeted at over \$7.5 million in the general fund and general fund pension costs are nearly \$10 million – therefore approximately half of the general fund expenditures are dedicated to retiree expenses! This is an area that must be addressed during fiscal year 2013 in order to preserve city operations.

As the city moves into the new fiscal year, 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 continuation of the 5-Point Management Plan. Recall that the plan includes the following: Review all administrative policies to identify cost savings to the city; conditional hiring freeze on all vacant, budgeted positions – positions will only be filled based upon compelling evidence from the requesting department; continued meetings and cooperation with the Governor’s Office and other State agencies to increase funding for the city; additional discussions with union leaders regarding opportunities for savings, either through collective bargaining or operations; eliminate paid time off annual accruals that occur in January (this is part of current negotiations with the labor unions). 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 for ways to deliver those services more efficiently to further enhance savings.

As “Collaboration, Consolidation, and Cooperation” is one of the primary ideas in the Governor’s EVIP, we must continue to consider ways that we can cooperate with other local units of government and form collaborative agreements. This cooperation may 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. This will be even more important as we move into FY 2013. The city is in a good position to make changes – we know what our financial position is, we know what areas must be addressed, and we have the ability to make the changes. 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 with continual process improvement. 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

A handwritten signature in cursive script, reading "Darnell Earley". The signature is written in dark ink on a light-colored background.

Darnell Earley
City Manager

HOW TO USE THE BUDGET DOCUMENT

This page provides an explanation of the format and content of the Fiscal Year (FY) 2012/2013 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 2012/2013 Budget.

Policies and Initiative

This section illustrates City Manager and Council goals and objectives, which provide direction for budgetary decisions and allocations.

Additional Introductory Information

This introductory information consists of the updated City Organizational Chart, 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 2012/2013 and prior years.

Budget Detail

This section contains information on FY 2012/2013, 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:

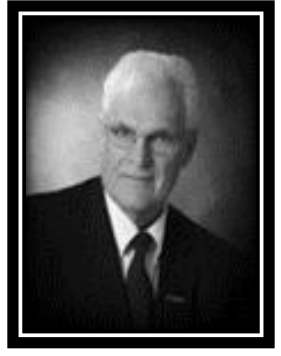
- Description of individual programs
- Summary of resources (projected revenue) and appropriations (approved expenditures) – total fund budget.

- Line-item detail – provides detail of revenues and expenditures for FY 2009-2011 Actual, FY 2012 Approved Budget, FY 2012 Adjusted Budget, 2012 Projected, and FY 2013 Approved budget.
- Revenue line items identify specific funding sources. Expenditure line items are categorized as personnel, operating, capital outlay, and miscellaneous. "Other Services" has the following classifications:
 - **Professional Fees** – covers all expenditures that are related to professional services provided to the City. This includes professional services, legal services, engineering services, employment agency fees, operating services, labor professional services, insurance, workers compensation payments, and advertising.
 - **Maintenance Fees** – covers all expenditures that are related to services performed or utilized. These fees include: demolition, postage and freight, telephone/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.



Mayor
Greg Branch

CITY OF SAGINAW ELECTED OFFICIALS



Mayor Pro-Tem
Dennis Browning



Council Member
Amos O'Neal



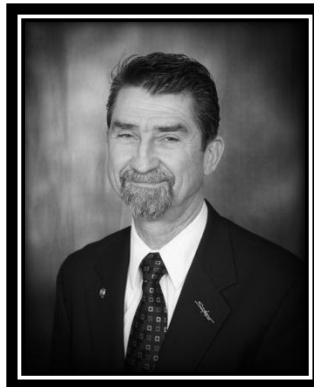
Council Member
Larry Coulouris



Council Member
Dan Fitzpatrick



Council Member
Anne Boensch



Council Member
Flody Kloc



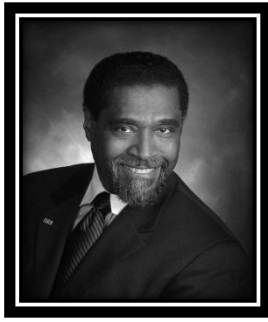
Council Member
Norman Braddock



Council Member
Andrew Wendt



CITY OF SAGINAW MANAGEMENT TEAM



Darnell Earley
City Manager



Timothy Morales
Deputy City Manager/CFO



Debbie Buck
Public Information Officers/Executive
Asst. to the City Manager



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



Phillip Ludos
Asst. City Manager for Public Safety



Janet Santos
City Clerk



Andre Borrello
City Attorney



Brian Lipe
Interim Police Chief



Odail Thorn
Development Director



Dennis Jordan
Employee Services Director



Kimberly Mason
Water and Wastewater
Services Director

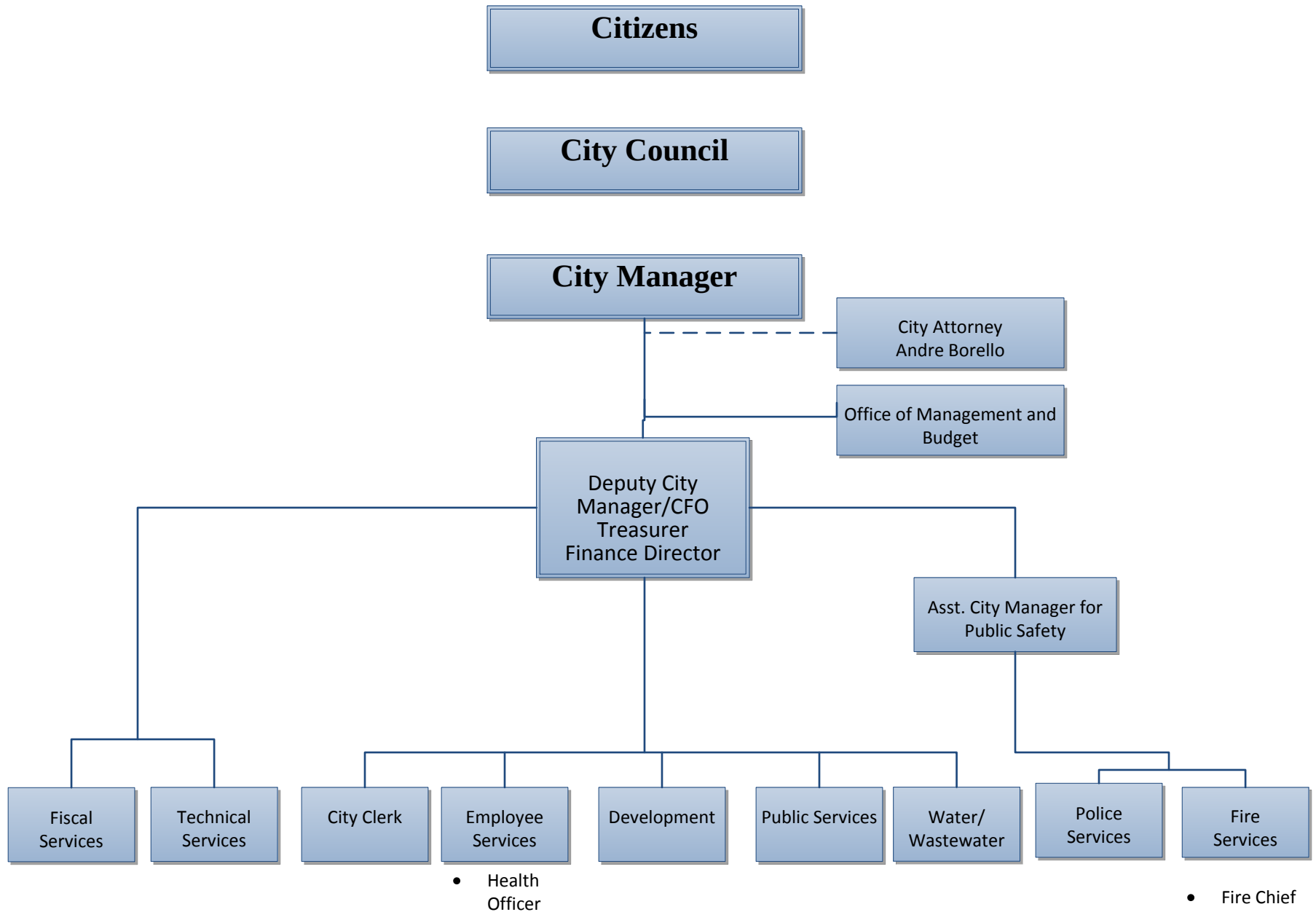


Jeff Klopchic
Technical Services Director



Phillip Karwat
Public Services Director

CITY OF SAGINAW



CITY OF SAGINAW

ORGANIZATIONAL STRUCTURE

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

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

The formal organizational structure of the City is comprised of the Offices of General Government, Departments of Fiscal Services, Community Public Safety, Development, Public Services, Water and Wastewater Treatment Services, and Technical Services. The largest organizational component within a department is the division. The structural design of the division is closely related to service output or function. Divisions provide separation of duties within each department. With responsibilities delegated at such a definitive level, many divisions can be interpreted as local government programs, wherein the City places emphasis on the distribution of workloads to achieve a specific output. To evaluate this output, the Office of Management and

Budget staff has incorporated performance measurements into the approved budget document to analyze and assess the effectiveness and efficiency of service delivery. Meeting organizational goals and objectives are the ultimate outcome each department is attempting to achieve.

To account for departmental and office fiscal transactions, the City utilizes the fund basis of accounting whereby all governmental activities are accounted for through a series of distinct funds. These funds include reporting entities to control resources and demonstrate compliance with various legal and 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 resource and appropriation 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) the Local Development Financing Authority (LDFA) and Brownfields. The Technical Services Department combines the General Fund's Saginaw Government Television (SGTV) Division with the Internal Service Fund's Geographical Information Systems and Information Services Funds. Additionally, the Department of Public Services combines General Fund Operations with Special Revenue Funds – Major and Local Streets, Rubbish Collection, Clean Energy Coalition, Andersen Enrichment Center, and Boat Launch Funds, Enterprise Funds – Celebration Park, 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 these 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/Public Information Officer provides technical and administrative support to City Council. The Administrative Support Clerk assists the Executive Assistant to the City Manager/Public Information Officer 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/Public Information Officer, and 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, 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 (Water and Sewer). 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 oversees and manages the Office of Community Public Safety (CPS), which includes Police and Fire. In CPS-Police, the Police Chief and the Assistant Police Chief, who are management employees, report directly to the Assistant City Manager and oversees Police Operations. The divisions within this structure are: Administration, Police Patrol, Police Investigation, Criminal Investigation, Building and Maintenance, and Support Services. The City of Saginaw utilizes the 12-hour shift for the Patrol Officers, which includes some of the Commanding Officers. In addition, in FY 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 Millage 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. Three Battalion Chiefs oversee and manage the daily activities of this structure. CPS-Fire consists of four divisions: Fire Suppression, Fire Training, Fire Prevention, and Fire Apparatus Operations and Maintenance. CPS-Fire has approximately 20 Firefighters who are paid from the Public Safety Mileage as with the CPS-Police.

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, 35% of the Director, 92% of the Assistant Director, and 5% 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 general fund 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. This division is also responsible for managing the inspection staff assigned to the housing

rehabilitation program demolitions, and all ordinance enforcements, such as weed, and environmental improvement.

The third general fund division of the Department of Development is the Parking Operations Division. This division was added to the general fund in FY 2013 and consists of a Parking Enforcement Officer, and two Skilled Laborers. Employees of this division report directly to the Licensed Inspector. The primary goals of this division are to manage the municipal parking structures and to enforce the City Parking Ordinance. Activities include the issuance of tickets to illegally parked vehicles and inspection of the City parking lots. This division also ensures that the lots are free of debris and there are no maintenance or safety concerns for the patrons using the facilities.

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 Abatement, and Facilities; 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 Right of Way Services (only), and three Internal Service Funds: Public Works Building, Radio Operations, and Motor Pool Operations; and three Fiduciary Fund: Forest Lawn Cemeteries, Oakwood Cemeteries, and 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, 2010 city administration added the Director of Water and Wastewater Treatment Services. 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 Services serve as an advisor to the City Manager regarding any serious conditions. The Director of Water and Sewer Treatment Services is also responsible for the Water and Sewer Operation and Maintenance'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 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
2012/2013 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 Approved 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 Approved 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 AND VISIONING STATEMENT

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 2012, 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.

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 and containing costs
3. Collaborate with private and public sector partners to review the organization for reorganizing and reinventing
4. Identify and integrate technology to enhance customer service and public safety
5. Continue aggressive revenue enhancement measures
6. Identify funding for implementation of capital improvement plan to address facilities, equipment, and infrastructure needs
7. Implement changes in the tax structure, to include a strategy that educates citizens and increases their willingness to invest in the City (be proactive in our strategy)
8. Continue the process of amending the Charter as per the Charter Review Committee's recommendations
9. Increase the quality and quantity of communication between government and citizens (Develop strategy; have accurate information for consistent message; gain trust; consider attendance at neighborhood association meetings)

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. to more aggressively expedite the City's progress in job creation and retention
2. Collaborate with state and federal institutions and the private sector to provide a variety of incentives for business growth
3. Implement the Master Plan and collaborate with the Saginaw County Land Bank and implement an effective land use strategy for economic development
4. Provide City support to the development of entrepreneurs and small business
5. Aggressively pursue industrial expansion opportunities in the City of Saginaw to move the City to the next phase of economic growth
6. Enhance the efforts of the Downtown Development Authority
7. Support the Riverfront Commission as it looks for ways to facilitate development opportunities so as to expedite our progress in this area

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 encourage new associations
2. Continue to enhance and support code enforcement, community policing, and community public safety
3. Eliminate the culture of crime in Saginaw and the attendant perception issues that it creates for our City (i.e. information to Council Members, statistical analysis used, benchmarks, publicity, context, rate of progress, ability to make our case on these issues)
4. Continue to capture available revenue streams to eliminate blight and revitalize neighborhoods
5. Refine ordinances and enforce codes that enable us to eliminate issues that affect quality of life in neighborhoods
6. Continue working with preservation organizations and the development community to identify and provide resources to enable families, individuals, and developers to preserve historic assets
7. 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

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. Support the City School Liaison Committee in its implementation of the communications plan to insure high performance
2. Express the importance of Saginaw Promise Zone Initiative to the success of the City
3. Pursue collaborative opportunities with higher education institutions

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

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. Continue to collaborate with CMU and related parties to implement the development of the medical school
2. Begin to position the City for changes in the delivery of health care in the future
3. Continue to partner with the health care community on effective land use, blight elimination, and neighborhood stabilization

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. Collaborate with private sector and nonprofit partners to help insure sustainability of arts and cultural organizations

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 (i.e. Gus Macker)
2. Along with our partners, actively seek grants and private sector funding to continue development and upkeep for park and recreational facilities
3. Develop targeted public safety initiatives in recreational areas
4. Continue to update and revise the Recreation Master Plan
5. Capitalize on opportunities presented by the sports business

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 ... throughout its history, 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 grant funding for abandoned historic structures
3. Continue to work with the Historic District Commission to protect the City's historic resources, identify new districts, and to become a certified local government (including the development of a preservation plan)





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 Management and Budget (OMB) compiles the annual budget for the City. The fiscal year for the City of Saginaw is July 1 to June 30. The actual budget preparation process gets underway in early December. One important element of this process is a cooperative effort between the staff in the Office of Management and Budget 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 Management and Budget. 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 OMB meets with all department heads to review and acquire additional information for the data provided. The draft and recommendations are then forwarded to the City Manager and Deputy City Manager/CFO for their review. In 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	• 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	• Personnel manuals distributed to Departments • OMB staff meets with Departments
February	• 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	• City Manager meets with Departments (continues) • 1st and 2nd rounds of budget review with City Manager, Deputy City Manager, and OMB
April	• City Manager's Proposed Budget presented to City Council • Development and printing of the FY Proposed Budget
May	• 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 2011 Actual Revenues at June 30, 2011

The seven-year average growth rate from 2004 – 2011 multiplied by 2011 actual revenues is used as a projection for the 2012 revenues. By utilizing the average growth rate for an additional year, the 2013 revenues are projected.

Method 2: 2012 Actual Revenues at December 31, 2011 / 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 2012 revenues, 2013 revenues are projected. (Please note as more information is provided the revenues are further altered).

Method 3: 2012 Actual Revenues at December 31, 2011 / (2011 Actual Revenues at December 31, 2010 / 2011 Actual Revenues at June 30, 2011)

A percent of 2012 revenues are determined from revenues receipts at December 31, 2011. The 2012 revenues at December 31, 2011, are divided by the percentage collected December 31, 2010, to project revenues for 2012. By reviewing revenue trends in conjunction with this method of projections for 2012 revenues, the 2013 revenues are projected.

Method 4: Percentage of 2011 Revenue budget collected at June 30, 2011 x 2012 Budget

2012 revenues can be projected by multiplying the percentage of 2011 Budget, which was collected at June 30, 2011, times the 2012 Budget. By reviewing the historical actual to budget ratios, assumptions can be determined to assist in 2013 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 appropriation center end in a deficit.

The General, Community Development, Major Streets, Local Streets, Rubbish Collection, Public Safety Millage, Public Safety Grants, Andersen Enrichment 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 budgeted 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 2012/13:

City of Saginaw – Goals and Objectives	Amount designated from 2013 Approved Budget
Crime and Public Safety Issues	\$26,590,738
Neighborhood Revitalization and City Beautification	\$11,018,086
Recreational Offering and Youth Activities	\$215,779
Maintain and Enhance City Revenue Efforts	\$97,644
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:

This fund accounts for the \$165 fee assessed to household units for the collection of solid waste, a trash (environmental) fees, and composting fees. It also records the expenditures for rubbish collection, hauling and disposal, curbside recycling, composting and trash cleanup.

Clean Energy Coalition Fund:

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

Andersen Center Operation Fund:

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

Homeland Security Staffing for Adequate Fire and Emergency Response Grant Fund:

This fund accounts for funding from Homeland Security to be provided directly to fire departments and volunteer firefighters interest organization in order to help them increase the number of trained front-line firefighters available in the community. This grant allows for the City to be in compliance with staffing, response and operational standards that is established by NFPA and OSHA.

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.

Celebration Park Fund:

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

ENTERPRISE FUNDS

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

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.

CITY OF SAGINAW - FINANCIAL ORGANIZATIONAL CHART
2012/2013 APPROVED BUDGET

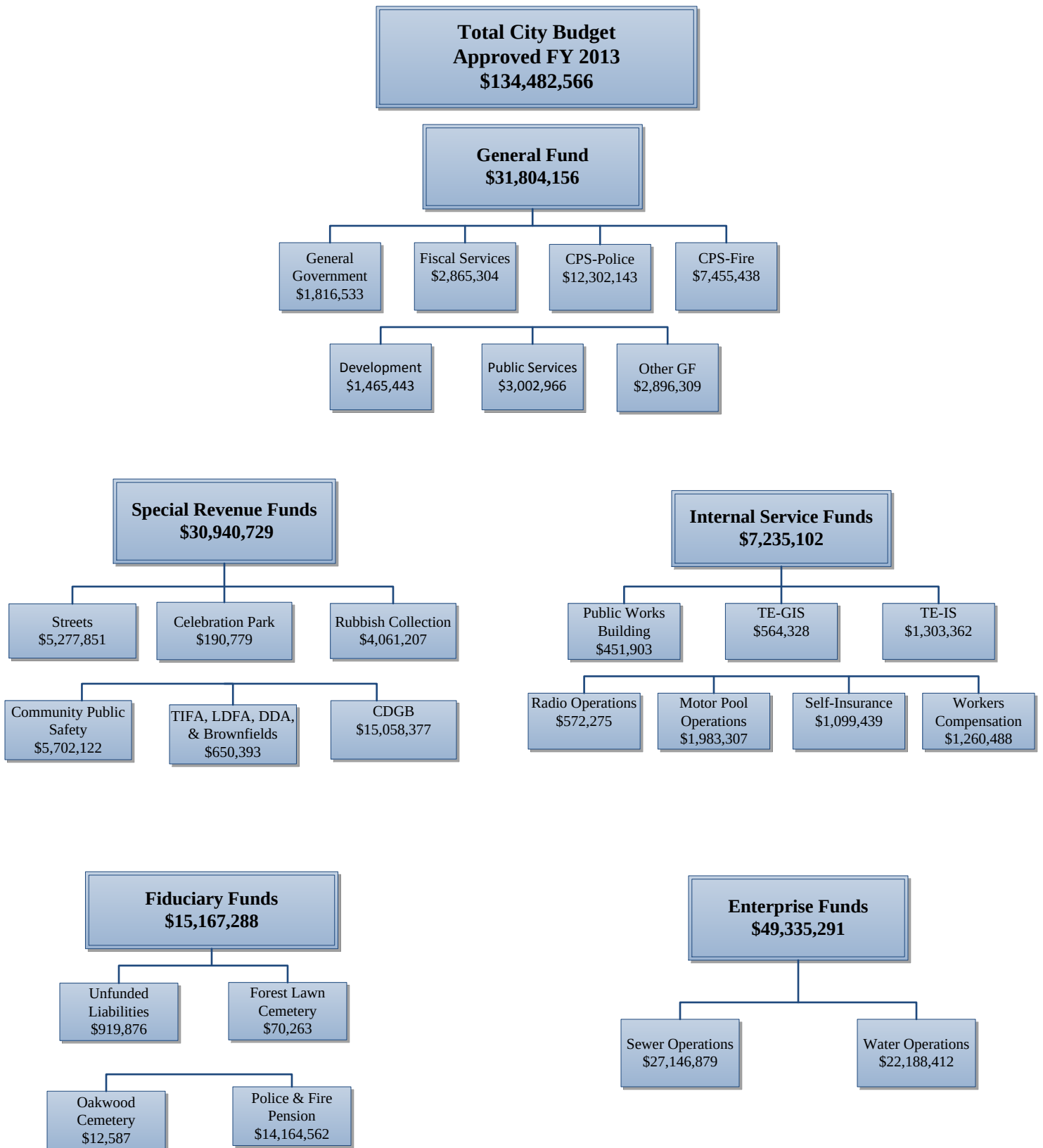
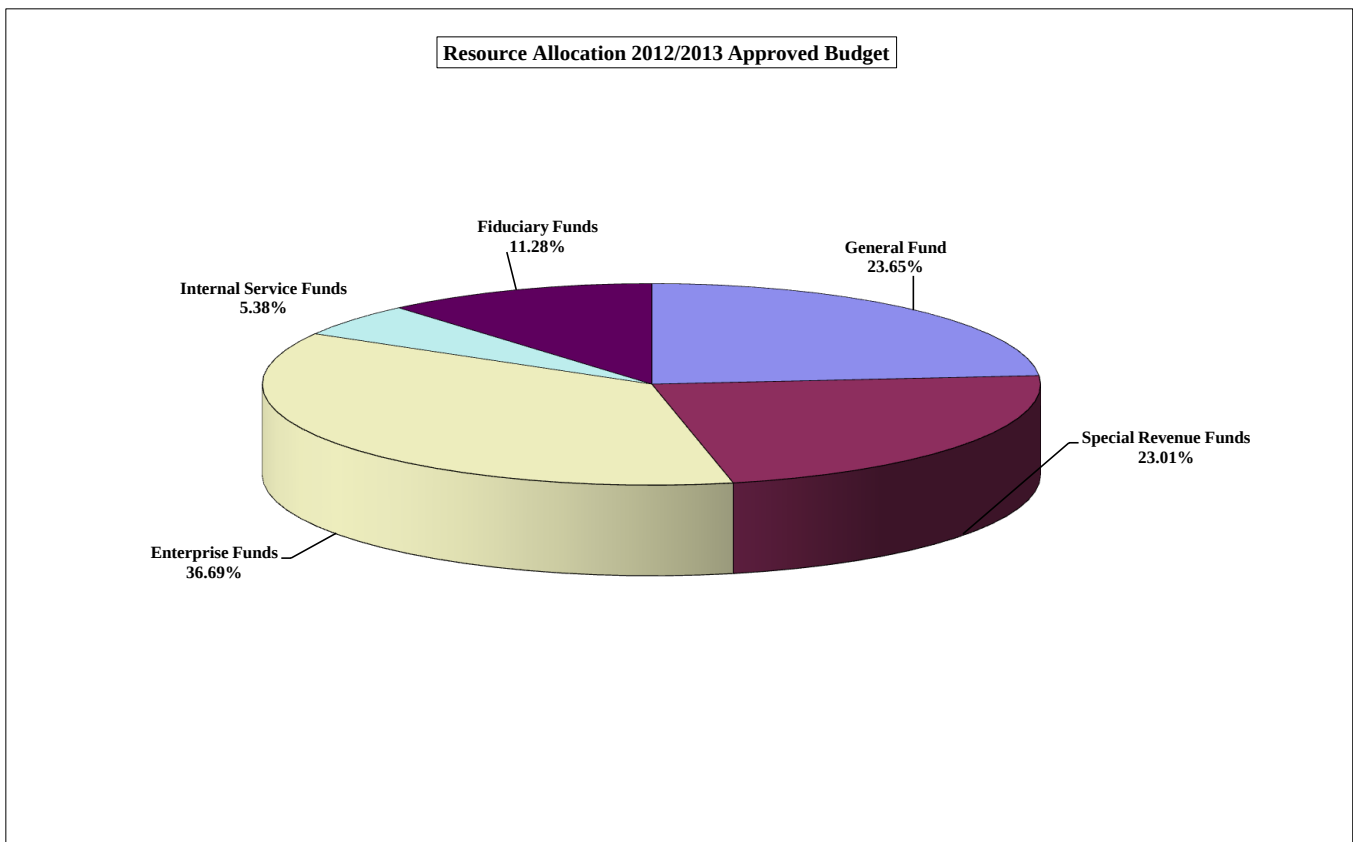


Chart figures correspond to budget tabs and include all transfers.

**RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET**

<u>RESOURCES</u>		<u>APPROPRIATION</u>	
GENERAL FUND	\$ 31,804,156	GENERAL FUND	\$ 31,804,156
SPECIAL REVENUE FUNDS	30,940,729	SPECIAL REVENUE FUNDS	30,940,729
ENTERPRISE FUNDS	49,335,291	ENTERPRISE FUNDS	49,335,291
INTERNAL SERVICE FUNDS	7,235,102	INTERNAL SERVICE FUNDS	7,235,102
FIDUCIARY FUNDS	15,167,288	FIDUCIARY FUNDS	15,167,288
TOTAL RESOURCES	<u>\$ 134,482,566</u>	TOTAL APPROPRIATION	<u>\$ 134,482,566</u>



SUMMARY OF REVENUES

GENERAL FUND

General Fund revenue is expected to decrease by \$1,224,208, or -3.71% from the 2011/2012 Approved Budget. Property Tax revenues are expected to increase by \$1,064,461, or 26.67% from the previous year. This is primarily attributed to one time revenues for prior year refunds on property taxes as well as the city realizing additional property tax revenues for property in renaissance zones and capturing districts that have matured. Additionally, the FY 2013 Approved Budget reflects a slight increase in the amount of monies received for payments –in-lieu of taxes. City Income Tax will increase by \$222,879, or 1.89% from FY 2012. This increase is attributed primarily due to the addition of new business as well as the city aggressively pursuing delinquent income taxes through designating a Collection Specialist to that effort. These monies collected will offset the cost of the employee, less pension expenditures. State Shared revenues are projected to decrease by \$899,744, or -11.24%. This decrease is attributable to the reduction in Statutory and Constitutional State Shared Revenues due to the implementation of the Economic Vitality Incentive Program and population loss. Grants are expected to decrease by \$77,116, or -10.84% from the previous year. This decrease is attributed to the reduction in federal funds for Community Public Safety- Police and one-time grants revenues for economic development. Licenses, Permits, and Fees are projected to be \$1,222,700 which is a decrease of \$2,450 from the previous fiscal year. Charge for Services is projected to increase by \$27,540, or 3.03%. This increase can be attributed to slight increase to False Alarm Fees for Police. In FY 2012, the city vendors who provide false alarm services were reorganized and the CPS – Fire false alarm fees were added, this resulted in additional revenues. Fines and Forfeitures will increase by \$641,522, from the previous fiscal year. This increase is due to the reassignment of the Parking and Operations Maintenance Fund from an Enterprise Fund to the General Fund. Additionally, the city administration is in the process of evaluating the parking enforcement strategy for the city and has developed a long-term strategy that will allow the city to collect outstanding parking revenue. Interest revenues are expected to decrease by \$2,800. This anticipated decrease is based on the downward fluctuation in the market. The General Fund Reimbursement will increase \$529,194 or 21.29% from the approved 2012 budget. This increase is due to increases in the funds allocated for Saginaw County- weed abatement, an increase to the cost allocation plan, as well as an appropriation of revenue for the city's detachment agreements. The category of Other Revenues is expected to decrease by \$224,713, or -30.03% from the 2012 budgeted levels. This decrease can be attributed to a reduction in Non-Owner Occupied Dwelling, which was already accounted for in Housing Registration Fees, as well as a reduction in the amount appropriated for Encroachment fees. Finally, in FY 2013, city administration separated the Use of Fund Equity and Transfers revenues from Other Revenues. In 2012/2013 Approved Budget, no funds will be appropriated from city reserves nor will there be any funds received as a transfer in to the General Fund.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' revenues will be \$30,940,729, for the 2012/2013 Approved Budget. This represents a \$1,194,811, or -3.72% reductions 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 \$357,693. This decrease is based on the restructuring of Public Services. This reduction will be offset by the reallocation of non-business permits revenue from the General Fund to Street Funds.

Public Safety Fund:

The Public Safety Fund is expected to decrease by \$86,560, or -2.14%. 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. For FY 2013, the city will realize a downward assessment of real property tax revenue. This short fall in revenues will be offset by an increase to the General Fund subsidy to this fund.

Rubbish Collection Fund:

Rubbish Collection revenue is expected to increase by \$269,327, or 7.10%. In FY 2012/2013, the city continues to utilize the \$165 flat fee for rubbish collection services. However, due to the incorporation of year round curbside recycling services, the city will have to appropriate the use of fund equity to offset the increase cost of these services.

Clean Energy Coalition (CEC) Fund:

The Clean Energy Coalition Fund will decrease by \$116,399 from FY 2012 approved budgeted levels. This decrease is due to the discontinuation of CEC grant program by the host organization because of litigation issues with private companies.

Commerce Center DDA:

The Commerce Center DDA is expected to decrease approximately -10.66% from the previous fiscal year. This decrease is due to the downward assessment of property taxes.

Economic Development:

The Economic Development Fund will be budgeted at \$22,036 for FY 2012/2013. In previous fiscal years, this fund was not budgeted. However, due to an audit citation, funds have been appropriated in FY 2013. The revenue source for this fund is the State of Michigan Strategic Fund.

Sils Island DDA:

In FY 2012/2013 Sils Island DDA will no longer be active.

Community Policing Fund:

The Community Policing Fund revenues will decrease \$27,490, or -3.42% in FY 2013. The decrease in this fund is attributed to the completion of the Weed N Seed and the Crime Technology grants as well as a reduction in the amount that will be received for the COPS Hiring Grant. Furthermore, funding from the COPS Hiring Grant will be completed as of May 2013.

Justice Assistance Grant:

The Department of Justice - Justice Assistance Grant revenues will decrease by \$93,953 in FY 2013. For the 2013 Budget the remaining balance from the 2011 JAG Grant has been appropriated.

Drug Forfeiture Fund:

The Drug Forfeiture Fund will increase by 12.29%. 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 city became a recipient of two Saginaw County Public Health grants. The City, through these grants, will engage youth and provided facilities for the programs that will enhance self-awareness and self-esteem, and reduces the use of substance through participation in substance abuse programs. The FY 2013 budget reflects the remaining balance to be used for these grants. The completion of these grants is September 30, 2012.

Homeland Security – SAFER Grant:

In FY 2013, the city will be appropriating approximately \$635,503 for the Homeland Staffing for Adequate Fire and Emergency Response Grant. This grant provides funding to fire departments and volunteer firefighters interest organization in order to help them increase the number of trained front-line firefighters available in the community.

Community Development Block Grant (CDBG):

CDBG revenues will decrease \$337,233 from the 2012 Approved Budget. This decrease is due to a reduction in the City's federal entitlement allocation.

Community Development Block Grant – Residential Loans:

The CDBG – Residential Loans revenue will increase \$249,547 from the 2012 Approved Budget. This increase is attributed to an increased allocation of entitlement monies.

Community Development Block Grant – Block Grant Home Program:

The CDBG – Block Grant Home Program revenue will decrease \$575,398 from the 2012 Approved Budget. This decrease is due to the reduction in the City's federal entitlement allocation.

SEDC Revolving Loan Fund:

The SEDC Revolving Loan Fund will decrease \$485,915 from the 2012 Approved Budget. This decrease is due to the reduction in the City's federal entitlement allocation.

Auto Theft Prevention Grant:

The Auto Theft Prevention Grant will decrease \$15,084, or -11.67% from the previous fiscal year. The reduction in revenues is attributable to the decrease in the General Fund subsidy.

Celebration Park Fund:

In FY 2013, Celebration Park Fund will be reclassified to a Special Revenue Fund from an Enterprise Fund. For the 2013 Approved Budget, this fund will be \$190,779. This represents an increase from the 2012 approved budgeted levels. This increase can be attributed to the additional revenues from State and Local Grants as well as an increase in the transfers from other funds.

ENTERPRISE FUNDS

The total Enterprise Funds' revenues will be \$49,335,291, for the 2012/2013 Approved Budget. This represents a \$972,238, or 2.01% increase from the previous fiscal year's budgeted levels. Listed below is a discussion on major variances within this fund type:

Parking Operations and Maintenance Fund:

The Parking Operations and Maintenance revenues will decrease by -100%. This reduction is primarily attributed the Parking Operations and Maintenance Fund reclassification from an Enterprise Fund to a division of the Department of Development in the General Fund.

Sewer Operations and Maintenance Fund:

The Sewer Operations and Maintenance revenues will increase by 6.86%. The increase in revenues is a direct result of the continuation of the sewer rate increase in accordance with the City's rate study; increases to the IPP Testing and Sampling revenues; and a higher allocation of fund equity/retained earnings due to the continuous wastewater facilities improvements. These increases will be offset by a reduction in the grant allocations and IPP Permits revenues.

Water Operations and Maintenance Fund:

The Water Operations and Maintenance revenues will decrease by \$401,751, or -1.78%. The reduction in the 2013 Budget is a direct result of a reduction in the amount of funds appropriated to be use from retained earnings.

INTERNAL SERVICE FUNDS

The total Internal Service Funds' revenues will be \$7,235,102, for the 2012/2013 Approved Budget. This represents a \$1,907,119, or -20.86% reductions from FY 2012. Listed below is a discussion on major variances within this fund type:

Public Works Building Fund:

The Public Works Building Fund will decrease by \$68,974 from the 2012 Approved Budget. This decline is attributed to a reduction in the contributions to other funds for services provided.

Radio Operations Fund:

The Radio Operations Fund will be \$352,435, higher than in FY 2012. This increase is due to a higher appropriation of fund equity for the purchase of a new radio system for non-public safety departments. These internal customers have been contributing funds for years in order to purchase new radios system.

Motor Pool Operations Fund:

The Motor Pool Operations Fund will be \$923,669, or -31.77% less than in FY 2012. This decrease is primarily attributed to a reduction in the charge for services and use of fund equity.

Self-Insurance Fund:

The Self Insurance Fund will decrease by \$1,258,338, from the 2012 budgeted levels. This is based on an anticipated reduction in the general liability insurance fee from both renewals by Saginaw Bay Underwriters as well as the amount reallocated to contributing funds for healthcare savings.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' revenues will be \$15,167,288, for the 2012/2013 Approved Budget. This represents an increase of \$1,310,887. Listed below is a discussion on major variances within this fund type:

Unfunded Liabilities Fund:

The Unfunded Liabilities Fund will increase \$797,033 from the 2012 budgeted levels. This increase reflects the appropriation of fund equity to assist with the payment of retiree healthcare for the General and Motor Pool Operations Funds. These reserves represent monies allocated from these funds since FY 2008. This allocation is a one-time resource.

Forest Lawn Cemetery Fund:

For FY 2013, the Forest Lawn Cemetery Fund revenues will increase by \$42,638 from the 2012 Approved Budget. This increase is due to an increase in the expected revenues for the sale of lots and single graves at the city-owned cemeteries and the inclusion of the use of unrestricted and uncommitted fund equity to cover FY 2013 cemetery expenditures.

Oakwood Cemetery Fund:

The Oakwood Cemetery Fund revenues will be \$12,587. This is an increase of \$7,712, 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. In addition, there was an inclusion of the unrestricted and uncommitted fund equity to cover FY 2013 cemetery expenditures.

Police and Fire Pension Fund:

The Police and Fire Pension fund will increase \$472,204 or 3.45%. 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 and FY 2010.

Bliss Park Expenditure Endowment Fund:

In FY 2013, the Bliss Park Expenditure Endowment Fund will be inactive. The endowment has been exhausted and lawn services will be absorbed in under the General Fund's Facilities Division.

Overall, for fiscal year 2012/2013, the City of Saginaw's budgeted revenues will be \$134,482,566, which represents a -1.50% or \$2,043,013, decrease from the Approved 2011/2012 Budget.

SUMMARY OF REVENUES

2012/2013 APPROVED BUDGET

FUND	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
PROPERTY TAX	4,026,753	3,990,966	5,055,427	1,064,461	26.67%
CITY INCOME TAX	12,079,000	11,800,000	12,022,879	222,879	1.89%
STATE REVENUE SHARING	8,796,292	8,007,951	7,108,207	(899,744)	-11.24%
GRANTS	1,845,990	711,356	634,240	(77,116)	-10.84%
LICENSES, PERMITS, & FEES	1,221,850	1,225,150	1,222,700	(2,450)	-0.20%
CHARGES FOR SERVICES & SALES	975,614	910,250	937,790	27,540	3.03%
FINES AND FORFEITURES	245,000	243,000	884,522	641,522	264.00%
INTEREST	436,100	370,800	368,000	(2,800)	-0.76%
RENTS	30,000	30,000	32,000	2,000	6.67%
REIMBURSEMENTS	3,217,539	2,485,660	3,014,854	529,194	21.29%
OTHER REVENUES	577,781	748,250	523,537	(224,713)	-30.03%
USE OF FUND EQUITY	750,000	1,035,987	0	(1,035,987)	-100.00%
TRANSFERS	0	1,468,994	0	(1,468,994)	-100.00%
TOTAL GENERAL FUND	34,201,919	33,028,364	31,804,156	(1,224,208)	-3.71%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,740,422	4,445,726	4,088,033	(357,693)	-8.05%
LOCAL STREETS	1,222,297	1,225,336	1,189,818	(35,518)	-2.90%
PUBLIC SAFETY FUND	3,876,201	4,049,710	3,963,150	(86,560)	-2.14%
RUBBISH COLLECTION FUND	3,457,634	3,791,880	4,061,207	269,327	7.10%
CLEAN ENERGY COALITION	0	262,549	146,150	(116,399)	-44.33%
ANDERSEN CENTER FUND	277,386	228,260	221,594	(6,666)	-2.92%
GM TOWER PAYMENT	108,500	102,500	102,500	0	0.00%
BOAT LAUNCH FUND	25,550	36,939	36,939	0	0.00%
COMMERCE CENTER DDA	27,865	29,296	26,172	(3,124)	-10.66%
DOWNTOWN DEVELOPMENT AUTH.	70,838	62,300	62,300	0	0.00%
ECONOMIC DEVELOPMENT	0	0	22,036	22,036	100.00%
BROWNFIELD AUTHORITY SRRF	28,579	31,946	32,702	756	2.37%
SILS ISLAND DDA	2,748	3,424	0	(3,424)	-100.00%
SAGINAW TOOL & DIE LDFA	27,408	0	0	0	0.00%
SEXTON LDFA	12,814	0	0	0	0.00%
THOMSON LDFA	143,969	0	0	0	0.00%
TREASURE ISLAND LDFA	9,337	0	0	0	0.00%
COMMUNITY POLICING FUND	1,083,671	804,213	776,723	(27,490)	-3.42%
POLICING TRAINING FUND	21,000	22,500	22,500	0	0.00%
J.A.G. FUND	349,759	108,953	15,000	(93,953)	-86.23%
DRUG FORFEITURE FUND	70,503	131,836	148,036	16,200	12.29%
YOUTH INITIATIVE FUND	139,456	0	0	0	0.00%
SAGINAW COUNTY TAPS	0	12,180	27,000	14,820	121.67%
HOMELAND SECURITY SAFER FUND	0	0.00	635,503	635,503	100.00%
COMM. DEV. BLOCK GRANT FUND	2,078,562	2,453,810	2,116,577	(337,233)	-13.74%
CDBG RESIDENTIAL LOANS	513,212	465,139	714,596	249,457	53.63%
CDBG RENTAL LOANS	30,412	30,412	30,412	0	0.00%
BLOCK GRANT HOME PROGRAM FUND	1,400,000	1,082,854	507,456	(575,398)	-53.14%
NEIGHBORHOOD STABILIZATION	6,428,000	11,467,318	11,018,086	(449,232)	-3.92%
SECTION 108 LOAN	10,000	0	0	0	0.00%
SEDC REVOLVING LOAN	400,000	1,157,165	671,250	(485,915)	-41.99%
AUTO THEFT PREVENTION FUND	120,189	129,294	114,210	(15,084)	-11.67%
CELEBRATION PARK FUND	0	0	190,779	190,779	100.00%
TOTAL SPECIAL REVENUE FUNDS	26,676,312	32,135,540	30,940,729	(1,194,811)	-3.72%

**SUMMARY OF REVENUES
2012/2013 APPROVED BUDGET**

FUND	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>ENTERPRISE FUNDS</u>					
CELEBRATION PARK FUND	886,000	71,127	0	(71,127)	-100.00%
PARKING OPERATION & MAINTENANCE	317,682	297,622	0	(297,622)	-100.00%
WAVE POOL	2,500	0	0	0	0.00%
SEWER OPERATIONS & MAINTENANCE	28,234,982	25,404,141	27,146,879	1,742,738	6.86%
WATER OPERATIONS & MAINTENANCE	28,626,417	22,590,163	22,188,412	(401,751)	-1.78%
TOTAL ENTERPRISE FUNDS	58,067,581	48,363,053	49,335,291	972,238	2.01%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	463,278	520,877	451,903	(68,974)	-13.24%
TECHNICAL SERVICES - GIS	517,825	559,023	564,328	5,305	0.95%
TECHNICAL SERVICES - IS	1,324,077	1,323,493	1,303,362	(20,131)	-1.52%
RADIO OPERATION FUND	223,310	219,840	572,275	352,435	160.31%
MOTOR POOLS OPERATIONS	2,264,883	2,906,976	1,983,307	(923,669)	-31.77%
SELF-INSURANCE FUND	1,506,666	2,357,777	1,099,439	(1,258,338)	-53.37%
WORKERS' COMPENSATION FUND	1,291,955	1,254,235	1,260,488	6,253	0.50%
TOTAL INTERNAL SERVICE FUNDS	7,591,994	9,142,221	7,235,102	(1,907,119)	-20.86%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	500,000	122,843	919,876	797,033	648.82%
FOREST LAWN CEMETERY	19,000	27,625	70,263	42,638	154.35%
OAKWOOD CEMETERY	6,000	4,875	12,587	7,712	158.19%
POLICE AND FIRE PENSION FUND	13,336,050	13,692,358	14,164,562	472,204	3.45%
BLISS PARK EXPENDITURE ENDOW.	8,700	8,700	0	(8,700)	-100.00%
TOTAL FIDUCIARY FUNDS	13,869,750	13,856,401	15,167,288	1,310,887	9.46%
TOTAL REVENUES	140,407,556	136,525,579	134,482,566	(2,043,013)	-1.50%

SUMMARY OF EXPENDITURES

GENERAL FUND

General Fund expenditures are expected to decrease \$1,224,208, or -3.71%, from the 2012 Budget.

Department of General Government:

General Government expenditures will decrease \$169,134, or -8.52%, in FY 2013. This decline is due in large part to the elimination of the City Attorney's Office in FY 2012. By restructuring this function, the city was able to realize over \$257,000 savings in FY 2013. Additionally, .10 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 as well as .10 of the Assistant City Manager for Public Safety to the Office of Community Public Safety. These reductions will be offset by the appropriation of the Election Secretary in the Election Division, .20 of the Administrative Support Clerk to City Council from the Department of Fiscal Services and .30 of this same position to the Office of the City Manager. Additionally, these offices will also realize increases in the MERS Pension Liability Obligation. In the Election Division, the operating budget will increase due to the November Presidential Election.

Department of Fiscal Services:

The Department of Fiscal Services will increase by \$213,025, or 8.03%. This increase can be attributed to increased MERS Pension Liability Obligation, the addition of a Collection Specialist to the Administration Division, and the reallocation of .10 of the Assistant to the City Manager/Budget Administrator to the Administration Division from the Office of the City Manager. These increases are mitigated by 50% reallocation of the Administrative Support Clerk from the Administration Division to City Council Office and the Office of the City Manager as well as reductions in the accounting services for the Controller's function and audit contract for FY 2013.

Community Public Safety (CPS):

Community Public Safety expenditures will decrease by a total of \$1,450,097, from the 2012 budgeted levels. CPS – Police Approved 2012/2013 will be \$12,302,143, which represents a \$348,101 reduction from the 2012 approved budgeted levels. In FY 2013, the city will undergo a major reorganization of Community Public Safety as a result of the growing cost of provided public safety services. In 2012, the City Manager created a Public Safety Funding/Planning/Sustainability Taskforce to review the City's Public Safety – Police and Fire Services. This taskforce will provide recommendations to the City Manager and City Council on how these operations should be structured. These recommendations will be provided to the City by the end of first quarter. As a result of the decline in revenues and increasing expenditures, Community Public Safety – Police reflects the elimination of the following vacant positions: Fire Chief, 10 Police Officers, and a Staff Professional. Additionally, CPS – Police will realize reductions in general liability insurance, training and development, recruitment expenses, employment agency fees (because the contract employees became employees of the city), and a reduction in motor pool/fleet charges. These reductions will be offset by the redistribution of .10 of the Assistant City Manager for Public Safety from the Office of the City Manager to the Community Public Safety Office, as well as increases to the healthcare cost for active employees, retiree healthcare, and the 2012/2013 Police and Fire Pension obligations

Community Public Safety – Fire will decrease \$1,101,996, or -12.88% from the approved 2012 budget. Similar to CPS – Police, the city will be undergoing a major reorganization of Community Public Safety which will require reform. Community Public Safety – Fire reflects the elimination of the following vacant positions: one Fire Captain, one Fire Engineer, two Fire Lieutenants, and two Firefighter positions, as well as the savings of not budgeting for four vacant firefighter positions. This

reduction is possible due to retirement of senior employees. Additionally, in FY 2013, the city expects to receive the Homeland Security Staffing for Adequate Fire Emergency Response (SAFER) Grant that will pay for salaries and benefits, less unfunded pension liability, for seven firefighter positions. Additionally, operating services will decrease for CPS – Fire. This is attributed to the reduction in the following: household supplies, parts and supplies, operating services, educational supplies, and general liability insurance. These reductions are possible due to city administration realigning expenditures to historical averages. This reduction will be mitigated by increases to the healthcare cost for active employees, retiree healthcare, and the 2012/2013 Police and Fire Pension obligations.

Department of Development:

Department of Development will increase by \$388,488 or 36.07% from the 2012 Approved Budget. This increase is primarily due to the reclassification of the Parking Operations and Maintenance Fund from an Enterprise Fund to a function of the General Fund for FY 2013. However, there will be increases to personnel due to the increased allocation of the Development Director and Assistant Director to the Planning and Zoning Division, the .50 reallocation of the Construction Coordinator from the Neighborhood Stabilization Program Fund to the Inspections Divisions, and the addition of two Basic Laborers to the Parking Operations Division. These increases were mitigated by the elimination of the Code Enforcement Specialist position from the FY 2013 complement due to a retirement. Operating Expenses are expected to increase by \$194 from 2012 Approved Budget.

Department of Public Services:

General Fund – Public Services will increase by \$4,790, or .16% from the 2012 Approved Budget. Personnel Services will increase by 22.36% or \$249,478. This includes an additional .08 increase in approve positions. Increases are due to the reallocation of the Facilities Administrator to Cemeteries Operations and Abatement of Nuisances Divisions, an increased allocation of the Administrative Professional to the Administration Division, and a reallocation of both the Traffic Electrician I and II to the Street Lighting Division. Two part-time Skilled Clericals will also be allocated to the Abatement of Nuisances Division. These increases will be offset by the elimination of the Surveying Technician and Surveying Assistant from the Engineering Division. Operating Expenses are expected to decrease by \$244,680, or -12.99% from FY 2012 approved budget. This decrease in expenditures can be attributed to reductions in general liability insurance, public work building charges, and utility costs because all of the city traffic lighting was switched to more energy efficient LED bulbs.

Other General Fund:

Other General Fund expenditures will decrease by \$211,240, from the 2012 approved budget. A reduction in these accounts is attributed to the \$713,251 decrease to the Retiree Health Division. In FY 2013, city administration has reallocated retiree healthcare cost the Unfunded Liabilities Fund. These funds were already allocated in previous fiscal years.

SPECIAL REVENUE FUNDS

The total Special Revenue Funds' expenditures will be \$30,940,729, for the 2012/2013 Approved Budget. This represents a \$1,194,811, or -3.72% reductions 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 \$393,211, for FY 2013. This reduction is specifically related to a decrease in the personnel complement from FY 2012. The following positions were eliminated Administrative Professional, a Survey Technician, a Survey Technician, an Assistant City Engineer, and two Crossover Operators. The remaining reductions were

realized through the reduction of operating expenses for street and road materials to purchase salt due to higher than normal levels remaining from the previous mild winter.

Public Safety Fund:

The Public Safety Fund is expected to decrease by \$86,560, or -2.14%. Expenditures are expected to decrease due to the reallocation of least senior personnel into this fund from the General Fund's Community Public Safety.

Clean Energy Coalition Fund:

The Clean Energy Coalition Fund expenditures will decrease by -44.33% from the FY 2012 Budget due to the discontinuation of the CEC grant program. Operating expenditures will be \$137,158 less than the FY 2012 approved budgeted level. Fund appropriated for FY 2013 will cover expenses related to the design of the renewable energy solar panels project for the Public Services Facility. This increase will be offset by the addition of personnel costs totaling \$8,992 for FY 2013, to account for a reallocation of an Engineering Assistant.

Commerce Center DDA:

The Commerce Center DDA is expected to decrease approximately -10.66% from the previous fiscal year. This decrease is due to the downward assessment of property taxes, which will result in a decrease to the tax increment payments.

Economic Development:

The Economic Development Fund will be budgeted at \$22,036 for FY 2012/2013. In previous fiscal years, this fund was not budgeted. However, due to an audit citation, funds have been allocated for FY 2013. Fund will be appropriate to pay the contract with AKT Peerless Environmental.

Sils Island DDA:

In FY 2012/2013 Sils Island DDA will no longer be active.

Community Policing Fund:

The Community Policing Fund expenditures will decrease by \$27,490 from the previous fiscal year. This decrease can be attributed to the completion of the Weed N Seed and the Crime Technology grants. Additionally, .85 of Community Police Officer from the COPS Hiring Grant will be reallocated to the General Fund. Funding from the COPS Hiring Grant will be completed as of May 2013

Justice Assistance Grant (JAG):

The Department of Justice - Justice Assistance Grant expenditures will decrease by \$93,953 in FY 2013. The 2013 Budget reflects the remaining balance from the 2011 DOJ-JAG Grant.

Drug Forfeiture Fund:

The Drug Forfeiture Fund will increase by 12.29%. This increase is due to monies allocated to purchase 26 Taser cameras, K-9 supplies, ammunition and to cover the maintenance agreement for the Shotspotter system.

Youth Initiative Grant Fund/Saginaw County TAPS:

In FY 2012, the city became a recipient of two Saginaw County Public Health grants. These grants required these officers 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 FY 2013 budget reflects the remaining balance to be used for these grants. Completion of these grants is September 30, 2012.

Homeland Security – SAFER Grant:

In FY 2013, the city will be appropriating approximately \$635,503 for the Homeland Staffing for Adequate Fire and Emergency Response Grant. This grant provides funding to fire departments and volunteer firefighters interest organization in order to help them increase the number of trained front-line firefighters available in the community. The salaries and benefits of seven firefighters will be allocated to this fund

Community Development Block Grant (CDBG):

The total Community Development Block Grant Fund expenditures decrease by -13.74% from the FY 2012 Approved Budget. The Community Development Block Grant Fund's personnel complement will be 2.03 positions less than the FY 2012. These reduced numbers can be attributed to the redistribution of a portion of the Assistant Director of Development from CDBG Funds to the General Fund and the elimination of both an Intern and Residential Rehabilitation Specialist positions. Operating Expenses for the Community Block Grant Fund will also decrease by \$151,098 to coordinate with the decreased federal entitlement allocation to the City.

Community Development Block Grant – Residential Loans:

The total CDBG Residential Loan Fund expenditures will increase by 53.63% from the FY 2012 Approved Budget. Personnel Services will be \$62,579 higher due to the reallocation of the Block Grant Administrator to this fund and an increased allocation of the Block Grant Specialist. Overall, the CDBG Residential Loan Fund complement will increase by .27 positions for FY 2013. The category of "Miscellaneous" expenditures will increase by \$190,553, or 73.72%. This is primarily due to the appropriation of carryover funds that will be used to issue loans.

Community Development Block Grant – Block Grant Home Program:

The total CDBG HOME Program Fund expenditures will decrease -53.14% from the FY 2012 Approved Budget. Personnel costs will decrease by \$62,098 due to the reallocation of the Block Grant Administrator and the elimination of a Rehabilitation Application Specialist position. The allocation to grant disbursement will decrease by \$512,332 to accommodate for the reduction in funding from Housing and Urban Development (HUD).

SEDC Revolving Loan Fund:

The total SEDC Revolving Loan Fund expenditures will decrease -41.99% from FY 2012. Funds for loan disbursements will decrease by \$485,915 which can be attributed to a decreased allocation of entitlement monies.

Auto Theft Prevention Grant:

The Auto Theft Prevention Grant will decrease \$15,084, or -11.67% from the previous fiscal year. This reduction is primarily associated with the allocation of a least senior employee to this fund as well as a reduction to information management charges, telephone/cell/pagers, and subscriptions. These reductions will be mitigated by a \$253 increase to travel/meals/lodging and active healthcare insurance.

Celebration Park Fund

In FY 2013, Celebration Park Fund will be reclassified to a Special Revenue Fund from an Enterprise Fund. For the 2013 Approved Budget, this fund will be \$190,779. This increase is due to a rise in expenditures to cover costs related to resealing the splash pad and \$138,326 towards eliminating the negative fund balance as required under the Celebration Park Debt Elimination Plan.

ENTERPRISE FUNDS

The total Enterprise Funds' expenditures will be \$49,335,291, for the 2012/2013 Approved Budget. This represents a \$972,238, or 2.01% increase in expenditures from the previous fiscal year. Listed below is a discussion on major variances within this fund type:

Parking Operations and Maintenance Fund:

The Parking Operations and Maintenance revenues will decrease -100%. This reduction is primarily attributed the Parking Operations and Maintenance Fund reclassification from an Enterprise Fund to a division of the Department of Development in the General Fund.

Sewer Operations and Maintenance Fund:

The Sewer Operations and Maintenance Fund will increase by 6.86%. During fiscal year 2012, the following positions were eliminated from this fund: .25 of the Assistant City Engineer, .13 of the Surveying Technician, .25 of the Survey Assistant, and .50 of the Chief Right-of-Way (ROW) Utilities Foreman positions. These eliminations will be offset by the addition of the following positions: .05 Traffic Foreman, .10 Transportation Engineering Assistant, .10 of an Engineering Technician I, .10 of the Traffic Maintenance Technician II, .20 of the Traffic Maintenance I, and .50 of a Skilled Clerical. Additionally, the city will realize increases to the retiree healthcare, MERS Pension Liability, and Standby Pay for the ROW Utilities Foremen and the Traffic Maintenance Foreman in FY 2012/2013. On the operating side, the Sewer Operations and Maintenance Fund will realize increases to professional services for the rate study and financial advisors; GIS charges due to the redistribution of these charges citywide; the inclusion of radio rental fees in some division that did not pay for these charges previously but utilized the equipment, contracting with an outside firm for surveying services due to the outsourcing of this function in FY 2012; an increase to engineering services for various projects that will be completed during the course of 2013, and an anticipated increase to utilities by 5% by Consumers.

Water Operations and Maintenance Fund:

The Water Operations and Maintenance Fund will decrease by \$401,751, or -1.78% from the 2012 budgeted levels. This reduction is primarily attributable to the reduction in repair and replacement projects budgeted in the Water Bond Construction Division. Additional decreases will be realized in the elimination of .50 of the Chief ROW Utilities Foreman, fleet charges, and engineering services. These reductions will be offset by increases to GIS charges, indirect cost allocation, utilities, and professional services for the cost of surveying that was outsourced in FY 2012.

INTERNAL SERVICE FUNDS

The total Internal Service Funds' expenditures will be \$7,235,102, for the 2012/2013 Approved Budget, which is a \$1,907,119, or -20.86% reductions from FY 2012. Listed below is a discussion on major variances within this fund type:

Public Works Building Fund:

The Public Works Building Fund expenditures will decrease by -13.24% from FY 2012 Approved Budget. This reduction is due to the redistribution of the Facilities Administrator, Labor Foreman, and Parks Maintenance Person II to other funds. Operating expenses decline as well due to reductions in motor pool/fleet charges, general liability insurance, and utilities, as well as the elimination of the Post-Retirement Healthcare expenditure.

Radio Operations Fund:

The Radio Operations Fund will be \$352,435, higher than in FY 2012. This increase is due to the reallocation of salaries and benefits for .10 of the Traffic Foreman and .20 of the Traffic Electrician II as

well as the request to purchase a new radio system. This increase will be offset by reductions to parts and supplies, operating services for maintenance fees, general liability insurance, and general repairs. These reductions are possible because of the purchase of a new radio system.

Motor Pool Operations Fund:

The Motor Pool Operations Fund will be \$923,669, or -31.77% less than in FY 2012. This fund will realize a reduction in motor vehicle supplies, parts and supplies, indirect costs allocation, internal service charges for public works building, employment agency fees due to the change to the part time contract, a reduction in the motor vehicle repairs and motor vehicle charges.

Self - Insurance Fund:

The Self Insurance Fund will decrease \$1,258,338 for FY 2013. This reduction is due in large part to the reduction in general liability insurance renewal costs as well as a reduction in the amount of monies that will be transfer out of the fund in FY 2013.

FIDUCIARY SERVICE FUNDS

The total Fiduciary Service Funds' expenditures will be \$15,167,288, for the 2012/2013 Budget. This represents a \$1,310,887, 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 be \$919,876 for FY 2013. In the 2012/2013 Budget, the city has appropriated \$919,876 for the payment of retiree healthcare cost for the General and Motor Pool Operation Funds. This apportionment represents amounts allocated towards the OPEB Liability over the years from these funds.

Forest Lawn Cemetery Fund:

Forest Lawn Cemetery Fund will increase by \$42,638, or 154.34% from the previous fiscal year. Operating expenditures were included for the first time in this fund to cover expenses for fuel, employment agency fees, and operating services.

Oakwood Cemetery Fund:

Oakwood Cemetery Fund will increase by \$7,712, or 158.19% from the previous fiscal year. Operating Expenses were included for the first time in this fund to cover fuel and employment agency fees.

Police and Fire Pension Fund:

The Police and Fire Pension fund will increase \$472,204, or 3.45%. This increase is due in large part to the increase in allocation for Police Pension and Fire Pension payment to retirees due to additional employee retiring and utilizing the Police and Fire Pension System as well as an increase to the custodial fees for the various stock options/managers.

Bliss Park Expenditure Endowment Fund:

In FY 2013, the Bliss Park Expenditure Endowment Fund will be inactive. The endowment has been exhausted and lawn services will be absorbed in under the General Fund's Facilities Division.

Overall, for fiscal year 2012/2013, the City of Saginaw's budgeted expenditures will be \$134,482,566, which represents a \$2,043,013 decrease from the Approved 2011/2012 Budget.

SUMMARY OF EXPENDITURES

2012/2013 APPROVED BUDGET

FUND	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
<u>GENERAL FUND</u>					
GENERAL GOVERNMENT	2,110,318	1,985,687	1,816,553	(169,134)	-8.52%
FISCAL SERVICES	2,600,629	2,652,279	2,865,304	213,025	8.03%
COMMUNITY PUBLIC SAFETY POLICE	12,285,671	12,650,244	12,302,143	(348,101)	-2.75%
COMMUNITY PUBLIC SAFETY FIRE	8,856,190	8,557,434	7,455,438	(1,101,996)	-12.88%
DEVELOPMENT	1,194,272	1,076,995	1,465,443	388,448	36.07%
PUBLIC SERVICES (GF)	3,352,362	2,998,176	3,002,966	4,790	0.16%
OTHER GENERAL FUND	3,802,477	3,107,549	2,896,309	(211,240)	-6.80%
TOTAL GENERAL FUND	34,201,919	33,028,364	31,804,156	(1,224,208)	-3.71%
<u>SPECIAL REVENUE FUNDS</u>					
MAJOR STREETS	4,740,422	4,445,726	4,088,033	(357,693)	-8.05%
LOCAL STREETS	1,222,297	1,225,336	1,189,818	(35,518)	-2.90%
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ANDERSEN CENTER FUND	277,386	228,260	221,594	(6,666)	-2.92%
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COMMERCE CENTER DDA	27,865	29,296	26,172	(3,124)	-10.66%
DOWNTOWN DEVELOPMENT AUTH.	70,838	62,300	62,300	0	0.00%
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POLICING TRAINING FUND	21,000	22,500	22,500	0	0.00%
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SAGINAW COUNTY TAPS	0	12,180	27,000	14,820	121.67%
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SEDC REVOLVING LOAN	400,000	1,157,165	671,250	(485,915)	-41.99%
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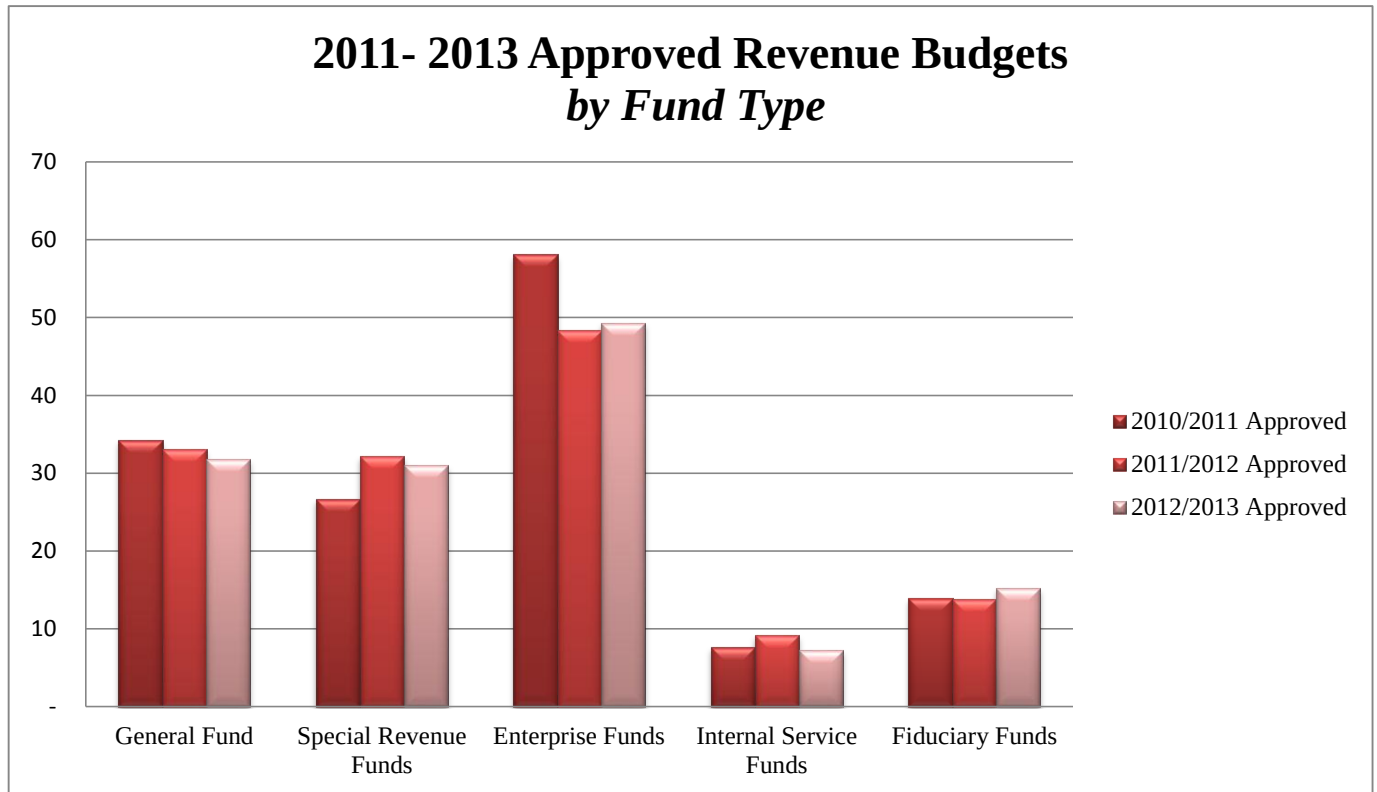
SUMMARY OF EXPENDITURES
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FUND	2010/2011 APPROVED BUDGET	2011/2012 APPROVED BUDGET	2012/2013 APPROVED BUDGET	INCREASE/ (DECREASE)	% CHANGE
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CELEBRATION PARK FUND	886,000	71,127	0	(71,127)	-100.00%
PARKING OPERATIONS & MAINT.	317,682	297,622	0	(297,622)	-100.00%
WAVE POOL	2,500	0	0	0	0.00%
SEWER OPERATIONS & MAINTENANCE	28,234,982	25,404,141	27,146,879	1,742,738	6.86%
WATER OPERATIONS & MAINTENANCE	28,626,417	22,590,163	22,188,412	(401,751)	-1.78%
TOTAL ENTERPRISE FUNDS	58,067,581	48,363,053	49,335,291	972,238	2.01%
<u>INTERNAL SERVICE FUNDS</u>					
PUBLIC WORKS BUILDING FUND	463,278	520,877	451,903	(68,974)	-13.24%
TECHNICAL SERVICES-GIS	517,825	559,023	564,328	5,305	0.95%
TECHNICAL SERVICES-IS	1,324,077	1,323,493	1,303,362	(20,131)	-1.52%
RADIO OPERATION FUND	223,310	219,840	572,275	352,435	160.31%
MOTOR POOLS OPERATIONS	2,264,883	2,906,976	1,983,307	(923,669)	-31.77%
SELF-INSURANCE FUND	1,506,666	2,357,777	1,099,439	(1,258,338)	-53.37%
WORKERS' COMPENSATION FUND	1,291,955	1,254,235	1,260,488	6,253	0.50%
TOTAL INTERNAL SERVICE FUNDS	7,591,994	9,142,221	7,235,102	(1,907,119)	-20.86%
<u>FIDUCIARY FUNDS</u>					
UNFUNDED LIABILITIES	500,000	122,843	919,876	797,033	648.82%
FOREST LAWN CEMETERY	19,000	27,625	70,263	42,638	154.35%
OAKWOOD CEMETERY	6,000	4,875	12,587	7,712	158.19%
POLICE AND FIRE PENSION FUND	13,336,050	13,692,358	14,164,562	472,204	3.45%
BLISS PARK EXPENDITURE ENDOW.	8,700	8,700	0	(8,700)	-100.00%
TOTAL FIDUCIARY FUNDS	13,869,750	13,856,401	15,167,288	1,310,887	9.46%
TOTAL EXPENDITURES	140,407,556	136,525,579	134,482,566	(2,043,013)	-1.50%

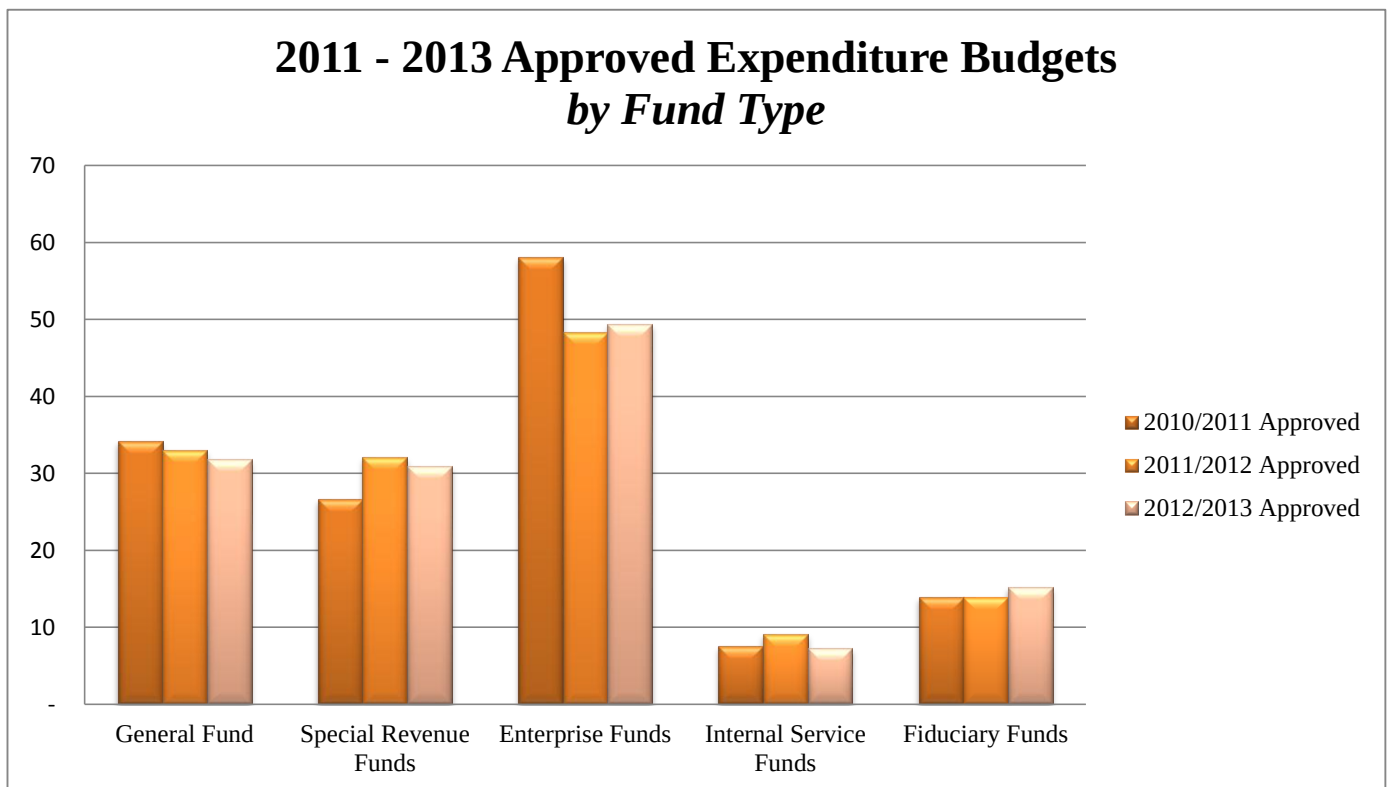
CITY OF SAGINAW

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 2011/2012 Approved Budget to the 2012/2013 Approved Budget by category for all fund types. This analysis below discusses the change in each of the categories.

Personnel Services is the largest expenditure type, representing 50.11% of the total 2012/2013 Budget. In comparison to the FY 2012 Approved Budget, personnel services will increase by 1.72% for all fund types. In FY 2013, personnel services will be higher due to the following factors: expected increases in healthcare cost for retirees, dental, and pension allocations for all employees, increases to the employer's contribution for both Police and Fire and MERS Pension Obligations. Healthcare insurance will be allocated based on group – Single, 2-Person, and Family. The city will no longer budget these expenditures as a blended compromise rate. Also, the 2012/2013 Budget reflects step and longevity increase only, no contractual increases have been built into this budget. Three collective bargaining groups' contracts were renewed by June 30 with no contractual increases. Additionally, all city employees will begin contributing to the healthcare insurance based on group type, Single, 2-Person, and Family. Both POAM and COAM healthcare contribution rates will increase by \$5 in the next fiscal year.

Operating Expenses, the second largest expenditure category, is 37.36%, of the total 2012/2013 Budget. This category will increase approximately \$6,048,308, or 13.69% from the previous fiscal year. This increase in operating expenses is primarily attributed the following: in Community Public Safety – Police the city will purchase 26 Taser cameras, additional K-9 supplies, ammunition and will cover the maintenance agreement for the Shotspotter system in the Drug Forfeiture Fund; in the Department of Development, the city has appropriated funds to pay for the contract with AKT Peerless Environmental, which was not budgeted for in previous fiscal years; in the Celebration Park Fund funds will be appropriated to cover costs related to resealing the splash pad and \$138,326 towards the elimination of the negative fund balance which is required under the Celebration Park Debt Elimination Plan; the Sewer and Water Operations and Maintenance Fund's Operating Expenses will increase due to increases to professional services for the rate study and financial advisors; GIS charges due to the reallocation of these charges citywide; the inclusion of radio rental fees in some division that did not pay for these charges previously but utilized the equipment, contracting with an outside firm for surveying services due to the outsourcing of this function in FY 2012; an increase to engineering services for various projects that will be completed during the course of 2013, and an anticipated increase to utilities by 5% by Consumers; in Forest Lawn and Oakwood Cemeteries operating expenditures were included for the first time to cover expenses for fuel, employment agency fees, and operating services.

Miscellaneous expenditures represent 10.11% of the total citywide budget. This category consists of Transfers, Increase in Fund Equity, Debt Services, Grants, and Block Grant Services. For FY 2013, this category will decrease by -38.34%, or \$8,451,570, from the 2012 budgeted levels. The reduction in this category is primarily attributed to reductions in the federal entitlement appropriation for Community Development Block Grant and Neighborhood Stabilization Funds. This reduction will be offset by increases to the principal and interest payments for the Water Operations and Maintenance and the Clean Energy Coalition Funds.

Capital Outlay, which accounts for 2.43% of the total citywide budget, will decrease \$780,339, or -19.27% from FY 2012. 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.

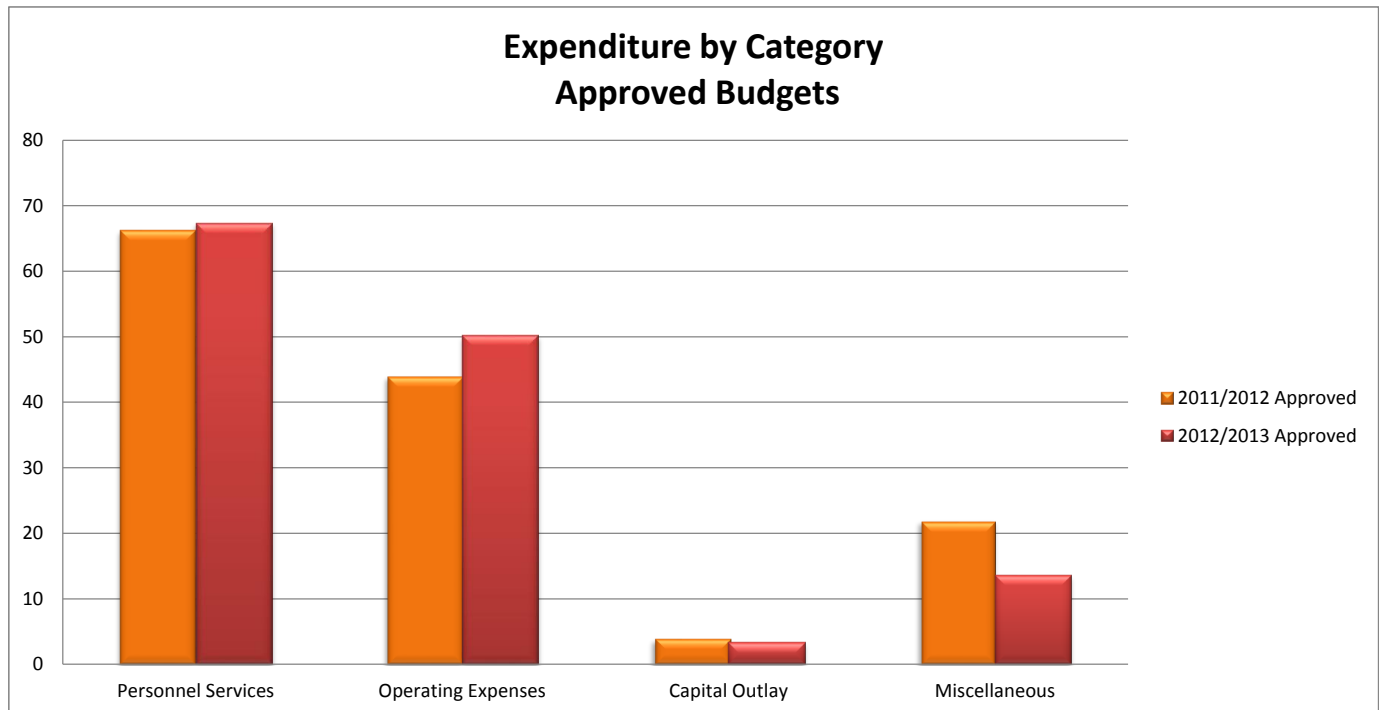
EXPENDITURES BY CATEGORY ANALYSIS
2012/2013 APPROVED BUDGET

	2011/2012 APPROVED BUDGET		2012/2013 APPROVED BUDGET		CHANGE		
<u>EXPENDITURE CATEGORY</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>% OF TOTAL</u>	<u>AMOUNT</u>	<u>%*</u>	<u>%**</u>
Personnel Services	66,245,159	48.52%	67,385,747	50.11%	1,140,588	0.84%	1.72%
Operating Expenses	44,187,973	32.37%	50,236,281	37.36%	6,048,308	4.43%	13.69%
Capital Outlay	4,049,130	2.97%	3,268,791	2.43%	(780,339)	-0.57%	-19.27%
Miscellaneous***	22,043,317	16.15%	13,591,747	10.11%	(8,451,570)	-6.19%	-38.34%
TOTAL FUNDS	136,525,579	100%	134,482,566	100%	(2,043,013)	-1.50%	N/A

* Change in each expenditure category as a percentage of the total 2011/2012 Approved Budget.

** Change in each expenditure category as a percentage of total 2011/2012 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 2013 Approved Budget with those in the 2012 Approved and Adjusted Budgets by department. Additionally, in each department, a positional page has been constructed that details changes within these specific areas. The total full time budgeted positions in 2012 were 442 compared to 409 in the 2013 budget. This equates to a net decrease of 33 positions from the approved budget.

General Government:

The Department of General Government will decrease 3 FTE for the 2012/2013 Approved Budget when compared to the FY 2011/2012 Approved Budget. This reduction in personnel for the Offices of General Government is because of the outsourcing of the City Attorney's office in FY 2012. The City Attorney, the Legal Assistant I and Legal Assistant II were all eliminated. Additionally, the 2013 Budget reflects the redistribution of the following positions: .10 of the Assistant to the City Manager/Budget Administrator from the Office of the City Manager to the Department of Fiscal Services' Administration Division, and .10 of the Assistant City Manager for Public Safety to the Office of Community Public Safety. To mitigate this transfer, .20 of the Administrative Support Clerk was allocated to City Council and .30 of the same position was allocated to the Office of the City Manager from the Department of Fiscal Services – Administration.

Fiscal Services:

The Department of Fiscal Services will increase by 1 FTE for the 2012/2013 Budget. This increase is due to the addition of a Collection Specialist to the Administration Division, and the reallocation of .10 of the Assistant to the City Manager/Budget Administrator to the Administration Division from the Office of the City Manager. Approximately, .50 of the Administrative Support Clerk was redistributed to the Offices of General Government.

Community Public Safety – Police and Fire:

The Community Public Safety – Police will decrease by approximately 12 FTE. In FY 2013, the city will be undergoing a major reorganization of Community Public Safety. In 2012, the City Manager created a Public Safety Funding/Planning/Sustainability Taskforce to review the City's Public Safety – Police and Fire Services. This taskforce will provide recommendations to the City Manager and City Council on how these operations should be structured. These recommendations will be provided to the City by the end of the first quarter. Although this department is currently being evaluated, Community Public Safety – Police reflects the elimination of the following vacant positions: Fire Chief, 10 Police Officers, and a Staff Professional.

Similarly, in Community Public Safety – Fire, the total FTE will decrease approximately 10 positions. In FY 2013, Community Public Safety – Fire reflects the elimination of the following vacant positions: one Fire Captain, one Fire Engineer, two Fire Lieutenants, and two Firefighter positions, as well as the savings of not budgeting for four vacant firefighter positions. This reduction is possible due to retirement of senior employees

Development:

The Department of Development's personnel complement decreases approximately 3 FTE for FY 2012/2013. In the General Fund the Code Enforcement Specialist will be eliminated due to retirement. Additionally, in the Community Development Block Grant Funds, the Rehabilitation Application Specialist and Residential Rehabilitation Specialist will not be funded due to the decrease in Community Development Block Grant entitlement funding in FY 2013. Please note that in the General Fund two part time Parking Enforcement Officers will be added to the complement. These employees will generate additional revenues to cover their positions.

Public Services:

In FY 2012, the Department of Public Services underwent extensive reorganization which allowed for cost savings and efficiencies within the department. Due to the restructuring of this department, the FY 2013 FTE complement will be decreased by 7 FTE. The following vacant positions were or will be eliminated in FY 2013: Survey Technician, Survey Assistant, Assistant City Engineer, two Crossover Operators, a Chief ROW Utilities Foreman, and an Administrative Professional. Please note that through the elimination of the Administrative Professional, two part time Skilled Clerical employees were added to the PTE complement.

Water and Wastewater Treatment Services:

The Department of Water and Wastewater Treatment Services will remain the same in FY 2013.

Technical Services:

In the Department of Technical Services the FTE complement will decrease by one position. As of June 30, the Information Application Analyst will be retiring. This position will not be funded in FY 2013.

COMPLEMENT SUMMARY (FTE) 2012/2013 APPROVED BUDGET						
DEPARTMENT	2008/2009 Actual	2009/2010 Actual	2010/2011 Actual	2011/2012 Approved	2011/2012 Adjusted	2012/2013 Approved
General Government	15	15	13	14	10	10
Fiscal Services	28	26	28	28	29	29
CPS - Police	110	116	115	115	115	102
CPS - Fire	68	68	68	68	64	58
Technical Services	7	7	9	10	9	8
Development	22	20	21	21	21	18
Public Services	218	205	104	103	97	96
Water & Wastewater	0	0	88	88	88	88
Totals	468	456	446	447	433	409

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

UNASSIGNED FUND BALANCE ANALYSIS

The City of Saginaw operates from a balanced budget at the onset of every fiscal year. Unassigned fund balance or prior year budgetary surplus can be appropriated to balance a fund's budget if a sufficient balance/surplus exists and the appropriation is fiscally prudent.

In FY 2013, the city will not appropriate any use of unassigned fund balance in the General Fund. At the time of budget development it was determined that the reserve balance was less than 10% and could not be utilized to balance the fund. The 2013 budget is a balance budget that includes approximately \$1.5 million in one-time revenue sources. Furthermore, it is estimate that by the end of FY 2013, the city will have a negative unassigned General Fund reserve balance of -\$981,941. The reason for this deficit can be attributed to the City not receiving the Homeland Security- SAFER Grant to cover the salaries and benefits of seven firefighters. As a result, three months or 25%of salaries and benefits were redirected to the General Fund.

The Special Revenue Funds is projected to end FY 2012 in a budgetary deficit. The primary reason for this is due to \$790,486 deficit in the Celebration Park Fund. As a result of the initial deficit, the city was required to file a Deficit Elimination Plan with the State of Michigan. The projected estimated unassigned fund balance as of June 30, 2013 is -\$233,336. This is also contributed to the deficit that is realized in the Celebration Park Fund. However, with the implementation of the Deficit Elimination Plan, the deficit will decrease each year.

Enterprise Funds for year-ending FY 2012 is projected to have a surplus of \$23,666,866. This positive ending balance is a direct result of the Water Supply System Revenue Refunding Bonds, Series 2012 proceeds. Additionally, the City has imposed a rate increase to the Sewer Operations and Maintenance Funds for a three year period. This will allow for the city to continue in its effort to update the Wastewater Treatment Facilities. Overall, the estimated unassigned fund balance or net assets for this fund type is projected to be \$31,181,622 by year-ending June 30, 2013.

Internal Services Fund's June 30, 2013 unassigned fund balance is projected at \$872,319. 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 \$112,924,667 estimated unassigned fund balance for June 30, 2013. Favorable market conditions have produced significant gains in the Police and Fire Pension and the Unfunded Liabilities Funds.

**UNASSIGNED FUND BALANCE ANALYSIS
2012/2013 BUDGET**

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS
Unassigned Fund Balance (Deficit) - June 30, 2011	2,685,121	(790,486)	23,666,866	4,237,799	123,216,441
FY 2012 Projected Revenues	30,070,474	17,482,363	46,951,141	7,594,975	4,056,125
FY 2012 Projected Expenditures (w/ Encumb)	33,578,660	16,952,064	39,436,385	10,960,455	14,347,899
Est. Unassigned Fund Balance (Deficit) - June 30, 2012	(823,065)	(260,187)	31,181,622	872,319	112,924,667
FY 13 Estimated Revenues:					
Property Taxes	5,055,427	3,360,888	0	0	0
City Income Taxes	12,022,879	0	0	0	0
State Revenue Sharing	7,108,207	4,429,415	0	0	0
Grants	634,240	1,246,752	0	0	0
Licenses, Permits, and Fees	1,222,700	2,850	400	0	0
Charge for Services	937,790	3,597,145	36,644,000	5,959,989	6,000,000
Fines and Forfeitures	884,522	0	72,000	0	0
Interest	368,000	69,489	608,500	5,850	2,982,624
Rents	32,000	0	0	0	0
Reimbursements	3,014,854	561,098	0	0	0
Other Revenues	523,537	1,746,563	12,010,391	1,269,263	6,101,814
Total FY 13 Estimated Revenues	31,804,156	15,014,200	49,335,291	7,235,102	15,084,438
Total Resources Available for Appropriation	30,981,091	14,754,013	80,516,913	8,107,421	128,009,105
FY 13 Expenditure Appropriations:					
General Government	1,816,553	0	0	0	0
Fiscal Services	2,865,304	0	0	0	0
Police	12,302,143	3,415,204	0	0	8,004,562
Fire*	7,614,314	1,651,415	0	0	6,160,000
Highways and Streets	0	5,277,851	0	0	0
Garbage and Rubbish	0	4,061,207	0	0	0
Public Works	0	559,636	49,335,291	451,903	0
Development	1,465,443	22,036	0	0	0
Public Services (GF)	3,002,966	0	0	0	0
Other General Services	2,896,309	0	0	6,783,199	919,876
Total FY 13 Expenditure Appropriations	31,963,032	14,987,349	49,335,291	7,235,102	15,084,438
Estimated Unassigned Fund Balance - June 30, 2013	(981,941)	(233,336)	31,181,622	872,319	112,924,667

*SAFER Grant Expenditures were budgeted to be \$635,503 for FY13. The City did not receive the Grant; the General Fund will have to cover the cost of these Expenditures. However, now that the City is not receiving the Grant revenue, changes will be made and layoffs will likely occur. Conclude to only include 3 months of expenditures in the General Fund Budgeted Expenditures.





GENERAL FUND REVENUES

**RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
PROPERTY TAXES	5,055,427	GENERAL GOVERNMENT	1,816,553
CITY INCOME TAXES	12,022,879	FISCAL SERVICES	2,865,304
STATE REVENUE SHARING	7,108,207	COMMUNITY PUBLIC SAFETY - POLICE	12,302,143
GRANTS	634,240	COMMUNITY PUBLIC SAFETY - FIRE	7,455,438
LICENSES, PERMITS, & FEES	1,222,700	DEVELOPMENT	1,465,443
CHARGE FOR SERVICES	937,790	PUBLIC SERVICE (GF)	3,002,966
FINES AND FORFEITURES	884,522	OTHER GENERAL FUND	2,896,309
INTEREST	368,000		
RENTS	32,000		
REIMBURSEMENTS	3,014,854		
FUND BALANCE	0		
OTHER REVENUES	523,537		
TOTAL RESOURCES	<u>31,804,156</u>	TOTAL APPROPRIATIONS	<u>31,804,156</u>

CITY OF SAGINAW
SCHEDULE OF AD-VALOREM TAXABLE VALUE

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	98,362	99,786	102,078	105,157	77,958
Commercial	90,909,193	93,217,849	95,061,305	95,064,902	96,361,425
Industrial	44,860,660	45,112,282	49,008,656	48,980,153	48,939,004
Residential	<u>413,964,808</u>	<u>428,229,633</u>	<u>442,314,586</u>	<u>461,076,412</u>	<u>477,680,156</u>
Total Real	549,833,023	566,659,550	586,486,625	605,226,624	623,058,543
Personal Property					
Commercial	45,770,900	41,335,600	42,377,998	41,796,637	45,810,753
Industrial	71,968,600	68,297,000	62,754,000	65,211,400	55,373,600
Utility	<u>14,844,100</u>	<u>14,669,100</u>	<u>14,982,400</u>	<u>15,691,400</u>	<u>16,306,500</u>
Total Personal	<u>132,583,600</u>	<u>124,301,700</u>	<u>120,114,398</u>	<u>122,699,437</u>	<u>117,490,853</u>
Total Real & Personal	<u><u>682,416,623</u></u>	<u><u>690,961,250</u></u>	<u><u>706,601,023</u></u>	<u><u>727,926,061</u></u>	<u><u>740,549,396</u></u>

BY TAXPAYER CLASS					
Agricultural	98,362	99,786	102,078	105,157	77,958
Commercial	136,680,093	134,553,449	137,439,303	136,861,539	142,172,178
Industrial	116,829,260	113,409,282	111,762,656	114,191,553	104,312,604
Residential	413,964,808	428,229,633	442,314,586	461,076,412	477,680,156
Utility	<u>14,844,100</u>	<u>14,669,100</u>	<u>14,982,400</u>	<u>15,691,400</u>	<u>16,306,500</u>
Total	<u><u>682,416,623</u></u>	<u><u>690,961,250</u></u>	<u><u>706,601,023</u></u>	<u><u>727,926,061</u></u>	<u><u>740,549,396</u></u>

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
BY PROPERTY TYPE					
Real Property					
Agricultural	95,631	114,440	109,851	112,395	29,593
Commercial	96,304,235	94,999,826	93,930,967	89,997,662	84,778,764
Industrial	47,738,218	47,161,286	32,053,496	30,489,558	29,253,146
Residential	<u>471,601,430</u>	<u>445,170,091</u>	<u>388,236,562</u>	<u>350,887,163</u>	<u>334,056,853</u>
Total Real	615,739,514	587,445,643	514,330,876	471,486,778	448,118,356
Personal Property					
Commercial	43,787,288	40,897,871	36,550,100	36,309,220	32,741,000
Industrial	45,371,600	39,775,400	39,087,100	41,319,400	40,166,500
Utility	<u>16,742,300</u>	<u>17,433,000</u>	<u>18,003,800</u>	<u>19,876,600</u>	<u>21,003,700</u>
Total Personal	<u>105,901,188</u>	<u>98,106,271</u>	<u>93,641,000</u>	<u>97,505,220</u>	<u>93,911,200</u>
Total Real & Personal	<u><u>721,640,702</u></u>	<u><u>685,551,914</u></u>	<u><u>607,971,876</u></u>	<u><u>568,991,998</u></u>	<u><u>542,029,556</u></u>

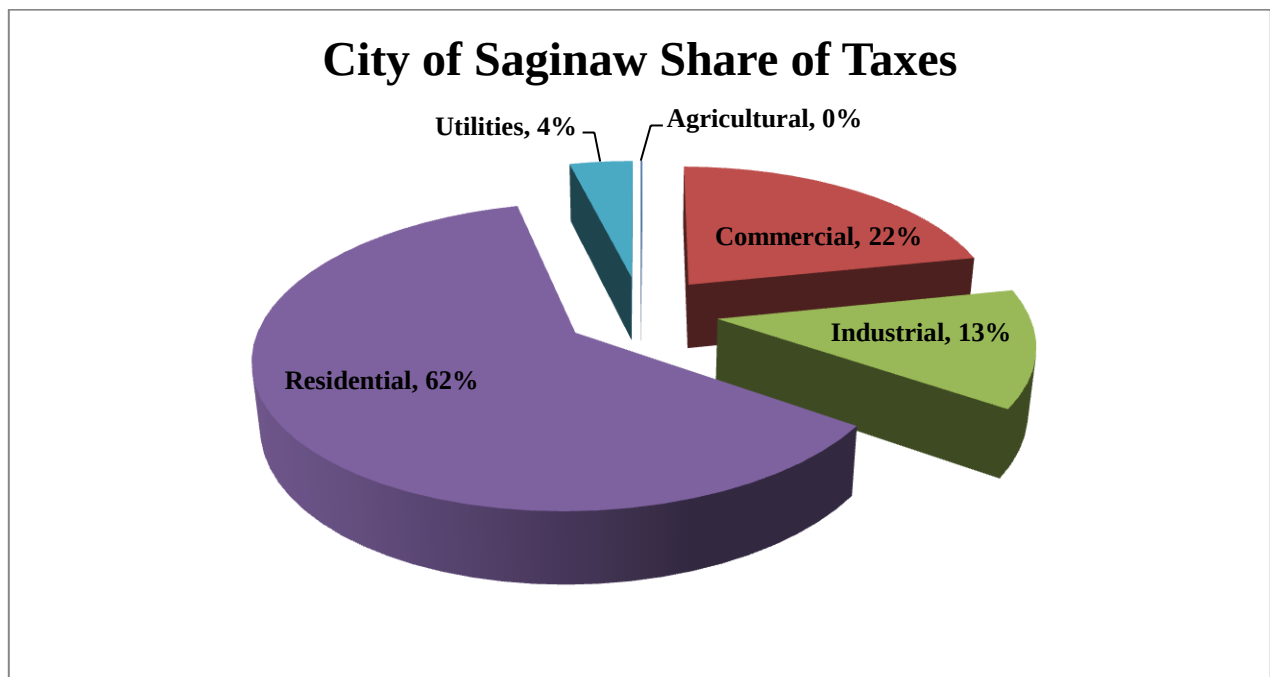
BY TAXPAYER CLASS					
Agricultural	95,631	114,440	109,851	112,395	29,593
Commercial	140,091,523	135,897,697	130,481,067	126,306,882	117,519,764
Industrial	93,109,818	86,936,686	71,140,596	71,808,958	69,419,646
Residential	471,601,430	445,170,091	388,236,562	350,887,163	334,056,853
Utility	<u>16,742,300</u>	<u>17,433,000</u>	<u>18,003,800</u>	<u>19,876,600</u>	<u>21,003,700</u>
Total	<u><u>721,640,702</u></u>	<u><u>685,551,914</u></u>	<u><u>607,971,876</u></u>	<u><u>568,991,998</u></u>	<u><u>542,029,556</u></u>

General Fund Revenues

Total 2012/2013 Approved General Fund resources are budgeted at \$31,804,156, which represents a decrease of \$1,224,208,208, or -3.71%, from 2012, approved resources of \$33,028,364.

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, 2012 levy will be assessed at \$448,118,356 and personal property taxable value will be assessed at \$93,911,200.



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 2013 is projected to be 7.0637 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 an increase in the consumer price index or five percent (5%); whichever is less, until ownership of the property is transferred. The citizens of Saginaw subsequently

approved an additional four mills for public libraries when Proposal A eliminated their millage from the school's millage and another three mills to operate a public transportation system.

Taxes are due and payable on July 1 at the City Treasurer's Office and become delinquent after 30 days. To all real and personal taxes paid on or after August 1, there shall be added interest at the rate of $\frac{1}{2}$ 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 37.69% of its General Fund revenue from local income tax. Economic conditions continue to have a negative impact on this revenue source. For the 2012/2013 Budget, the revenue from income taxes is expected to increase \$222,879, or 1.89%. This increase is primarily due to the city aggressively pursuing delinquent income taxes by designating a Collection Specialist to that effort.

STATE SHARED REVENUES

The City of Saginaw receives approximately 22.29% 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 constructed a three tiered criteria, known as the Economic Vitality Incentive Program, on how to comply with the governor's proposal. The Economic Vitality Incentive Program requires that local municipalities submit to the State Treasurer initiatives that fulfill the criteria of Accountability and Transparency, Consolidation and Collaboration of Services, and Employee Benefits Compensation. In FY 2012, the city complied and met the deadlines for the governor initiative and expects to receive these revenues. Even though the Statutory State Shared Revenues were reduced by 1/3, the city will also realize losses in the Constitutional portion of the State Shared Revenues due to the decrease in population. Hence, the City's 2012/2013 Approved Budget reflects an overall decrease of \$899,744, or -11.24% for revenue sharing funds.

GRANTS

For FY 2013, the City budgeted \$634,240 for federal grant funding related to police overtime, gas reimbursements for drug enforcement, and a traffic grant. This is a \$77,116, or -10.84% reduction from the 2012 approved budget levels. In FY 2013, the City will receive little or no new general fund grants for police and development activities.

LICENSES, PERMITS, & FEES

The City anticipates \$1,222,700, for licenses, permits, and fees for FY 2013. This represents a decrease of \$2,450, over the approved 2012 revenue. This includes business licenses, building permits, and cable television franchise fees.

CHARGE FOR SERVICES

The total projected charges for services for FY 2013 is \$937,790. 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, parking receipts, parking lot receipts, parking violations and transfer affidavit fees. The revenue is anticipated to increase from the 2012 approved revenue by \$641,522. This increase is due to the reassignment of the Parking and Operations Maintenance Fund from an Enterprise Fund to the General Fund. Additionally, the city administration is in the process of evaluating the parking enforcement strategy for the city and has developed a long-term strategy which will allow the city to collect outstanding parking revenue.

INTEREST REVENUE

Interest revenue is projected to decrease by \$2,800 from 2012 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 2013, a total of \$2,212,534 is budgeted for the indirect cost allocation plan. The category of reimbursement will equate to \$3,014,854, which is \$529,194 higher than in FY 2012.

OTHER REVENUES

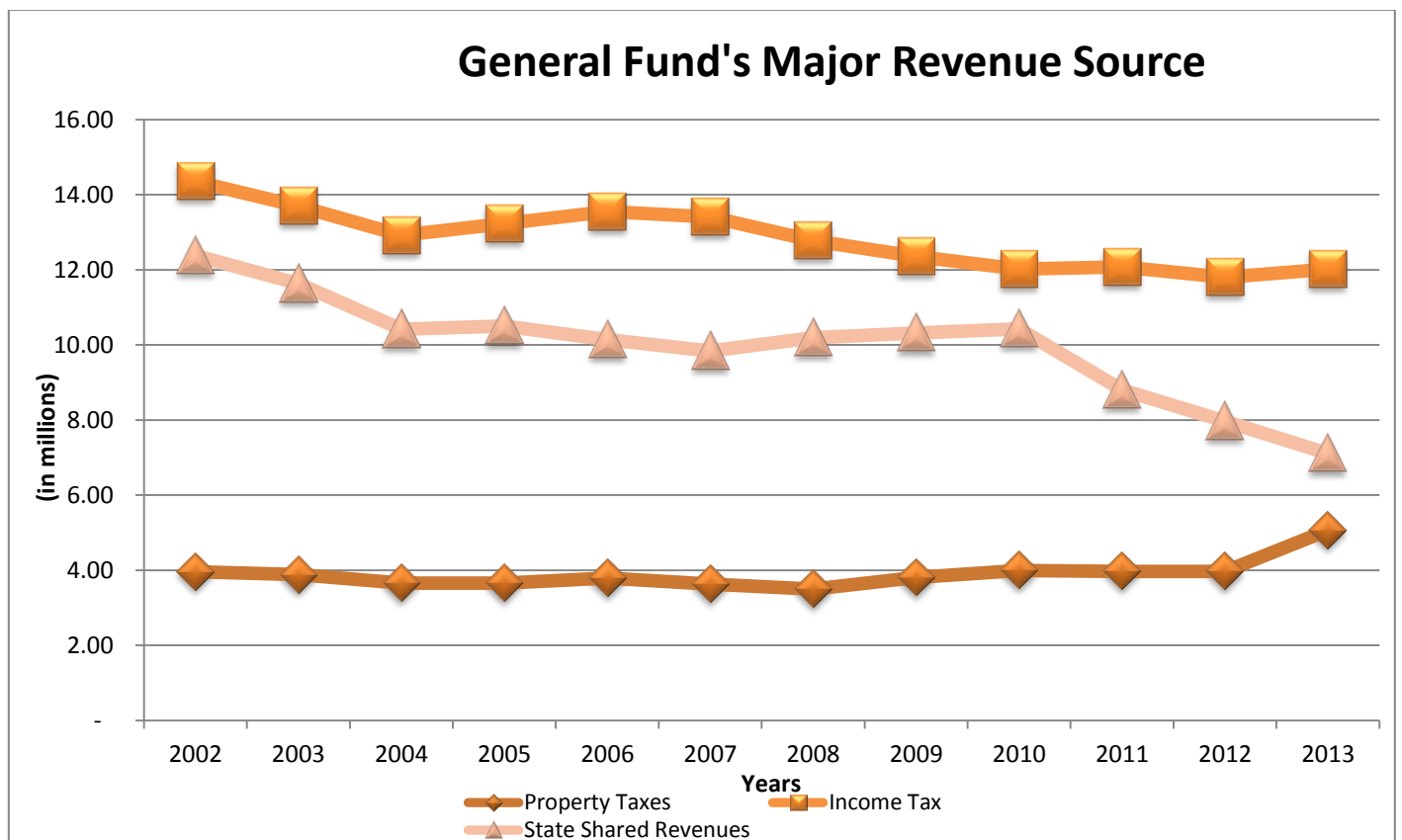
Other revenues will decrease \$224,713, from 2012 budgeted levels. This includes miscellaneous revenue related to police department services, donations, and the sale of assets.

USE OF FUND EQUITY AND TRANSFERS

In FY 2013, city administration lists Transfers and Use of Fund Equity separately. In previous fiscal years, these accounts were combined with Other Revenues. For the 2012/2013 Approved Budget, no funds will be allocated to come into the general fund nor have been appropriated to be use from the city's reserves.

ANALYTICAL REVIEW:

The three major revenue sources for the City of Saginaw are Property Taxes, Income Taxes, and State Shared Revenues. Pictured below is a graphical representation of the history of these revenues sources from FY 2002 through the budgeted FY 2013.

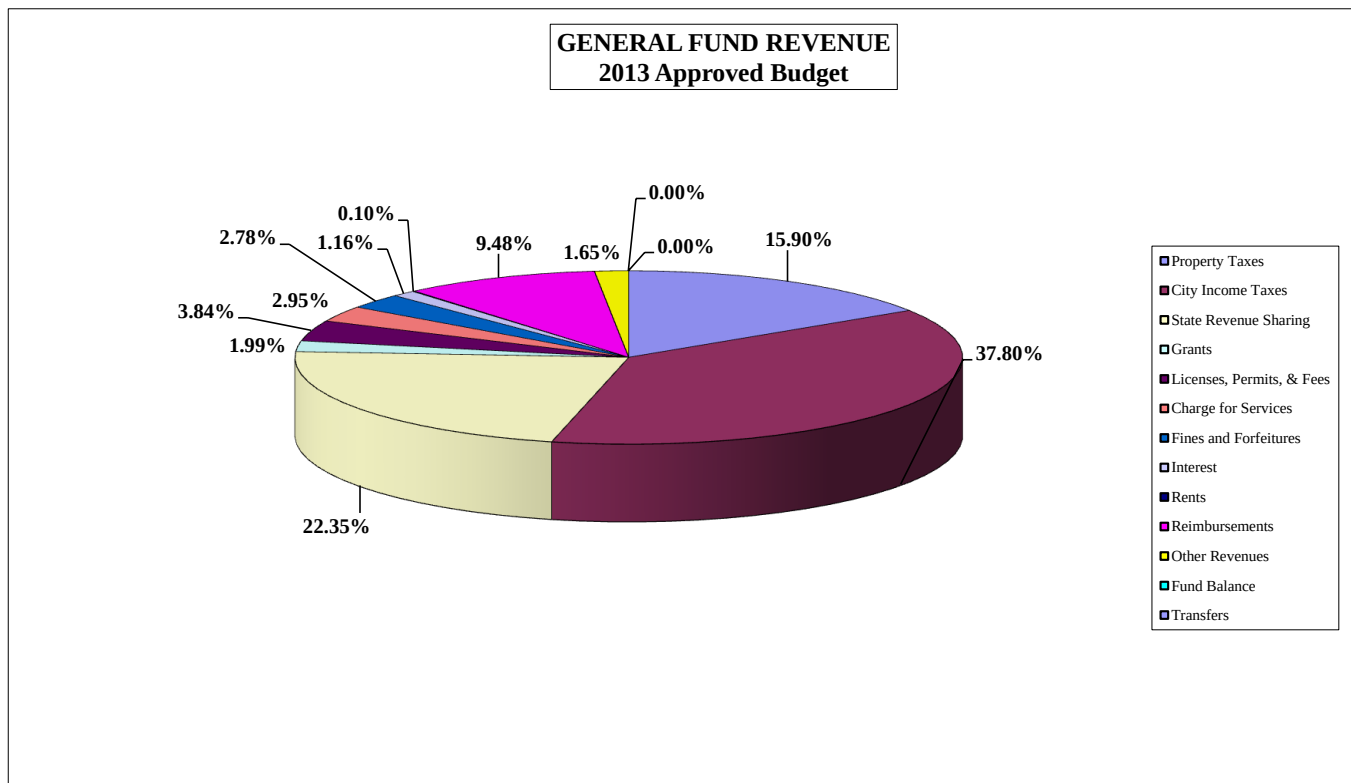


The chart above reveals that the amount of revenues received from property taxes has changed little since 2002. However, in FY 2013, the city will begin realizing monies from some of the Renaissance Zones maturing. Even though, there will be a slight increase in property tax revenues in FY 2012, the City of Saginaw will continue to be more reliant on Income Tax and State Shared revenues, both of which have declined in recent years. The chart also indicates that State Shared Revenues have decrease steady and dramatically from 2002 through 2013. Income Tax Revenues, which has become the City major source of revenues have stabilized and begins to reflect an upward trend.

REVENUE ANALYSIS SUMMARY

2012/2013 APPROVED BUDGET

	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
Property Taxes	3,807,995	3,806,008	3,189,209	3,990,966	3,730,966	3,925,866	5,055,427
City Income Taxes	12,359,364	11,802,819	12,235,713	11,800,000	11,803,439	11,023,431	12,022,879
State Revenue Sharing	10,321,778	8,965,403	8,986,376	8,007,951	7,747,787	7,074,369	7,108,207
Grants	514,869	834,934	2,016,153	711,356	1,580,155	1,551,414	634,240
Licenses, Permits, & Fees	1,104,670	1,187,143	1,370,806	1,225,150	1,265,509	1,358,264	1,222,700
Charge for Services	925,659	1,043,869	910,070	910,250	944,874	923,069	937,790
Fines and Forfeitures	243,135	260,507	259,924	243,000	430,880	425,044	884,522
Interest	381,913	403,166	467,977	370,800	447,800	437,109	368,000
Rents	31,218	32,360	22,512	30,000	30,000	30,897	32,000
Reimbursements	2,679,919	3,158,152	3,412,854	2,485,660	2,606,238	2,502,531	3,014,854
Other Revenues	672,404	377,850	446,674	748,250	775,422	167,713	523,537
Fund Balance	0	0	0	1,035,987	1,719,225	1,719,225	0
Transfers	910,000	63,770	2,492,500	1,468,994	1,468,994	1,468,994	0
TOTAL RESOURCES	33,952,924	31,935,981	35,810,768	33,028,364	34,551,289	32,607,925	31,804,156



**REVENUE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
TAXES							
Real Property	3,054,522	3,048,773	3,003,018	2,882,345	2,922,345	3,030,432	2,935,894
Real Property - IFT	3,961	0	0	2,985	2,985	0	760
Personal Property	406,318	407,339	448,883	596,080	596,080	492,430	615,269
Personal Property - IFT	29,160	0	0	11,826	11,826	0	5,470
Personal Property - DPPT	0	0	2,069	5,000	5,000	23,473	56,051
Property Taxes, - PY Refunds	0	0	0	0	0	0	1,039,507
Property Taxes - Chargeback	(251,240)	(219,551)	(642,842)	0	(300,000)	(6,361)	(30,000)
Penalties & Interest	178,953	283,371	66,791	135,000	135,000	89,246	135,000
Tax Administration Fees	346,628	286,076	295,946	345,000	345,000	281,444	282,476
PROPERTY TAX	3,768,302	3,806,008	3,173,865	3,978,236	3,718,236	3,910,665	5,040,427
Housing Commission	0	0	15,344	0	0	15,201	0
Birch Park	39,693	0	0	12,730	12,730	0	15,000
Bancroft Eddy	0	0	0	0	0	0	0
P. I. L. O. T. TAXES	39,693	0	15,344	12,730	12,730	15,201	15,000
City Income Taxes	11,406,487	10,837,940	11,295,505	10,850,000	10,850,000	10,015,224	11,051,000
Delinq City Income Tax	954,642	969,624	944,804	950,000	953,439	1,012,578	971,879
425 Agreement Refund	(1,765)	(4,745)	(4,596)	0	0	(4,371)	0
INCOME TAXES	12,359,364	11,802,819	12,235,713	11,800,000	11,803,439	11,023,431	12,022,879
TOTAL TAXES	16,167,359	15,608,827	15,424,922	15,790,966	15,534,405	14,949,296	17,078,306
INTERGOVERNMENTAL							
EVIP	0	0	0	0	3,709,890	3,374,214	3,374,216
Statutory	5,955,258	4,997,074	5,428,708	3,970,054	0	0	0
Constitutional	4,034,558	3,887,868	3,456,234	4,001,497	4,001,497	3,664,967	3,697,591
Inventory Tax Reimb.	0	0	0	0	0	0	0
Liquor Licenses	38,087	36,414	35,085	36,400	36,400	35,188	36,400
State Grants	293,875	44,047	66,349	0	0	0	0
STATE SHARED REV.	10,321,778	8,965,403	8,986,376	8,007,951	7,747,787	7,074,369	7,108,207
FEMA	96,803	(292)	96,860	50,000	32,298	32,298	0
Homeland Security Training	1,978	632	712	5,000	45,000	27,241	5,000
Federal Grants	18,349	320,083	12,596	35,941	0	(12,596)	9,240
EECBG	0	31,396	208,252	0	357,799	326,552	0
HUD	0	0	340,021	0	351,112	289,133	0
Police Drug Overtime	134,968	149,985	120,044	120,415	120,415	182,926	120,000
Miscellaneous	22,795	0	315	0	0	0	0
Reimbursement/Medicare	239,976	333,130	1,237,353	500,000	673,531	705,859	500,000
GRANTS	514,869	834,934	2,016,153	711,356	1,580,155	1,551,414	634,240
TOTAL INTERGOV'TAL	10,836,647	9,800,337	11,002,529	8,719,307	9,327,942	8,625,782	7,742,447

**REVENUE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
LICENSES, PERMITS & FEES							
Occupational	27,900	32,784	32,583	33,000	33,000	38,138	33,000
General Business License	84,568	76,145	83,655	80,000	80,000	81,650	80,000
TOTAL LICENSES	112,468	108,929	116,238	113,000	113,000	119,788	113,000
Housing Registration Fees	279,609	333,562	276,405	303,000	303,000	306,022	303,000
Building Permits	97,555	114,037	194,365	150,000	182,459	210,505	150,000
Electrical Permits	23,585	24,137	45,809	36,000	43,900	59,411	36,000
Mechanical Permits	20,555	29,189	97,128	35,000	35,000	49,171	35,000
Plumbing Permits	18,035	13,075	36,494	35,000	35,000	32,315	35,000
Sign Permits	2,800	3,030	2,075	1,500	1,500	3,125	0
Street Cut Permits	2,235	465	1,270	500	500	3,140	0
Curb Cut Permits	435	300	375	300	300	0	0
Fire Department Permits	211	75	114	700	700	150	700
Barricade Permits	1,267	150	285	150	150	0	0
TOTAL PERMITS	446,287	518,020	654,320	562,150	602,509	663,839	559,700
Cable TV Franchise Fees	494,485	518,793	550,887	500,000	500,000	523,154	500,000
Cable TV PEG Fees	51,430	41,401	49,361	50,000	50,000	51,484	50,000
TOTAL FEES	545,915	560,194	600,248	550,000	550,000	574,637	550,000
TOTAL LIC./PERM./FEES	1,104,670	1,187,143	1,370,806	1,225,150	1,265,509	1,358,264	1,222,700
CHARGE FOR SERVICES							
Tea House Fees	1,109	0	0	0	0	0	0
RECREATION	1,109	0	0	0.00	0	0	0
PILOT Application Fee	2,500	0	0	0	0	0	0
Boot Removal Fee	0	0	0	0	0	0	100
Witness Fees	23,421	10,534	1,813	10,000	10,000	10,815	5,000
Board of Appeal Case Fees	0	50	50	0	0	0	0
Zoning Code Fees	5,625	5,005	7,385	7,000	7,000	6,300	7,000
Fire System Plan Review	200	700	125	700	700	625	700
Attorney Collections	0	6	0	0	0	0	0
Traffic Engineering	0	0	2,665	0	0	0	0
Fire False Alarm	0	0	400	0	3,725	3,725	1,500
Police False Alarm	0	0	38,356	0	19,969	24,375	40,000
Dog Registration Fees	0	0	4,400	7,500	12,430	12,830	2,500
Public Act 425	244,089	283,689	206,278	244,000	244,000	241,425	210,000
Police Billable Overtime	0	0	0	0	7,500	25,036	0
Election Services	(1)	0	11,110	50	50	44	90
Special Events Services	41,740	35,424	43,859	34,000	34,000	38,101	34,000
Special Events Ojibway	11,850	5,940	3,320	7,200	7,200	0	7,200
Engineering Plans	4,256	3,893	1,620	750	750	20	0
Sale of Junk	1,632	176	311	0	0	1,514	600
Traffic Signs	25	4	93	50	50	140	0
Materials and Services	14,031	15,555	17,011	14,600	14,600	17,538	14,600
TOTAL GENERAL GOVT.	349,368	360,976	338,796	325,850	361,974	382,487	323,290

REVENUE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
Gun Registration Fees	1,845	1,825	1,695	1,800	1,800	2,070	1,600
Hazmat Clean Up Fees	1,092	16,447	5,584	15,000	15,000	16,297	15,000
False Alarm Fees	6,425	2,675	0	1,500	0	0	0
Police Department	47,710	80,136	103,771	76,000	76,000	28,340	76,000
Fire Department	1,763	3,785	3,421	2,600	2,600	12,602	10,000
TOTAL POLICE & FIRE	58,835	104,868	114,471	96,900	95,400	59,309	102,600
Internment Services	252,221	300,011	264,421	280,000	280,000	271,885	298,400
Markers and Bases	52,315	39,471	32,141	34,000	34,000	42,948	40,000
Grave Spaces	133,827	159,574	94,064	97,500	97,500	93,869	97,500
Materials and Services	77,984	78,969	66,177	76,000	76,000	72,572	76,000
TOTAL CEMTERIES	516,347	578,025	456,803	487,500	487,500	481,273	511,900
TOTAL CHARGE SVC.	925,659	1,043,869	910,070	910,250	944,874	923,069	937,790
FINES & FORFEITURES							
Parking Ramp #1 Receipts	0	0	0	0	0	0	35,000
Parking Lot Receipts	0	0	0	0	0	0	135,000
Ordinance Fines	178,994	215,293	228,695	180,000	180,000	216,781	180,000
Parking Violation Fines	546	238	51	0	0	8	489,522
Civil Infractions	100	3,050	815	25,000	25,000	250	10,000
Dog Fines (Civil Infraction)	0	0	0	5,000	5,000	900	2,000
Transfer Affidavit Fines	63,495	41,926	30,363	33,000	33,000	19,225	33,000
Police Fines and Forfeiture	0	0	0	0	187,880	187,881	0
TOTAL FINES & FORFEIT.	243,135	260,507	259,924	243,000	430,880	425,044	884,522
INTEREST							
Andersen Loan	0	576	26,595	21,000	21,000	10,579	10,000
Interest on Investments	80,656	33,933	15,627	18,500	18,500	2,685	2,000
Interest on City Income Taxes	262,784	284,372	414,941	300,000	377,000	421,484	350,000
Interest on Spec Asmts	5,796	3,166	7,459	3,000	3,000	114	3,000
Interest and Penalties	1,994	78,024	31	300	300	0	0
Cemetery Int on Investments	30,683	3,095	3,324	28,000	28,000	2,246	3,000
TOTAL INTEREST	381,913	403,166	467,977	370,800	447,800	437,109	368,000
RENTS & PRIVILEGES							
Land and Building Rentals	31,218	32,360	22,512	30,000	30,000	30,897	32,000
TOTAL RENTS & PRIV.	31,218	32,360	22,512	30,000	30,000	30,897	32,000

**REVENUE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
OTHER REVENUES							
Recreation Programs-Grant	0	20,000	0	0	0	0	0
City/Cty/School Liaison	100,000	10,000	10,000	5,000	5,000	5,000	5,000
Saginaw County	0	0	0	130,000	130,000	79,250	221,000
Riverfront Comm Donations	2,000	1,445	1,100	0	1,000	1,025	0
Contributions	6,000	0	0	6,000	6,000	0	6,000
CONTRIBUTIONS	108,000	31,445	11,100	141,000	142,000	85,275	232,000
Sale of Land/Buildings	85,296	334	209,000	0	0	0	0
Sale of Property Items	0	0	10,050	20,000	20,000	0	20,000
Sale of Property - Fire	0	31	0	0	0	1,059	2,000
SALES OF PROPERTY	85,296	365	219,050	20,000	20,000	1,059	22,000
Sale of Firearms	0	0	23,977	10,000	10,000	0	10,000
Special Assessments	357,576	159,928	118,916	150,000	150,000	3,225	150,000
TOTAL SPECIAL ASSESS.	357,576	159,928	142,893	160,000	160,000	3,225	160,000
Nuisance Clean Up	0	(6)	0	0	0	0	0
Surplus Receipts	64,033	65,145	18,556	40,000	40,000	31,586	20,000
Demolition Contracts	5,366	99,169	53,816	50,000	50,000	5,198	50,000
Gain/Loss on Equipment	0	0	195	20,000	20,000	0	0
Cash Over and Short	14,827	3,224	(9,197)	0	0	(1,353)	3,000
Smoke Detectors	0	0	0	0	0	2,560	0
Clerk's Dept Fees	0	300	0	0	0	0	0
Police Donations	1,000	0	0	0	18,000	18,010	0
Fire Donations	110	0	700	500	500	0	1,000
Non-Owner Occupied Dwelling	0	0	0	285,000	285,000	0	0
Encroachment	0	0	0	7,500	7,500	0	4,000
Pawn Shop	16,024	17,262	9,390	24,000	24,000	13,782	24,000
Detachment	0	0	0	0	8,172	8,172	7,287
TOTAL SURPLUS RECEIPT	101,360	185,094	73,460	427,000	453,172	77,955	109,287
Indirect Costs	2,483,939	2,929,843	3,015,783	2,212,534	2,304,995	2,304,995	2,758,964
Weed and Seed Admin	0	0	15,700	0	0	0	0
Insurance Proceeds	33,444	8,385	82	24,000	24,000	0	0
Insurance Premiums	7,201	14,159	7,157	7,500	10,463	13,136	7,500
Reimbursements	12,948	21,121	88,071	30,000	55,154	2,373	30,000
Saginaw Housing Comm	142,387	144,609	155,932	167,626	167,626	136,527	171,890
Demolition - FS & ES Indirect	0	0	84,912	0	0	0	0
Pagers/Cell Phones	0	35	371	0	0	0	0
Inspections	0	40,000	40,677	44,000	44,000	45,500	46,500
Traffic Engineering	0	0	4,169	0	0	0	0
TOTAL REIMBURSEMENTS	2,679,919	3,158,152	3,412,854	2,485,660	2,606,238	2,502,531	3,014,854

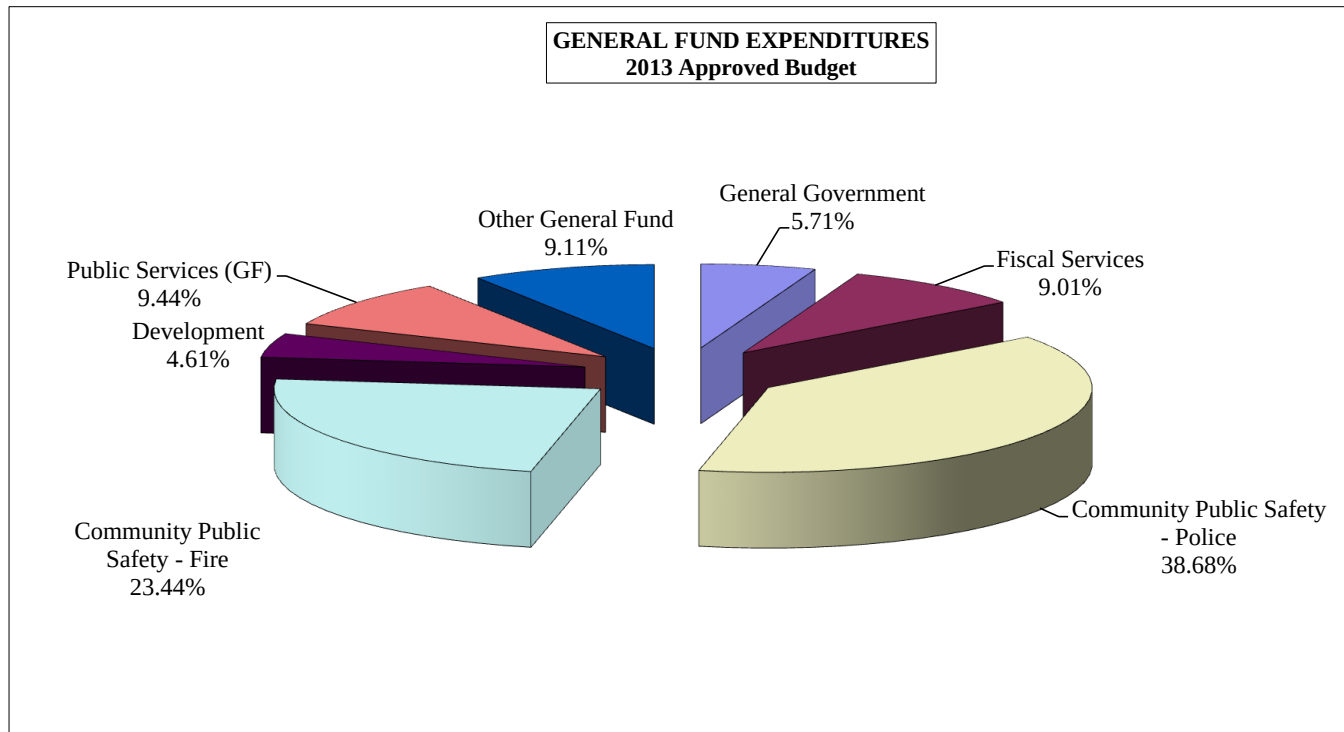
REVENUE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
Police Dept Services	20,172	1,018	170	250	250	170	250
TOTAL PUB. SAFETY FEE	20,172	1,018	170	250	250	170	250
Gain/Loss on Investment	0	0	1	0	0	30	0
TOTAL G/L ON INVEST.	0	0	1	0	0	30	0
TOTAL OTHER REVENUE	3,352,323	3,536,002	3,859,528	3,233,910	3,381,660	2,670,244	3,538,391
Decrease in Fund Equity	0	0	0	1,035,987	1,719,225	1,719,225	0
TOTAL FUND EQUITY	0	0	0	1,035,987	1,719,225	1,719,225	0
Community Dev. Block Grant	0	0	0	0	0	0	0
Weed and Seed	0	63,770	14,200	0	0	0	0
Transfer from Other Funds	0	0	0	166,166	166,166	166,166	0
Insurance Fund	0	0	2,478,300	1,178,144	1,178,144	1,178,144	0
Sick and Vacation Fund	0	0	0	0	0	0	0
Budget Stabilization	0	0	0	0	0	0	0
Radio Operation Fund	910,000	0	0	124,684	124,684	124,684	0
TOTAL TRANSFERS	910,000	63,770	2,492,500	1,468,994	1,468,994	1,468,994	0
TOTAL GENERAL FUND	33,952,924	31,935,981	35,810,768	34,201,919	34,551,289	32,607,925	31,804,156

GENERAL FUND EXPENDITURES (101)
2012/2013 APPROVED BUDGET

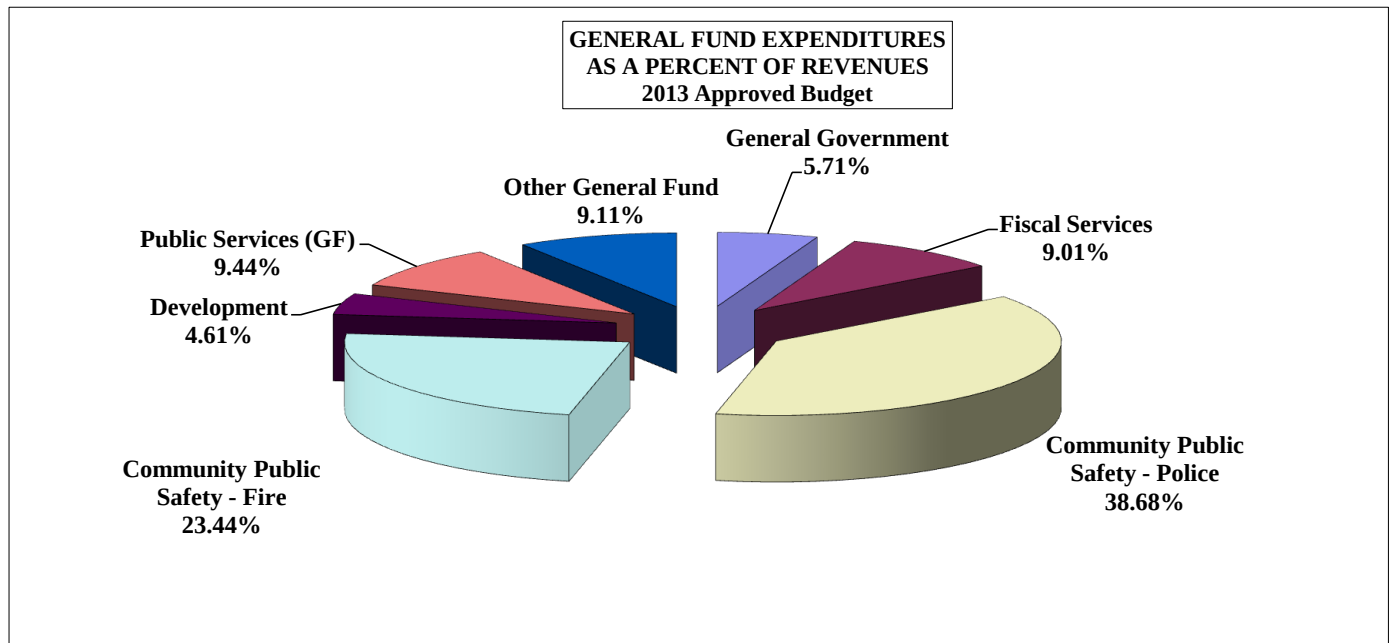
	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
General Government	2,002,562	2,082,717	2,132,472	1,985,687	2,134,240	2,030,315	1,816,553
Fiscal Services	2,443,015	2,309,136	2,379,051	2,652,279	2,812,197	2,732,369	2,865,304
Community Public Safety - Police	12,437,639	12,091,787	13,216,981	12,650,244	13,278,895	13,162,493	12,302,143
Community Public Safety - Fire	8,851,925	8,039,301	9,101,445	8,557,434	9,324,983	9,637,579	7,455,438
Development	1,728,448	1,545,515	1,537,247	1,076,995	1,410,227	1,369,347	1,465,443
Public Services (GF)	2,626,791	2,719,046	3,097,397	2,998,176	3,604,512	3,537,534	3,002,966
Other General Fund	3,130,668	3,133,776	3,986,695	3,107,549	3,213,748	3,375,236	2,896,309
TOTAL GENERAL FUND	33,221,048	31,921,278	35,451,288	33,028,364	35,778,802	35,844,873	31,804,156

Personnel Services	25,615,341	25,556,432	27,638,593	26,281,311	27,752,010	28,410,568	24,870,253
Operating Expenses	6,357,520	5,396,109	5,849,373	5,857,288	6,879,035	6,342,674	5,572,221
Capital Outlay	76,578	40,667	438,365	0	292,049	292,026	0
Miscellaneous	1,171,609	928,070	1,524,957	889,765	855,708	799,602	1,361,682
TOTAL GENERAL FUND	33,221,048	31,921,278	35,451,288	33,028,364	35,778,802	35,844,870	31,804,156



GENERAL FUND REVENUE AND EXPENDITURE COMPARISON
2012/2013 APPROVED BUDGET

	2009 Actual	2010 Actual	2011 Actual	2012 Approved Budget	2012 Adjusted Budget	2012 Projected	2013 Approved Budget
Property Taxes	3,807,995	3,806,008	3,189,209	3,990,966	3,730,966	3,925,866	5,055,427
City Income Taxes	12,359,364	11,802,819	12,235,713	11,800,000	11,803,439	11,023,431	12,022,879
State Revenue Sharing	10,321,778	8,965,403	8,986,376	8,007,951	7,747,787	7,074,369	7,108,207
Grants	514,869	834,934	2,016,153	711,356	1,580,155	1,551,414	634,240
Licenses, Permits, & Fees	1,104,670	1,187,143	1,370,806	1,225,150	1,265,509	1,358,264	1,222,700
Charge for Services	925,659	1,043,869	910,070	910,250	944,874	923,069	937,790
Fines and Forfeitures	243,135	260,507	259,924	243,000	430,880	425,044	884,522
Interest	381,913	403,166	467,977	370,800	447,800	437,109	368,000
Rents	31,218	32,360	22,512	30,000	30,000	30,897	32,000
Reimbursements	2,679,919	3,158,152	3,412,854	2,485,660	2,606,238	2,502,531	3,014,854
Other Revenues	672,404	377,850	446,674	748,250	775,422	167,713	523,537
Fund Balance	0	0	0	1,035,987	1,719,225	1,719,225	0
Transfers	910,000	63,770	2,492,500	1,468,994	1,468,994	1,468,994	0
TOTAL RESOURCES	33,952,924	31,935,981	35,810,768	33,028,364	34,551,289	32,607,925	31,804,156
General Government	2,002,562	2,082,717	2,132,472	1,985,687	2,134,240	2,030,315	1,816,553
Fiscal Services	2,443,015	2,309,136	2,379,051	2,652,279	2,812,197	2,732,369	2,865,304
Community Public Safety - Police	12,437,639	12,091,787	13,216,981	12,650,244	13,278,895	13,162,493	12,302,143
Community Public Safety - Fire	8,851,925	8,039,301	9,101,445	8,557,434	9,324,983	9,637,579	7,455,438
Development	1,728,448	1,545,515	1,537,247	1,076,995	1,410,227	1,369,347	1,465,443
Public Services (GF)	2,626,791	2,719,046	3,097,397	2,998,176	3,604,512	3,537,534	3,002,966
Other General Fund	3,130,668	3,133,776	3,986,695	3,107,549	3,213,748	3,375,236	2,896,309
TOTAL APPROPRIATIONS	33,221,048	31,921,278	35,451,288	33,028,364	35,778,802	35,844,873	31,804,156



GENERAL FUND APPROPRIATIONS

GENERAL GOVERNMENT

DEPARTMENT OF FISCAL SERVICES

COMMUNITY PUBLIC SAFETY - POLICE

COMMUNITY PUBLIC SAFETY - FIRE

DEPARTMENT OF DEVELOPMENT

DEPARTMENT OF PUBLIC SERVICES

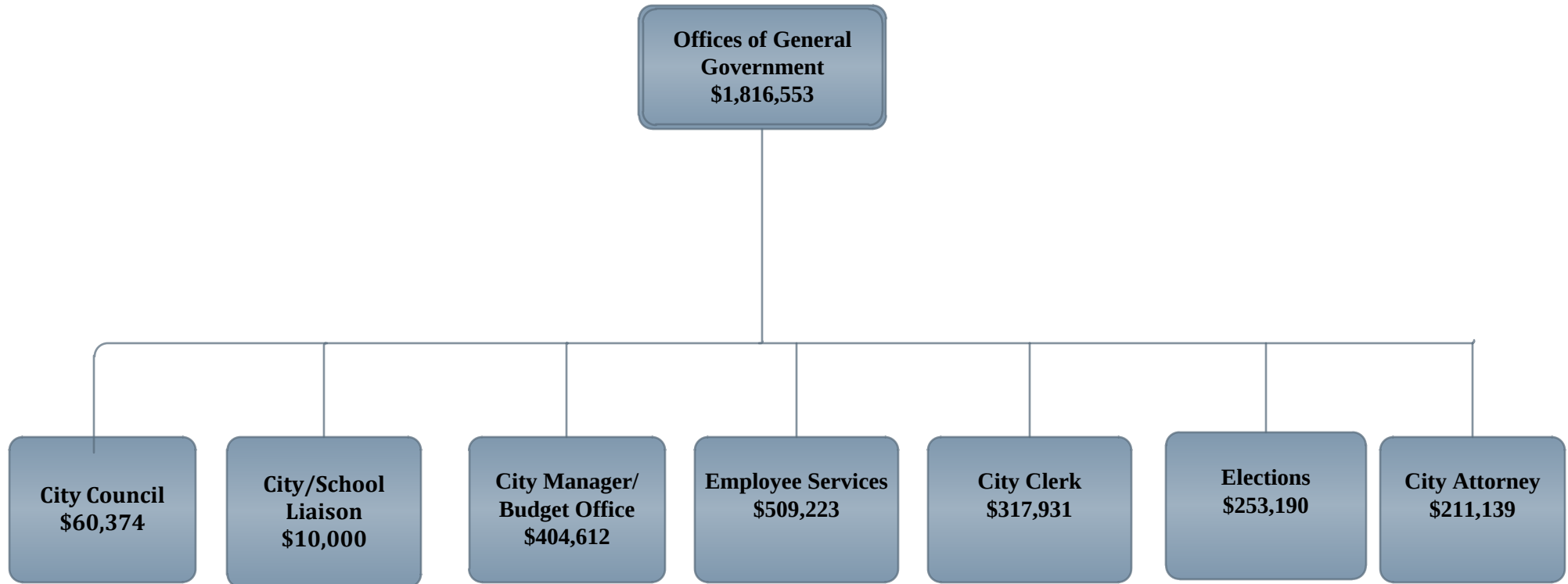
OTHER GENERAL FUND



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 \$50,084. This division is represented under the Department of Technical Services Total 2013 Approved Budget for the Offices of General Government is \$1,816,553.

GENERAL FUND'S OFFICES OF GENERAL GOVERNMENT

EXPENDITURE BUDGET SUMMARY

For FY 2012/2013, the total Offices of the General Government will be \$1,816,553, which represents a \$169,134, or -8.52% reduction from the approved 2011/2012 budgeted levels. **Personnel Services** will decrease \$237,923, or -16.84%. The reduction in personnel services for these Offices of General Government are due in large part by the outsourcing of the City Attorney's Office in October of 2011. The City Attorney, the Legal Assistant I and Legal Assistant II were all eliminated. Additional, the 2013 Approved Budget reflects the redistribution of the following positions: .10 of the Assistant to the City Manager/Budget Administrator from the Office of the City Manager to the Department of Fiscal Services' Administration Division, and .10 of the Assistant City Manager for Public Safety to the Office of Community Public Safety.

These reductions will be offset by the re-appropriation of the Election Secretary in the Election Division and .20 of the Administrative Support Clerk from the Department of Fiscal Services – Administration Division to the City Council Division as well as .35 of this position to the Office of the City Manager. The re-alignment of the Administrative Support Clerk reflects where this employee spends all of their time. Additionally, the city will realize significant increases to the MERS Pension Liability for each division. **Operating Expenses** is expected to increase \$68,789, from FY 2011/2012. In the Election Division the city has budgeted for two elections, August and November, with the November election as a presidential election. In addition, funds will be appropriated in the City Attorney's Office to pay the contracted legal services for the city attorney. No **Capital Outlay** purchases are budgeted in any Offices of General Government.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
0101 City Council	44,831	49,381	42,535	55,450	55,450	47,210	60,374
0105 City/School Liaison	9,517	2,356	5,000	10,000	10,000	1,993	10,000
1710 Office of the City Manager/Budget Office	341,952	347,486	389,151	402,937	425,036	422,923	404,612
1711 SGTV	39,098	39,976	40,650	49,787	49,787	47,644	50,084
1725 Employee Services	502,521	557,173	528,355	482,706	497,388	470,247	509,223
1730 City Clerk's Office	340,172	343,821	298,823	311,440	369,491	351,608	317,931
1731 Elections	178,541	145,123	243,248	204,856	238,054	241,788	253,190
1734 City Attorney's Office	545,930	597,401	584,710	468,511	489,034	446,902	211,139
Total Expenditures	2,002,562	2,082,717	2,132,472	1,985,687	2,134,240	2,030,315	1,816,553

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	1,489,193	1,541,844	1,492,108	1,412,400	1,463,483	1,467,632	1,174,477
Operating Expenses	500,493	520,072	645,155	573,287	668,633	560,581	642,076
Capital Outlay	12,876	20,801	209	0	2,124	2,102	0
Total Expenditures	2,002,562	2,082,717	2,137,472	1,985,687	2,134,240	2,030,315	1,816,553

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
0101 City Council	9.00	9.00	9.00	9.00	9.00	9.00	9.20
1710 Office of the City Manager/Budget Office	2.90	2.90	2.90	2.85	2.85	2.85	2.95
1711 SGTV	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1725 Employee Services	2.95	2.95	3.95	3.55	3.55	3.55	3.55
1730 City Clerk's Office	4.40	4.40	3.30	3.30	3.30	3.30	3.30
1731 Elections	0.60	0.60	2.70	3.70	3.70	3.70	4.70
1734 City Attorney's Office	4.00	4.00	3.00	3.00	0.00	0.00	0.00
Total Positions	24.85	24.85	25.85	26.40	23.40	23.40	24.70

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

101-0101 City Council

Allocation Plan		Position Control	
PERSONNEL SERVICES		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
Salaries	17,962	Council Members	9.00 13,469
Overtime	0	Admin Support Clerk (PT)	0.20 4,493
Fringe Benefits	7,562		
TOTAL	25,524	Total Personnel	9.20 17,962
		Overtime	0
OPERATING EXPENSES			
Supplies	100	FICA	1,374
Internal Services	0	Healthcare Benefits - Active	6,188
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	0	Pension	0
Maintenance Fees	1,250		
Other Contracted Fees	33,500	Total Fringe Benefits	7,562
TOTAL	34,850		
		TOTAL	9.20 25,524
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	60,374		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1710 City Manager/Budget Office

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	192,237	City Manager	1.00	110,000
Overtime	0	Assistant to City Manager/ Budget Administrator	0.15	10,920
Fringe Benefits	154,845	Executive Assistant	1.00	53,346
		Admin Support Clerk (PT)	0.80	17,971
TOTAL	347,082	Total Personnel	2.95	192,237
OPERATING EXPENSES				
Supplies	5,800	Overtime		0
Internal Services	16,476			
Other Services				
Professional Fees	13,117	FICA		12,601
Maintenance Fees	6,437	Healthcare Benefits - Active		38,923
Other Contracted Fees	15,700	Healthcare Benefits - Retirees		0
		Pension		103,321
TOTAL	57,530	Total Fringe Benefits		154,845
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.95	347,082
TOTAL APPROPRIATION	404,612			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1711 SGTV

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	29,120	SGTV Program Coordinator	1.00 29,120
Overtime	0		
Fringe Benefits	12,829	Total Personnel	<u>1.00 29,120</u>
TOTAL	<u>41,949</u>	Overtime	<u>0</u>
OPERATING EXPENSES			
		FICA	422
Supplies	2,000	Healthcare Benefits - Active	11,315
Internal Services	3,542	Healthcare Benefits - Retirees	0
Other Services		Pension	1,092
Professional Fees	1,693		
Maintenance Fees	800	Total Fringe Benefits	<u>12,829</u>
Other Contracted Fees	100		
TOTAL	<u>8,135</u>	TOTAL	<u><u>1.00 41,949</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>50,084</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1725 Employee Services

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	202,290	Director of Employee Services	1.00 89,765
Overtime	0	Asst. Dir. of Employee Services	0.55 34,188
Fringe Benefits	143,509	Benefits Coordinator	0.75 40,572
		Administrative Assistant I	0.40 19,378
		Employee Services Support (PT)	0.85 18,387
TOTAL	345,799		
		Total Personnel	3.55 202,290
OPERATING EXPENSES			
Supplies	3,500	Overtime	0
Internal Services	18,058		
Other Services			
Professional Fees	126,153	FICA	14,703
Maintenance Fees	4,813	Healthcare Benefits - Active	37,956
Other Contracted Fees	10,900	Healthcare Benefits - Retirees	0
		Pension	90,850
TOTAL	163,424	Total Fringe Benefits	143,509
CAPITAL OUTLAY			
	0		
TOTAL	0	TOTAL	3.55 345,799
TOTAL APPROPRIATION			
	509,223		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1730 City Clerk

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	149,261	City Clerk	0.70 54,115
Overtime	0	Deputy City Clerk	0.70 41,204
Fringe Benefits	106,191	Office Assistant III	0.85 31,403
		Office Assistant II	0.30 10,254
		Skilled Clerical (PT)	0.75 12,285
TOTAL	255,452		
		Total Personnel	3.30 149,261
OPERATING EXPENSES			
Supplies	3,000	Overtime	0
Internal Services	27,189		
Other Services			
Professional Fees	21,200	FICA	11,504
Maintenance Fees	8,550	Healthcare Benefits - Active	15,247
Other Contracted Fees	2,540	Healthcare Benefits - Retirees	0
		Pension	79,440
TOTAL	62,479		
		Total Fringe Benefits	106,191
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	3.30 255,452
TOTAL APPROPRIATION	317,931		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1731 Elections

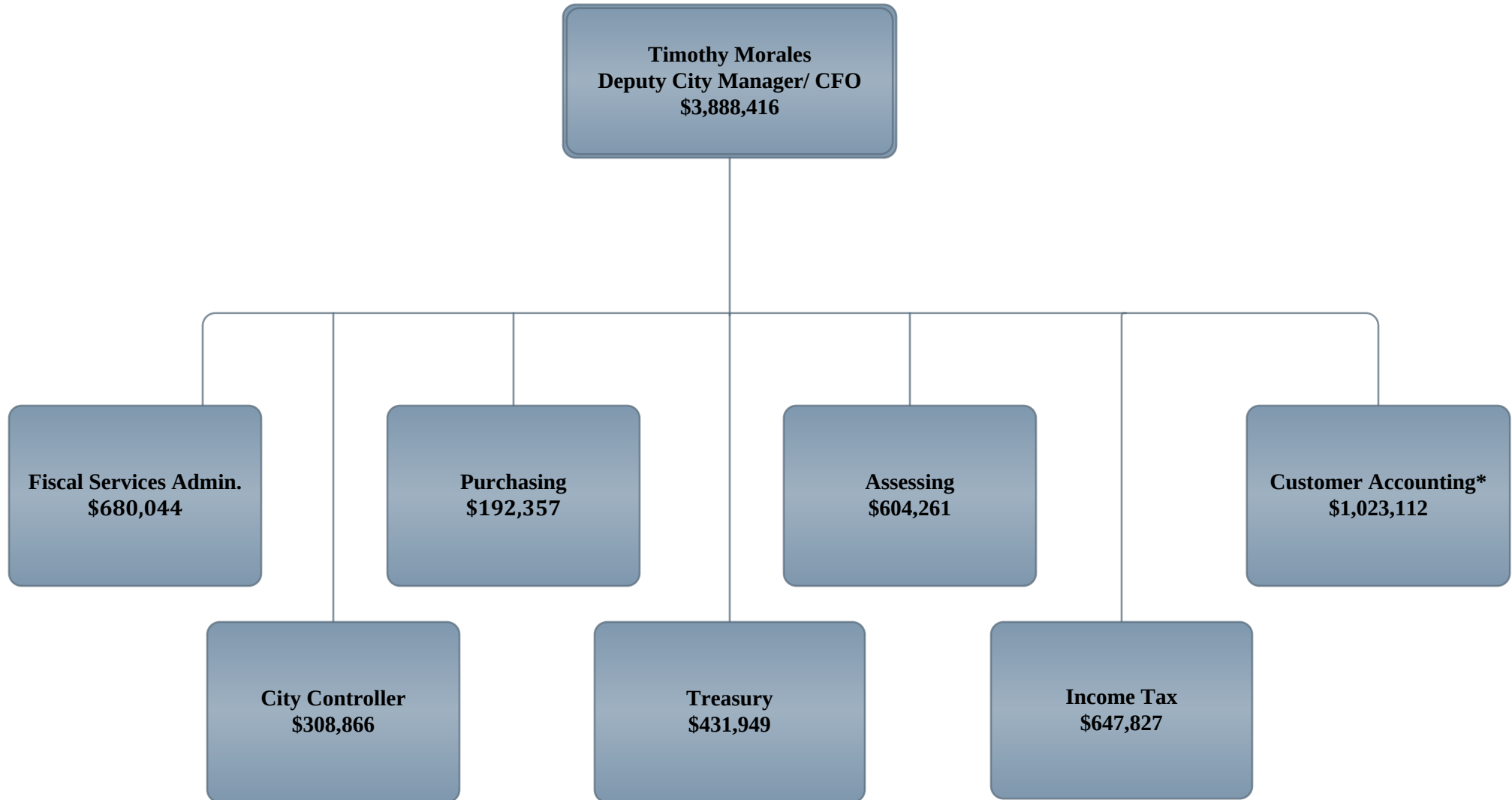
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	90,073	City Clerk	0.30	23,192
Overtime	17,355	Deputy City Clerk	0.30	17,659
Fringe Benefits	51,243	Office Assistant III	0.15	5,541
		Office Assistant II	0.70	23,927
		Skilled Clerical (PT)	1.25	10,575
		Election Asst (Temp)	2.00	9,179
TOTAL	158,671			
OPERATING EXPENSES		Total Personnel	4.70	90,073
Supplies	3,580			
Internal Services	17,525	Overtime		17,355
Other Services				
Professional Fees	59,359			
Maintenance Fees	12,735	FICA		7,971
Other Contracted Fees	1,320	Healthcare Benefits - Active		9,235
		Healthcare Benefits - Retirees		0
		Pension		34,037
TOTAL	94,519	Total Fringe Benefits		51,243
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	4.70	158,671
TOTAL APPROPRIATION	253,190			





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 \$213,025 or 8.03% from the FY 2012 Approved Budget levels. **Personnel Services** will increase by \$254,051, or 13.68%. This increase is due to the addition of a Collection Specialist and the reallocation of .10 of the Assistant to the City Manager/Budget Administrator from the Office of the City Manager to the Administration Division, and increased pension costs. These increases were mitigated by decreased in healthcare due to switching to the Community Blue

Four (CB4) plan from the Community Blue Three (CB3) healthcare plan. **Operating Expenses** are expected to decrease \$41,006 or -5.15% from FY 2012 Approved Budget. This decrease is due to the reductions in both the contracted accounting services and audit fees within the Controller Division and a reduction of Professional Service fees within the Administration Division. No **Capital Outlay** purchases were budgeted in the Department of Fiscal Services for FY 2013 Approved Budget.

FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1740 Administration	270,567	369,814	477,223	559,916	626,710	599,840	680,044
1741 City Controller	520,536	330,730	298,388	331,044	331,044	328,264	308,866
1742 Purchasing	175,283	169,404	168,464	179,037	189,173	183,009	192,357
1743 Treasury	419,770	393,609	365,434	413,802	435,594	446,108	431,949
1744 Assessor	567,048	534,626	554,939	582,685	608,025	572,141	604,261
1745 Income Tax	541,809	510,953	514,603	585,795	621,651	603,007	647,827
Total Expenditures	2,495,013	2,309,136	2,379,051	2,652,279	2,812,197	2,732,369	2,865,304

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,711,628	1,598,382	1,705,850	1,856,391	2,014,028	2,007,350	2,110,422
Operating Expenses	774,668	704,370	671,387	795,888	798,169	725,018	754,882
Capital Outlay	8,717	6,384	1,814	0	0	0	0
Total Expenditures	2,495,013	2,309,136	2,379,051	2,652,279	2,812,197	2,732,369	2,865,304

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Administration	3.60	3.60	4.60	4.75	5.75	5.75	5.35
Office of the Controller	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchasing Office	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Treasury Office	3.25	3.25	3.25	3.25	3.25	3.25	3.25
Office of the Assessor	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Income Tax Office	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Customer Accounting	5.45	5.45	5.45	5.45	5.45	5.45	5.45
Total Positions	26.30	26.30	27.30	27.45	28.45	28.45	28.05

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

101-1740 Fiscal Services Administration

Allocation Plan		Postion Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	298,466	Deputy City Manager	0.50 51,203
Overtime	800	Assistant to City Manager/ Budget Administrator	0.85 61,882
Fringe Benefits	259,014	Administrative Analyst	1.00 50,817
TOTAL	558,280	Payroll Specialist	1.00 46,079
		Acct Payable Coordinator	1.00 40,022
		Collections Specialist	1.00 48,462
OPERATING EXPENSES		Total Personnel	5.35 298,466
Supplies	3,250		
Internal Services	40,762		
Other Services		Overtime	800
Professional Fees	67,418		
Maintenance Fees	6,534		
Other Contracted Fees	3,800	FICA	21,941
TOTAL	121,764	Healthcare Benefits - Active	0
		Healthcare Benefits - Retirees	62,597
		Pension	174,476
CAPITAL OUTLAY	0	Total Fringe Benefits	259,014
TOTAL	0		
		TOTAL	5.35 558,280
TOTAL APPROPRIATION	680,044		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1742 Purchasing

Allocation Plan		Postion Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	94,072	Purchasing Officer	1.00	54,982
Overtime	0	Purchasing Assistant	1.00	39,090
Fringe Benefits	82,757			
		Total Personnel	<u>2.00</u>	<u>94,072</u>
TOTAL	<u>176,829</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	600	FICA		7,579
Internal Services	10,178	Healthcare Benefits - Active		11,235
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	1,650	Pension		63,943
Maintenance Fees	1,600			
Other Contracted Fees	1,500	Total Fringe Benefits		<u>82,757</u>
TOTAL	<u>15,528</u>			
		TOTAL	<u>2.00</u>	<u>176,829</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>192,357</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1743 Treasury

Allocation Plan		Postion Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	175,251	Deputy City Manager	0.50 51,203
Overtime	0	Deputy Treasurer	1.00 62,722
Fringe Benefits	157,994	Office Assistant III	1.00 37,761
		Customer Serv. Coord.	0.25 7,675
		Customer Serv. Rep. IV	0.50 15,890
TOTAL	333,245	Total Personnel	3.25 175,251
OPERATING EXPENSES			
Supplies	9,000	Overtime	0
Internal Services	40,902		
Other Services			
Professional Fees	4,792	FICA	12,556
Maintenance Fees	32,860	Healthcare Benefits - Active	40,679
Other Contracted Fees	11,150	Healthcare Benefits - Retirees	0
		Pension	104,759
TOTAL	98,704	Total Fringe Benefits	157,994
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	3.25 333,245
TOTAL APPROPRIATION	431,949		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1744 Assessor

Allocation Plan		Postion Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	280,658	City Assessor	1.00 74,969
Overtime	200	Property Appraiser III	2.00 103,204
Fringe Benefits	229,013	Property Appraiser II	1.00 49,064
		Office Assistant III	1.00 37,041
		Skilled Clerical (PT)	1.00 16,380
TOTAL	509,871	Total Personnel	6.00 280,658
OPERATING EXPENSES			
Supplies	3,470	Overtime	200
Internal Services	53,779		
Other Services			
Professional Fees	4,350	FICA	21,369
Maintenance Fees	19,191	Healthcare Benefits - Active	44,876
Other Contracted Fees	13,600	Healthcare Benefits - Retirees	0
		Pension	162,768
TOTAL	94,390	Total Fringe Benefits	229,013
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	6.00 509,871
TOTAL APPROPRIATION	604,261		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-1745 Income Tax

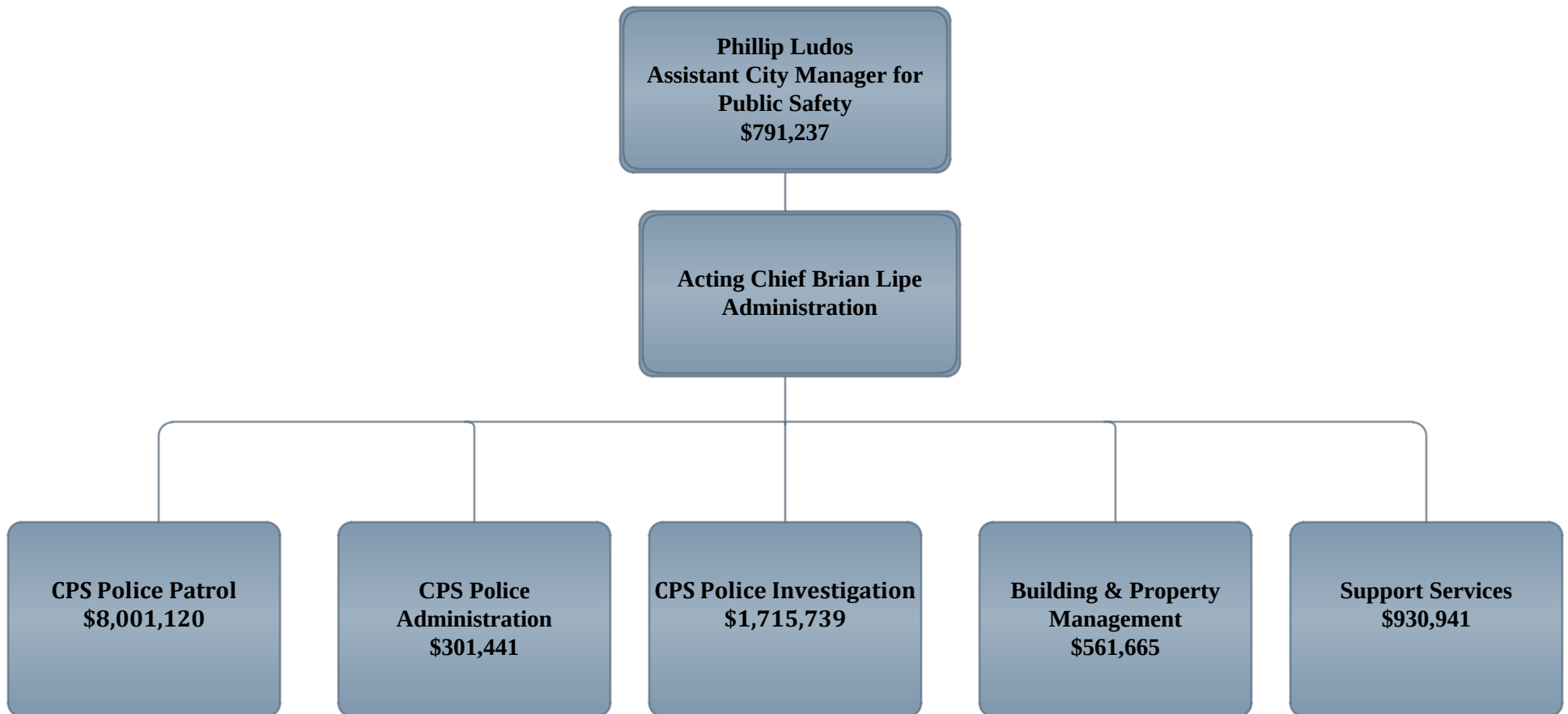
Allocation Plan		Postion Control		
		JOB CLASISIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	249,234	Income Tax Administrator	1.00	56,900
Overtime	0	Income Tax Specialist	1.00	49,182
Fringe Benefits	282,963	Income Tax Auditor	3.00	109,899
		Office Assistant III	1.00	33,252
TOTAL	532,197	Total Personnel	6.00	249,234
OPERATING EXPENSES				
		Overtime		0
Supplies	5,500			
Internal Services	45,582			
Other Services		FICA		18,781
Professional Fees	30,948	Healthcare Benefits - Active		76,300
Maintenance Fees	32,800	Healthcare Benefits - Retirees		0
Other Contracted Fees	800	Pension		187,882
TOTAL	115,630	Total Fringe Benefits		282,963
CAPITAL OUTLAY	0	TOTAL	6.00	532,197
TOTAL	0			
TOTAL APPROPRIATION	647,827			



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

The total Community Public Safety - Police expenditures will decrease \$348,101, from the 2012 budgeted levels. **Personnel Services** will decrease \$250,281, or -2.21% from the 2012 approved budgeted levels. In FY 2013, the City will be undergoing a major reorganization of Community Public Safety. In 2012, the City Manager created a Public Safety Funding/Planning/Sustainability Taskforce to review the City's Public Safety – Police and Fire Services. This taskforce will provide recommendations to the City Manager and City Council on how these operations should be structured. These recommendations will be provided to the City in the first quarter of FY 2013. However, due to the decline in revenues and increasing expenditures, Personnel Services for Community Public Safety – Police reflects the elimination of the following vacant positions: Fire Chief, 10 Police Officers, and a Staff Professional. The reduction in Personnel Services

will be offset by the redistribution of .10 of the Assistant City Manager for Public Safety from the Office of the City Manager to the Office of Community Public Safety, as well as increases to the healthcare cost for active employees, retiree healthcare, and the 2012/2013 Police and Fire pension obligations. **Operating Expenses** is expected to decrease \$97,280, or -7.48% from 2012 budgeted levels. While the city continues to restructure Community Public Safety – Police, an ongoing evaluation of these processes occurred during FY 2012. The reduction in Operating Services is associated with decreases in general liability insurance, training and development, recruitment expenses, employment agency fees (because the contracted employees became employees of the city), and a reduction in motor pool charges. No **Capital Outlay** purchases will be budgeted in Community Public Safety - Police.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3010 Office of the Police Chief	446,892	357,264	452,578	0	0	0	0
3510 Community Public Safety	0	0	0	791,582	824,928	770,670	791,237
3511 CPS - Police Patrol	8,103,906	8,173,042	9,192,341	8,506,004	8,706,198	8,716,070	8,001,120
3512 CPS - Police Administration	524,815	421,850	383,574	304,468	332,771	319,467	301,441
3513 CPS - Police Investigation	1,638,282	1,800,684	1,821,901	1,619,819	1,847,656	1,819,950	1,715,739
3514 Building and Property Management	1,183,033	877,420	896,365	816,591	894,527	853,773	561,665
3515 Support Services	540,711	461,527	470,222	611,780	672,815	682,563	930,941
Total Expenditures	12,437,639	12,091,787	13,216,981	12,650,244	13,278,895	13,162,492	12,302,143

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	10,932,907	11,018,307	11,824,325	11,343,585	11,793,957	11,753,647	11,093,304
Operating Expenses	1,500,558	1,072,182	1,374,313	1,306,659	1,484,938	1,408,846	1,208,839
Capital Outlay	4,174	1,298	18,343	0	0	0	0
Total Expenditures	12,437,639	12,091,787	13,216,981	12,650,244	13,278,895	13,162,492	12,302,143

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3010 Office of the Police Chief	4.00	4.00	4.50	0.00	0.00	0.00	0.00
3510 Community Public Safety	0.00	0.00	0.00	5.90	5.90	5.90	5.00
3511 CPS - Police Patrol	70.00	70.00	69.00	64.00	64.00	64.00	55.75
3512 CPS - Police Administration	3.00	3.00	1.00	1.00	1.00	1.00	1.00
3513 CPS - Police Investigation	13.00	13.00	12.00	11.00	11.00	11.00	11.00
3514 Building & Property Mgmt.	7.00	7.00	3.00	3.00	3.00	3.00	0.00
3515 Support Services	7.00	7.00	8.00	10.00	10.00	10.00	17.00
Total General Fund Positions	104.00	104.00	97.50	94.90	94.90	94.90	89.75
3511 CPS - Police Patrol	23.00	23.00	22.00	22.00	22.00	31.00	31.00
3513 CPS - Police Investigation	8.00	8.00	9.00	9.00	9.00	0.00	0.00
Total Public Safety Fund Positions	31.00	31.00	31.00	31.00	31.00	31.00	31.00
260 Community Policing	4.00	4.00	9.00	8.75	8.75	8.75	7.15
264 Drug Forfeiture	0.00	0.00	0.00	0.00	0.00	0.00	0.00
265 Saginaw County TAPS*	2.00	2.00	1.00	0.00	0.00	0.00	0.00
289 Auto Theft Prevention	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Grant Positions	7.00	7.00	11.00	9.75	9.75	9.75	8.15
4730 Water Operations and Maint.	0.00	0.00	0.00	0.10	0.10	0.10	0.10
Total Water Operations and Maintenance Fund	0.00	0.00	0.00	0.10	0.10	0.10	0.10
Total Positions	142.00	142.00	139.50	135.75	135.75	135.75	129.00

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

101-3510 Office of Community Public Safety

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	359,532	Assistant City Manager		
Overtime	0	for Public Safety	1.00	102,406
Fringe Benefits	298,607	Chief of Police	1.00	92,233
		Assistant Police Chief	1.00	80,502
TOTAL	658,139	Public Safety Support	1.00	42,719
		Administrative Professional	1.00	41,672
OPERATING EXPENSES		Total Personnel	5.00	359,532
Supplies	6,700			
Internal Services	39,203	Overtime		0
Other Services				
Professional Fees	79,249	FICA		19,878
Maintenance Fees	500	Healthcare Benefits - Active		79,403
Other Contracted Fees	7,446	Healthcare Benefits - Retirees		0
TOTAL	133,098	Pension - Civilian		124,630
		Pension - Sworn		74,696
CAPITAL OUTLAY	0	Total Fringe Benefits		298,607
TOTAL	0	TOTAL	5.00	658,139
TOTAL APPROPRIATION	791,237			

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

101-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,302,724	Police Lieutenant	3.00	224,355
Overtime	240,000	Police Sergeant	10.00	654,701
Fringe Benefits	5,342,466	Police Officer	24.75	1,355,630
		School Crossing Guard	18.00	68,038
TOTAL	7,885,190	Total Personnel	55.75	2,302,724
OPERATING EXPENSES				
		Overtime		120,000
Supplies	0	Billable Overtime		120,000
Internal Services	115,930			
Other Services		Total Overtime		240,000
Professional Fees	0			
Maintenance Fees	0			
Other Contracted Fees	0	FICA		40,599
		Healthcare Benefits - Active		605,888
TOTAL	115,930	Healthcare Benefits - Retirees		2,092,604
		Pension - Sworn		2,603,375
CAPITAL OUTLAY	0	Total Fringe Benefits		5,342,466
TOTAL	0	TOTAL	55.75	7,885,190
TOTAL APPROPRIATION	8,001,120			

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

101-3512 CPS - Police Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	61,904	Police Sergeant	1.00	61,904
Overtime	500			
Fringe Benefits	59,451	Total Personnel	<u>1.00</u>	<u>61,904</u>
TOTAL	<u>121,855</u>	Overtime		<u>500</u>
OPERATING EXPENSES				
		FICA		912
Supplies	1,987	Healthcare Benefits - Active		9,949
Internal Services	3,481	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		48,590
Professional Fees	148,322			
Maintenance Fees	0	Total Fringe Benefits		<u>59,451</u>
Other Contracted Fees	25,796			
TOTAL	<u>179,586</u>	TOTAL	<u><u>1.00</u></u>	<u><u>121,855</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>301,441</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-3513 CPS - Police Investigation

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	604,395	Police Sergeant	3.00	186,810
Overtime	47,250	Police Officers	8.00	417,585
Fringe Benefits	953,224			
		Total Personnel	<u>11.00</u>	<u>604,395</u>
TOTAL	<u>1,604,869</u>			
		Overtime		<u>47,250</u>
OPERATING EXPENSES				
Supplies	0	FICA		9,517
Internal Services	32,830	Healthcare Benefits - Active		166,565
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	77,490	Pension - Sworn		777,142
Maintenance Fees	0			
Other Contracted Fees	550	Total Fringe Benefits		<u>953,224</u>
TOTAL	<u>110,870</u>	TOTAL	<u>11.00</u>	<u>1,604,869</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,715,739</u></u>			

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

101-3514 Building Maintenance

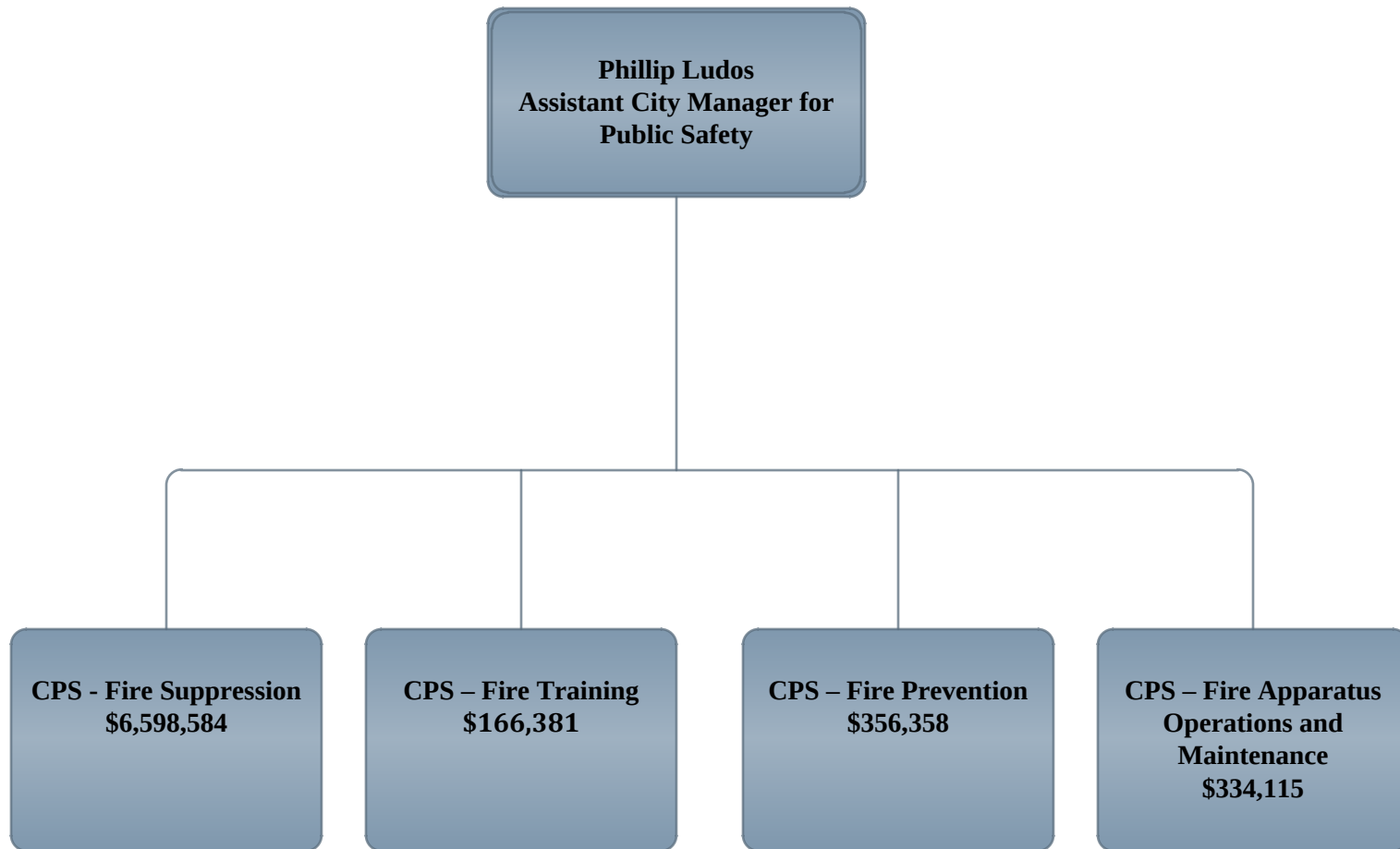
Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	0		
Overtime	1,500	Total Personnel	<u>0.00</u> <u>0</u>
Fringe Benefits	115		
TOTAL	<u>1,615</u>	Overtime	<u>1,500</u>
		FICA	115
OPERATING EXPENSES		Healthcare Benefits - Active	0
		Healthcare Benefits - Retirees	0
Supplies	277,077	Pension - Civilian	0
Internal Services	0	Total Fringe Benefits	<u>115</u>
Other Services			
Professional Fees	24,900	TOTAL	<u>0.00</u> <u>1,615</u>
Maintenance Fees	258,073		
Other Contracted Fees	0		
TOTAL	<u>560,050</u>		
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>561,665</u></u>		

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

101-3515 Support Services

Allocation Plan		Position Control		
		JOB	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		CLASSIFICATION		
Salaries	428,656	Support Services Admin.	1.00	56,106
Overtime	2,000	Firearms & Property		
Fringe Benefits	390,980	Specialist	1.00	45,259
		Property & Evidence		
TOTAL	821,636	Specialist	1.00	36,941
		Tac/Lein Operator	1.00	33,822
		Office Assistant II	3.00	106,664
OPERATING EXPENSES		Custodial Worker (PT)	1.00	18,720
		Clerical II (PT)	1.00	21,632
Supplies	0	Clerical I (PT)	3.00	52,442
Internal Services	59,305	Skilled Clerical (PT)	2.00	23,400
Other Services		Basic Clerical (PT)	2.00	25,480
Professional Fees	2,500	Basic Laborer (PT)	1.00	8,190
Maintenance Fees	47,500			
Other Contracted Fees	0	Total Personnel	17.00	428,656
TOTAL	109,305	Overtime		2,000
CAPITAL OUTLAY	0	FICA		27,081
		Healthcare Benefits - Active		136,762
TOTAL	0	Healthcare Benefits - Retirees		0
		Pension		227,137
TOTAL APPROPRIATION	930,941	Total Fringe Benefits		390,980
		TOTAL	17.00	821,636

CITY OF SAGINAW
COMMUNITY PUBLIC SAFETY (CPS) - FIRE



During FY 2012, Fire Administration was 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 7,455,438 for the 2013 Budget. This represents a decrease of \$1,101,996, or -12.88% from the 2012 budgeted levels. The category of **Personnel Services** will decrease \$1,031,198 or 13.29% for FY 2013. In FY 2013, the city will be undergoing a major reorganization of Community Public Safety – Police and Fire Services. In 2012, the City Manager created a Public Safety Funding/Planning/Sustainability Taskforce to review the City’s Public Safety – Police and Fire Services. This taskforce will provide recommendations to the City Manager and City Council on how these operations should be structured. These recommendations will be provided to the City Council in the first quarter of FY 2013. However, due to the decline in revenues and increasing expenditures, Personnel Services for Community Public Safety – Fire reflects the elimination of the following vacant positions: Fire Chief, one Fire Captain, one Fire Engineer, two Fire Lieutenants, and

two Firefighter positions, as well as the savings of not budgeting for four vacant firefighter positions. This reduction is possible due to retirement of senior employees. Additionally, in FY 2013, the city expects to receive the Homeland Security SAFER Grant that will pay for salary and benefits, less unfunded pension liability for seven firefighter positions. The reduction in Personnel Services will be offset by increases to the healthcare cost for active employees, retiree healthcare, and the 2012/2013 Police and Fire pension obligations. **Operating Expenses** are expected to decrease \$70,798, from 2012 budgeted levels. This is primarily attributed to the reduction to the following: household supplies, parts and supplies, operating services, educational supplies, and general liability insurance. These reductions are possible due to city administration realigning expenditures to historical averages. No **Capital Outlay** purchases are budgeted for Community Public Safety - Fire.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3750 Fire Administration	402,600	321,115	391,946	0	0	0	0
3551 CPS - Fire Suppression	7,658,203	7,200,014	7,904,081	7,777,996	8,388,818	8,937,292	6,598,584
3552 CPS - Fire Training	181,492	165,768	315,562	182,276	189,544	163,938	166,381
3553 CPS - Fire Prevention	171,888	182,072	194,598	231,929	383,358	292,899	356,358
3554 CPS - Fire Apparatus Operations and Maintenance	437,742	170,332	295,258	365,233	363,263	243,450	334,115
Total Expenditures	8,851,925	8,039,301	9,101,445	8,557,434	9,324,983	9,637,579	7,455,438

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	7,806,751	7,387,695	8,224,897	7,758,666	8,493,917	8,980,594	6,712,468
Operating Expenses	1,004,786	647,529	801,740	798,768	830,274	656,194	742,970
Capital Outlay	40,388	4,077	74,808	0	792	792	0
Total Expenditures	8,851,925	8,039,301	9,101,445	8,557,434	9,324,983	9,637,579	7,455,438

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3750 Fire Administration	2.80	2.00	2.50	0.00	0.00	0.00	0.00
3551 CPS - Fire Suppression	44.00	44.00	44.00	44.00	41.00	41.00	27.00
3552 CPS - Fire Training	1.00	1.00	1.00	1.00	1.00	1.00	1.00
3553 CPS - Fire Prevention	1.00	1.80	2.00	2.00	2.00	2.00	3.00
Total General Fund Positions	48.80	48.80	49.50	47.00	44.00	44.00	31.00
3551 CPS - Fire Suppression	19.00	19.00	19.00	19.00	19.00	20.00	20.00
3553 CPS - Fire Prevention	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Total Public Safety Fund Positions	20.00	20.00	20.00	20.00	20.00	20.00	20.00
269 Homeland Sec. - SAFER Fund	0.00	0.00	0.00	0.00	0.00	0.00	7.00
Total Grant Fund Positions	0.00	0.00	0.00	0.00	0.00	0.00	7.00
Total Positions	68.80	68.80	69.50	67.00	64.00	64.00	58.00

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

101-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,581,065	Battalion Chief	3.00	232,805
Overtime	135,000	Fire Captain	6.00	354,470
Fringe Benefits	4,530,125	Fire Lieutenant	10.00	555,164
		Fire Engineer	4.00	234,711
		Firefighter	4.00	203,915
TOTAL	6,246,190			
		Total Personnel	27.00	1,581,065
OPERATING EXPENSES				
Supplies	119,179	Overtime		135,000
Internal Services	107,003			
Other Services				
Professional Fees	38,091	FICA		23,633
Maintenance Fees	83,971	Healthcare Benefits - Active		517,867
Other Contracted Fees	4,150	Healthcare Benefits - Retirees		2,046,385
		Pension - Sworn		1,942,240
TOTAL	352,394			
		Total Fringe Benefits		4,530,125
CAPITAL OUTLAY	0	TOTAL	27.00	6,246,190
TOTAL	0			
TOTAL APPROPRIATION	6,598,584			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-3552 CPS - Fire Training

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	77,502	Training & Safety Officer	1.00	77,502
Overtime	5,000			
Fringe Benefits	57,462	Total Personnel	<u>1.00</u>	<u>77,502</u>
TOTAL	<u>139,964</u>	Overtime		<u>5,000</u>
OPERATING EXPENSES				
		FICA		1,214
Supplies	16,800	Healthcare Benefits - Active		7,658
Internal Services	1,517	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		48,590
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>57,462</u>
Other Contracted Fees	8,100			
TOTAL	<u>26,417</u>	TOTAL	<u>1.00</u>	<u>139,964</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>166,381</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-3553 CPS - Fire Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	164,585	Fire Marshal	1.00	77,862
Overtime	18,000	Fire Deputy Marshal	1.00	66,755
Fringe Benefits	143,729	Clerical II (PT)	1.00	19,968
TOTAL	326,314	Total Personnel	3.00	164,585
OPERATING EXPENSES		Overtime		18,000
Supplies	5,400			
Internal Services	18,164	FICA		2,687
Other Services		Healthcare Benefits - Active		43,113
Professional Fees	1,000	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension - Civilian		749
Other Contracted Fees	5,480	Pension - Sworn		97,180
TOTAL	30,044	Total Fringe Benefits		143,729
		TOTAL	3.00	326,314
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	356,358			

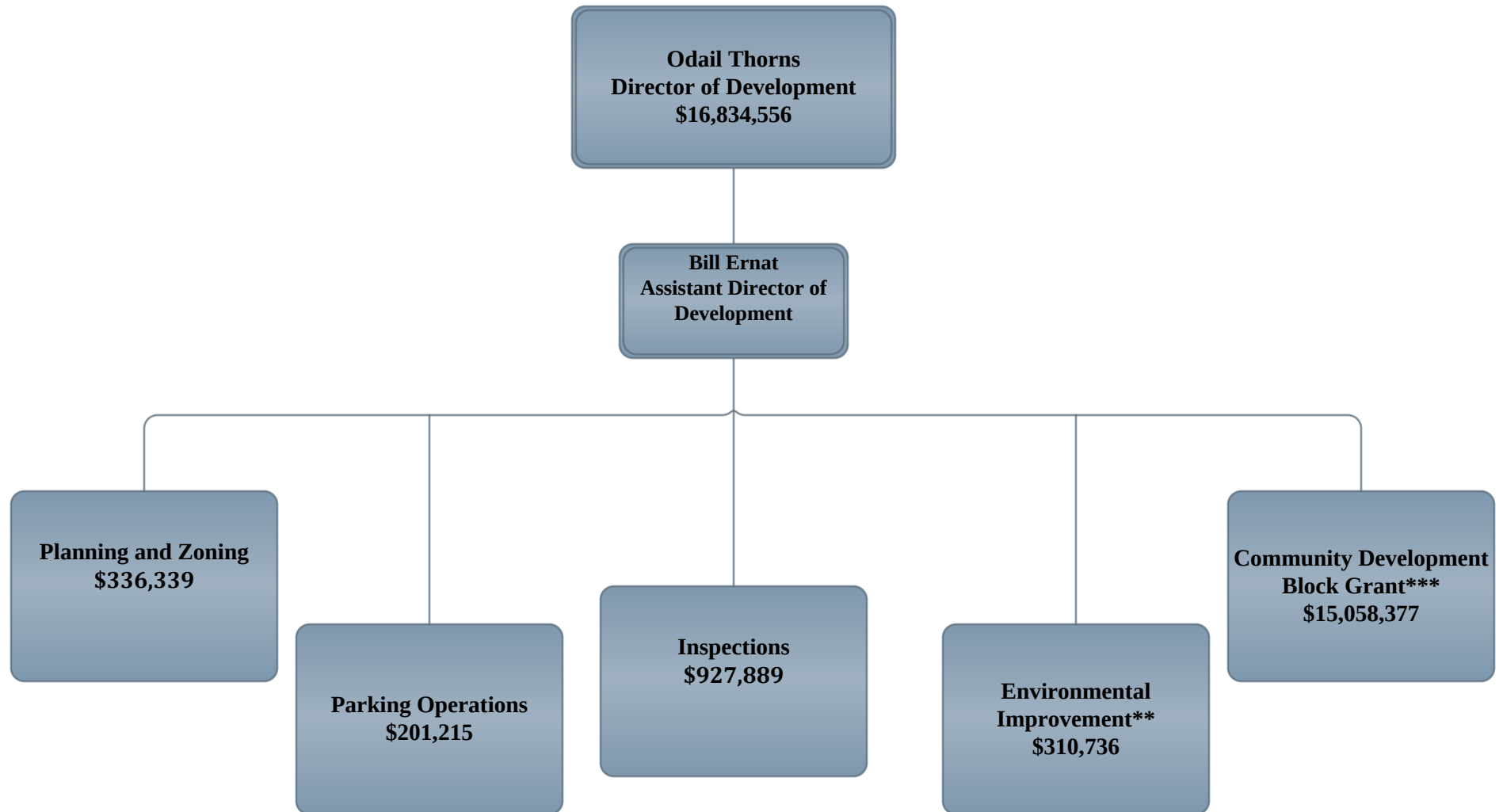




DEPARTMENT OF DEVELOPMENT

CITY OF SAGINAW

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 be \$1,561,754 which is an increase of \$484,759, or 45.01% from the 2012 Approved Budget. This increase partly due to reclassification of Parking Operations and Maintenance Fund from an Enterprise Fund to a function of the General Fund for FY 2013. **Personnel Services** will increase by \$7,703, or .76%. This increase is due to the increased allocation of the Development Director and Assistant Director to the Planning and Zoning Division, the reallocation of the Construction Coordinator from the Neighborhood Stabilization Program Fund to the Inspections Divisions, and the addition of two Basic Laborers to the Parking

Operations Division. These increases were mitigated by the elimination of the Code Enforcement Specialist from the FY 2013 personnel complement. **Operating Expenses** are expected to increase by \$194 from 2012 Approved Budget. Professional Services will increase by \$30,000 for inspection services. However, that increase will be mitigated by reductions in supplies, fleet charges, and postage in the Inspections Division as well as reductions in information management charges, utilities, and general liability insurance in Parking Operations. No **Capital Outlay** purchases were budgeted in the Department of Development-General Fund.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3863 Planning and Zoning	365,681	371,365	646,046	244,273	545,091	556,926	336,339
3864 Inspections	1,362,767	1,174,150	891,201	832,722	865,136	812,421	927,889
3868 Parking Operations	0	0	0	0	0	0	297,526
Total Expenditures	1,728,448	1,545,515	1,537,247	1,076,995	1,410,227	1,369,347	1,561,754

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	871,834	720,788	702,404	1,009,598	691,097	720,124	1,017,301
Operating Expenses	856,614	823,633	494,298	544,259	429,997	360,091	544,453
Capital Outlay	0	1,094	340,545	0	289,133	289,132	0
Total Expenditures	1,728,448	1,545,515	1,537,247	1,553,857	1,410,227	1,369,347	1,561,754

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Planning and Zoning	2.25	2.35	1.75	1.75	1.75	1.75	2.32
Inspections	7.75	7.00	5.50	5.50	5.50	5.50	5.30
Parking Operations	0.00	0.00	0.00	0.00	0.00	0.00	3.00
Total Positions	10.00	9.35	7.25	7.25	7.25	7.25	10.62

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

101-3863 Zoning and Planning

Allocation Plan		Position Control	
		2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	155,316	Director of Development	0.35 32,282
Overtime	0	Asst. Dir. of Development	0.92 73,573
Fringe Benefits	120,797	Associate Planner	1.00 47,382
		SEDC Loan Support	0.05 2,079
TOTAL	276,113	Total Personnel	2.32 155,316
OPERATING EXPENSES			
		Overtime	0
Supplies	1,500		
Internal Services	22,423		
Other Services		FICA	11,388
Professional Fees	24,127	Healthcare Benefits - Active	26,515
Maintenance Fees	3,150	Healthcare Benefits - Retirees	0
Other Contracted Fees	9,026	Pension	82,894
TOTAL	60,226	Total Fringe Benefits	120,797
CAPITAL OUTLAY	0	TOTAL	2.32 276,113
TOTAL	0		
TOTAL APPROPRIATION	336,339		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-3865 Inspections

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	257,396	Licensed Inspector	0.80	57,731
Overtime	0	Plumbing/Mechanical		
Fringe Benefits	291,170	Inspector	1.00	48,462
		Electrical Inspector	1.00	47,743
TOTAL	548,566	Code Enforce. Inspectors	1.00	42,660
		Construction Coordinator	0.50	23,039
		Office Assistant III	1.00	37,761
OPERATING EXPENSES		Total Personnel	5.30	257,396
Supplies	13,200			
Internal Services	32,434			
Other Services		Overtime		0
Professional Fees	40,049			
Maintenance Fees	290,640			
Other Contracted Fees	3,000	FICA		20,073
TOTAL	379,323	Healthcare Benefits - Active		72,639
		Healthcare Benefits - Retirees		0
		Pension		198,458
CAPITAL OUTLAY	0	Total Fringe Benefits		291,170
TOTAL	0	TOTAL	5.30	548,566
TOTAL APPROPRIATION	927,889			

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

101-3868 Parking Operations

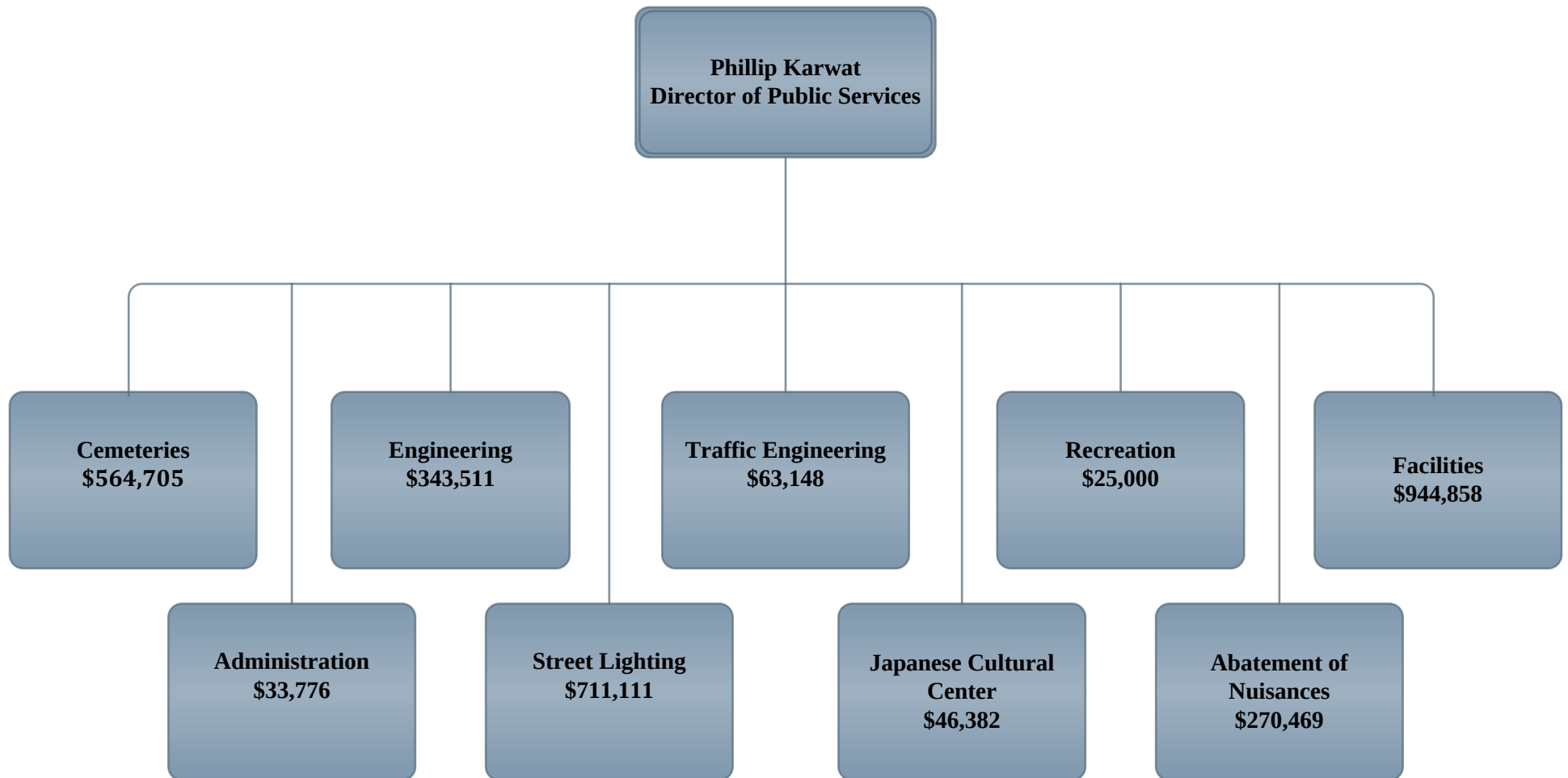
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	49,093	Parking Enforcement	1.00	31,413
Overtime	5,000	Officer		
Fringe Benefits	42,218	Basic Laborers (PT)	2.00	17,680
TOTAL	96,311	Total Personnel	3.00	49,093
OPERATING EXPENSES				
		Overtime		5,000
Supplies	7,350			
Internal Services	8,435	FICA		4,138
Other Services		Healthcare Benefits - Active		6,712
Professional Fees	44,748	Healthcare Benefits - Retirees		0
Maintenance Fees	41,784	Pension		31,368
Other Contracted Fees	2,587			
		Total Fringe Benefits		42,218
TOTAL	104,904	TOTAL	3.00	96,311
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	201,215			





DEPARTMENT OF PUBLIC SERVICES
(GENERAL FUND)

CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES – GENERAL FUND



GENERAL FUND – PUBLIC SERVICES

EXPENDITURE BUDGET SUMMARY

General Fund – Public Services will increase by \$4,790, or .16% from the 2012 approved levels. **Personnel Services** will increase by 22.36%, or \$249,478. This includes an additional .08 increase in approve positions. Increases are due to the reallocation of the Facilities Administrator to Cemeteries Operations and Abatement of Nuisances Divisions, an increased allocation of the Administrative Professional to the Administration Division, and a reallocation of both the Traffic Electrician I and II to the Street lighting Division. Two part-time Skilled Clericals were also allocated to the

Abatement of Nuisances Division. These increases will be offset by the elimination the Surveying Technician and Surveying Assistant from the Engineering Division. **Operating Expenses** are expected to decrease by \$244,680, or -12.99% from FY 2012 approved budget. This decrease in expenditures can be attributed to reductions in insurance costs, public work building charges, and utility costs because all of the city traffic lighting was switched to more energy efficient LED bulbs. No **Capital Outlay** purchases were budgeted in the General Fund Department of Public Services.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1747 Cemeteries Operations	677,547	547,086	561,490	576,473	633,717	694,801	564,705
1790 EECBG	0	31,396	208,252	0	357,799	286,701	0
4610 Administration	87,525	31,131	29,559	32,072	32,316	26,287	33,776
4611 Engineering	453,344	329,376	366,703	398,795	416,365	357,732	343,511
4620 Street Lighting	561,664	661,979	716,083	628,873	768,407	737,799	711,111
4621 Traffic Engineering	0	116,736	0	105,551	100,218	63,384	63,148
7534 Japanese Cultural Center	50,491	47,922	46,645	46,468	46,474	46,373	46,382
7550 Recreation Administration	32,121	50,000	35,860	25,000	25,000	39,494	25,000
7571 Abatement Nuisances	36,964	155,753	140,109	164,456	206,950	198,332	270,469
7575 Facilities	1,158,319	863,619	992,696	1,020,488	1,017,766	1,086,630	944,858
Total Expenditures	3,057,975	2,834,998	3,097,397	2,998,176	3,604,512	3,537,534	3,002,960

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	1,339,473	1,084,640	1,227,271	1,115,787	1,149,044	1,197,574	1,365,260
Operating Expenses	1,708,079	1,743,345	1,867,480	1,882,389	2,455,468	2,339,960	1,637,700
Capital Outlay	10,423	7,013	2,646	0	0	0	0
Total Expenditures	3,057,975	2,834,998	3,097,397	2,998,176	3,604,512	3,537,534	3,002,960

SUMMARY OF POSITIONS

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Cemeteries	5.00	5.00	5.00	4.00	4.00	4.00	4.25
Public Services							
Administration	0.05	0.05	0.05	0.05	0.05	0.05	0.20
Engineering	2.75	2.75	2.75	2.75	1.75	1.75	2.30
Street Lighting	0.50	0.50	0.50	0.50	0.50	0.50	1.25
Traffic Engineering	2.90	2.90	0.00	0.00	0.00	0.00	0.00
Japanese Cultural Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Abatement of Nuisances	2.00	2.00	2.00	2.00	2.00	2.00	2.20
Facilities	9.40	9.40	9.70	9.20	9.20	9.20	9.10
Total Positions	22.60	22.60	20.00	18.50	17.50	17.50	19.30

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

101-1747 Cemeteries

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	190,738	Facilities Administrator	0.25 16,219
Overtime	12,000	Cemeteries Foreman	1.00 47,004
Fringe Benefits	217,425	Admin. Professional	1.00 41,672
		Maintenance Person II	2.00 85,842
TOTAL	420,163	Total Personnel	4.25 190,738
OPERATING EXPENSES			
		Overtime	12,000
Supplies	25,900		
Internal Services	13,363		
Other Services		FICA	15,510
Professional Fees	51,381	Healthcare Benefits - Active	61,975
Maintenance Fees	53,898	Healthcare Benefits - Retirees	0
Other Contracted Fees	0	Pension	155,450
TOTAL	144,542	Total Fringe Benefits	232,935
CAPITAL OUTLAY	0	TOTAL	4.25 435,673
TOTAL	0		
TOTAL APPROPRIATION	564,705		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-4610 Public Services Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	9,463	Staff Professional	0.20 9,463
Overtime	0		
Fringe Benefits	9,514	Total Personnel	<u>0.20 9,463</u>
TOTAL	<u>18,977</u>	Overtime	<u>0</u>
OPERATING EXPENSES			
		FICA	705
Supplies	300	Healthcare Benefits - Active	2,535
Internal Services	3,826	Healthcare Benefits - Retirees	0
Other Services		Pension	6,274
Professional Fees	9,612		
Maintenance Fees	1,061	Total Fringe Benefits	<u>9,514</u>
Other Contracted Fees	0		
TOTAL	<u>14,799</u>	TOTAL	<u><u>0.20 18,977</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>33,776</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-4611 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	120,606	City Engineer	0.30	23,425
Overtime	5,000	Admin. Professional	0.25	10,598
Fringe Benefits	109,073	Engin. Ofc. Supervisor	0.25	15,102
		Engineering Tech. I	1.00	47,837
		Engineering Assistant	0.50	23,645
TOTAL	234,679			
		Total Personnel	2.30	120,606
OPERATING EXPENSES				
Supplies	10,150	Overtime		5,000
Internal Services	52,556			
Other Services				
Professional Fees	30,200	FICA		9,355
Maintenance Fees	13,526	Healthcare Benefits - Active		26,302
Other Contracted Fees	2,400	Healthcare Benefits - Retirees		0
		Pension		73,416
TOTAL	108,832			
		Total Fringe Benefits		109,073
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	2.30	234,679
TOTAL APPROPRIATION	343,511			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-4620 Street Lighting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	67,538	Traffic Forman	0.25	15,950
Overtime	2,500	Traffic Electrician II	0.50	26,282
Fringe Benefits	59,909	Traffic Electrician I	0.50	25,306
TOTAL	129,947	Total Personnel	1.25	67,538
OPERATING EXPENSES				
		Overtime		2,500
Supplies	27,200			
Internal Services	1,964	FICA		5,539
Other Services		Healthcare Benefits - Active		14,106
Professional Fees	2,000	Healthcare Benefits - Retirees		0
Maintenance Fees	550,000	Pension		40,264
Other Contracted Fees				
TOTAL	581,164	Total Fringe Benefits		59,909
		TOTAL	1.25	129,947
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	711,111			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-7571 Abatement and Nuisance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	57,711	Facilities Administrator	0.10	6,488
Overtime	500	Labor Foreman	0.30	14,101
Fringe Benefits	46,282	Park Mechanic/Maint	0.40	16,313
		Skilled Clerical (PT)	0.40	6,552
		Groundskeeper (S)	1.00	14,257
TOTAL	104,493			
		Total Personnel	2.20	57,711
OPERATING EXPENSES				
		Overtime		500
Supplies	7,000			
Internal Services	8,964			
Other Services		FICA		4,438
Professional Fees	130,500	Healthcare Benefits - Active		16,340
Maintenance Fees	19,512	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		25,504
TOTAL	165,976	Total Fringe Benefits		46,282
CAPITAL OUTLAY	0	TOTAL	2.20	104,493
TOTAL	0			
TOTAL APPROPRIATION	270,469			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

101-7575 Facilities

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	245,827	Facilities Administrator	0.35	22,707
Overtime	2,000	Labor Foreman	0.40	18,802
Fringe Benefits	209,179	Maintenance Person II	2.00	86,202
		Mtce Groundskeeper (PT)	1.00	19,968
TOTAL	457,006	Custodial Worker (PT)	1.00	18,720
		Park Mechanic/Maint.	0.45	18,352
		Skilled Clerical (PT)	0.20	3,276
OPERATING EXPENSES		Groundskeeper (S)	3.70	57,800
Supplies	72,650	Total Personnel	9.10	245,827
Internal Services	114,654			
Other Services				
Professional Fees	79,188	Overtime		2,000
Maintenance Fees	221,366			
Other Contracted Fees	0			
TOTAL	487,858	FICA		16,724
		Healthcare Benefits - Active		91,011
		Healthcare Benefits - Retirees		0
		Pension		101,444
CAPITAL OUTLAY	0	Total Fringe Benefits		209,179
TOTAL	0			
TOTAL APPROPRIATION	944,864	TOTAL	9.10	457,006





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 retire health insurance, unemployment compensations, subsidies to other local governmental units, contribution to other organizations payment to other governmental units, and debt service. The last set of accounts in this group is transfers to other funds, which is used to reflect transfers to other city funds and related entities, to supplement operations, such as the Public Safety Millage and Public Safety Grant Funds.

The total Other General Fund Expenditures will be \$2,896,309 for the 2012/13 Approved Budget. This represents a decrease of \$211,240, or -6.80% from the 2012 approved budgeted levels. A reduction in these accounts is attributed to the \$743,251 decrease to the Retiree Health Division due to the reallocation of retiree

healthcare cost to the Unfunded Liabilities Fund. This reallocation is possible due to the contributions made to the Unfunded Liabilities Fund from the General Fund in previous fiscal years.

This reduction in the total Other General Fund Services will be offset by the following increases: Unemployment Division will increase by \$52,825 for the General Fund portion of the Michigan Claims Tax; Saginaw Housing Commission will increase by \$7,269 for the continual cost to provide retiree healthcare insurance; GIS Charges will increase by \$16,833 for the redistribution of the GIS Charges to users of the system; and Operating Transfers will increase by \$455,084 for an increase in the subsidy to the Public Safety Grant Funds, Public Safety Millage Fund, GM Tower Fund for the Saginaw Future contract, and to recognize the energy efficiency savings for the Clean Energy Coalition Fund, in accordance with the grant agreement.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
8510 Retiree Health Insurance	1,683,782	1,963,727	2,262,009	2,006,863	2,096,173	2,326,451	1,263,612
8520 Unemployment Compensation	68,570	40,775	36,991	45,000	35,000	28,261	97,825
8525 Saginaw Housing Commission	142,387	201,204	162,738	165,921	165,921	159,977	173,190
8540 Contributions	1,000	1,000	6,000	1,000	1,000	1,000	1,000
8541 Pmt to Other Govts	0	0	0	0	2,659	2,659	0
8547 GIS Charges	63,320	51,815	51,782	57,287	57,287	57,287	74,120
9660 Transfers	1,171,609	875,255	1,467,175	831,478	863,846	799,602	1,286,562
Total Expenditures	3,130,668	3,133,776	3,986,695	3,107,549	3,213,748	3,375,236	2,896,309

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Other General Fund Expenditures	3,130,668	3,133,776	3,986,695	3,107,549	3,213,748	3,375,236	2,896,309
Total Expenditures	3,130,668	3,133,776	3,986,695	3,107,549	3,213,748	3,375,236	2,896,309



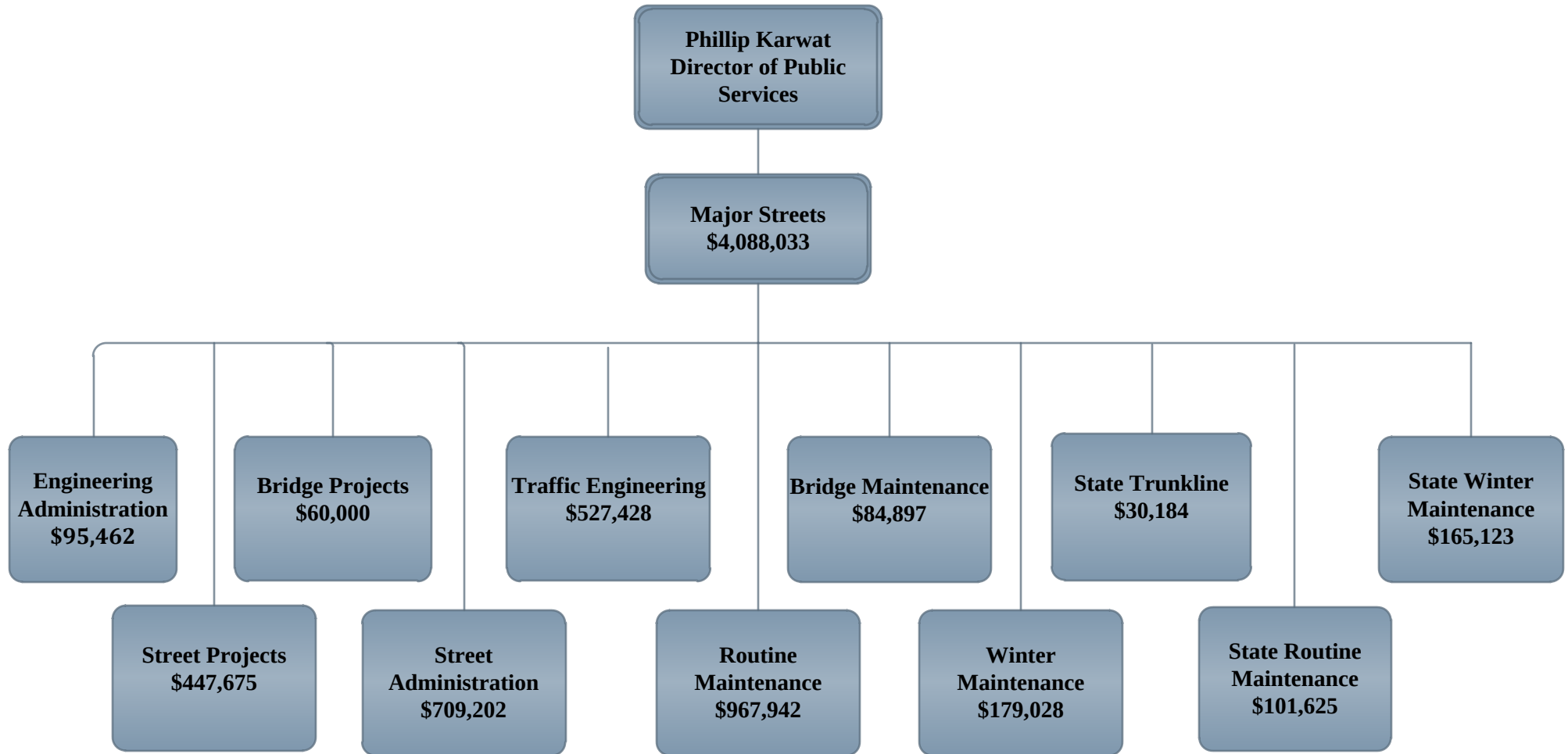


STREETS (SRF)

MAJOR STREETS
AND
LOCAL STREETS

CITY OF SAGINAW

MAJOR STREETS FUND



The total Major Street Fund is \$4,088,033. Transfers and Increase to Fund Equity equate to \$719,467, which is not reflected in the organizational chart.

MAJOR STREETS FUND (202)
RESOURCE ALLOCATION
2012/2013 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	3,509,185	ENGINEERING ADMIN.	95,462
STATE REIMBURSEMENTS	554,948	STREET PROJECTS	447,675
NON BUSINESS PERMITS	2,850	BRIDGE PROJECTS	60,000
SERVICES - SALES	11,050	TRAFFIC ENGINEERING	527,428
OTHER REVENUES	10,000	STREET ADMINISTRATION	709,202
		ROUTINE MAINTENANCE	967,942
		BRIDGE MAINTENANCE	84,897
		WINTER MAINTENANCE	179,028
		STATE TRUNKLINE	30,184
		STATE ROUTINE MAINT.	101,625
		STATE WINTER MAINT.	165,123
		INCREASE TO FUND EQUITY	454,279
		TRANSFERS	265,188
TOTAL RESOURCES	<u>4,088,033</u>	TOTAL APPROPRIATIONS	<u>4,088,033</u>

MAJOR STREETS FUND

REVENUE BUDGET SUMMARY

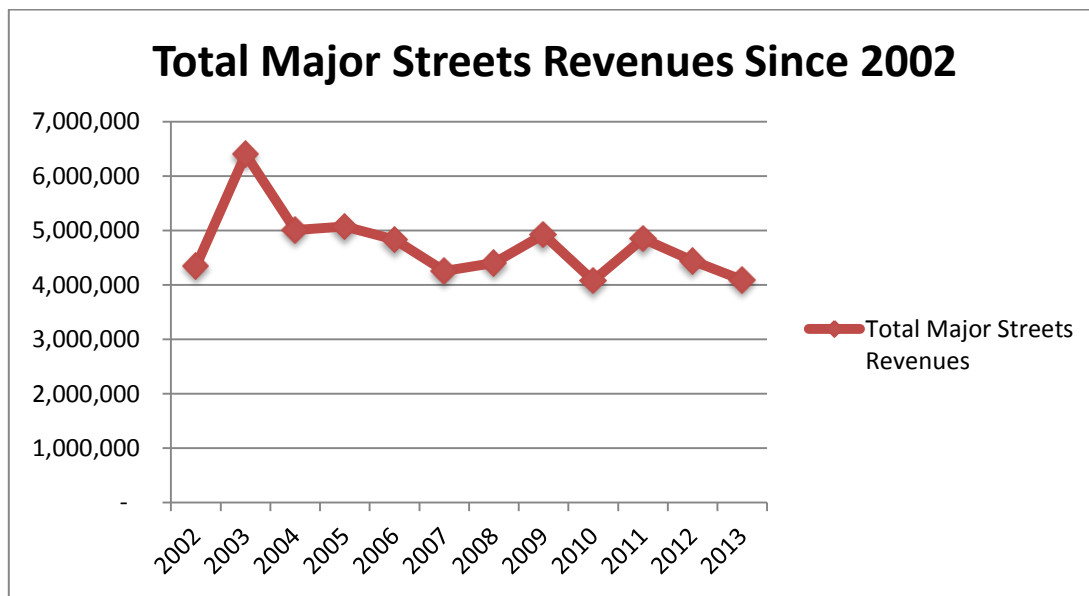
The Major Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of state-owned streets and bridges within the City. The major revenue source for this fund is "State Revenue Sharing", which is anticipated to be \$3,509,185 in FY 2013. This source of revenue increased by approximately \$64,407 from FY 2012 Approved Budgets. This increase was offset by a

decreased allocation in Federal Grants by \$375,000. Other sources of revenue for this fund include: state reimbursement, services and sales, interests, non-business permits and transfers from other funds. Overall, the Major Streets Fund's revenues are projected to decrease by \$357,693, or -8.05% from the FY 2012 Approved Budget.

SUMMARY OF REVENUE

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
State Revenue	3,512,455	3,449,413	3,497,741	3,444,778	3,444,778	3,407,631	3,509,185
State Reimbursements	563,587	553,773	1,311,187	514,948	604,045	452,623	554,948
Federal Grants	724,138	0	0	375,000	56,000	55,697	0
Non-Business Permits	0	0	0	0	25,560	29,740	2,850
Services-Sales	42,750	24,995	22,511	25,000	38,001	15,842	11,050
Interests and Rents	1,226	54	586	0	0	-635	0
Other Revenues	80,199	48,020	15,157	86,000	105,954	56,824	10,000
Use of Fund Equity	0	0	0	0	177,846	0	0
Transfers from Other Funds	2,808	0	0	0	0	0	0
Total Revenues	4,927,163	4,076,255	4,847,182	4,445,726	4,452,184	4,017,414	4,088,033

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 and 2013, the Major Streets Fund revenues were decreased due to reduced FEMA and Other Revenue sources.

DETAIL REVENUES ANALYSIS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Gas and Weight Tax	3,512,455	3,449,413	3,497,741	3,444,778	3,444,778	3,407,631	3,509,185
Trunkline Maintenance	341,600	326,498	285,307	294,948	339,203	192,056	294,948
MDOT Projects	0	0	816,887	0	24,843	53,740	40,000
Right of Way Revenue	221,987	227,275	208,993	220,000	239,999	206,827	220,000
Sidewalk Permits	0	0	0	0	7,635	7,635	250
Curb Cut	0	0	0	0	3,150	4,150	250
Barricade Permits	0	0	0	0	2,655	4,005	1,000
Right Way Permits	0	0	0	0	12,120	13,950	1,350
FEMA	724,138	0	0	375,000	56,000	55,697	0
Sale of Junk	2,115	8,643	12,843	5,000	18,001	18,466	1,050
Materials and Service	40,635	16,352	9,668	20,000	20,000	14,376	10,000
Interests on Investments	1,226	54	586	0	0	-635	0
Surplus Receipts	0	0	16	0	0	6	0
Reimbursements	80,199	48,020	15,141	86,000	105,957	56,824	10,000
Use of Fund Equity	0	0	0	0	177,846	0	0
Transfer In	2,808	0	0	0	0	0	0
Totals	4,927,163	4,076,255	4,847,182	4,445,726	4,452,184	4,017,414	4,088,033

EXPENDITURE BUDGET SUMMARY

The total Major Streets Fund expenditures will be \$4,088,033 for FY 2013. **Personnel Services** expenditures will decrease by \$662,748, or -28.75% for FY 2013. The personnel complement will decrease by 8.42 positions from the 2012 Approved Budgeted. A portion of this reduction can be attributed to the elimination of an Administrative Professional, Survey Technician, Survey Assistant, Assistant City Engineer, and two Crossover positions. The remaining reductions were realized through the reallocation of the Chief Row Foreman, City Engineer, Traffic Electrician, Traffic

Maintenance Technician, and Tree Trimmers. **Operating Expenses** will be \$1,726,245 which is a decrease of -18.87% from the FY 2012 Approved Budget. **Capital Outlay** There are no capital expenditures budgeted for the FY 2013 year. **Miscellaneous Expenditures** will increase by \$5,553, from the FY 2012 approved levels. This increase is due to a transfer to Local Streets totaling \$265,188 and an appropriation to Increase to Fund Equity totaling \$454,279.

FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Admin.	178,834	239,065	306,179	206,625	187,272	166,781	95,462
4614 Street Projects	277,715	434,234	1,081,274	539,518	450,667	423,732	447,675
4616 Bridge Projects	54,469	90,252	69,869	60,000	60,000	39,480	60,000
4621 Traffic Engineering	1,050,510	841,374	892,428	783,750	703,851	697,588	527,428
4650 Street Administration	604,481	702,206	800,025	841,406	843,127	795,024	709,202
4651 Routine Maintenance	1,005,689	758,549	955,152	1,190,990	1,224,448	1,008,339	967,942
4654 Bridge Maintenance	159,757	121,055	116,366	133,803	136,337	110,866	84,897
4655 Winter Maintenance	233,713	208,124	333,704	227,586	187,156	198,801	179,028
4690 State Trunkline	75,009	68,222	50,656	49,074	51,484	39,187	30,184
4691 State Routine Maintenance	112,514	112,419	50,295	185,731	195,867	98,183	101,625
4692 State Winter Maintenance	74,567	68,370	92,780	214,518	221,403	175,511	165,123
8559 Increase to Fund Equity	0	0	0	0	0	0	454,279
9660 Transfers	513,914	281,463	0	12,725	190,571	12,725	265,188
Totals	4,341,172	3,925,333	4,748,728	4,445,726	4,452,183	3,766,217	4,088,033

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	1,696,383	1,690,498	2,042,502	2,305,069	2,308,090	1,887,554	1,642,321
Operating Expenses	2,102,898	1,953,372	2,690,295	2,127,932	1,953,522	1,865,938	1,726,245
Capital Outlay	27,977	0	15,931	0	0	0	0
Miscellaneous	513,914	281,463	0	12,725	190,571	12,725	719,467
Total Expenditures	4,341,172	3,925,333	4,748,728	4,445,726	4,452,183	3,766,217	4,088,033

SUMMARY OF POSITIONS

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Admin.	2.25	2.25	2.75	1.87	1.37	0.87	0.72
4614 Streets Projects	0.00	0.00	0.00	0.00	0.00	1.00	0.20
4621 Traffic Engineering	3.85	3.85	6.75	5.00	4.40	3.80	2.50
4650 Street Administration	0.58	0.58	0.25	0.25	0.48	0.71	0.48
4651 Routine Maintenance	5.50	5.50	7.50	7.90	7.90	7.90	4.00
4654 Bridge Maintenance	0.50	0.50	0.50	0.50	0.50	0.50	0.20
4655 Winter Maintenance	0.75	0.75	0.75	0.75	0.75	0.75	0.75
4690 State Trunkline	0.85	0.85	0.35	0.35	0.35	0.35	0.25
4691 State Routine Maintenance	0.50	0.50	1.00	2.00	2.00	2.00	1.25
4692 State Winter Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	0.85
Total Positions	15.78	15.78	20.85	19.62	18.75	18.88	11.20

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

202-4612 Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	39,354	City Engineer	0.15	11,712
Overtime	3,000	Engin. Ofc Supervisor	0.12	7,249
Fringe Benefits	29,631	Engineering Tech. I	0.25	11,914
		Admin. Professional	0.20	8,478
TOTAL	71,985	Total Personnel	0.72	39,354
OPERATING EXPENSES				
		Overtime		3,000
Supplies	0			
Internal Services	8,027			
Other Services		FICA		3,319
Professional Fees	12,000	Healthcare Benefits - Active		7,261
Maintenance Fees	0	Healthcare Benefits - Retirees		0
Other Contracted Fees	3,450	Pension		19,051
TOTAL	23,477	Total Fringe Benefits		29,631
CAPITAL OUTLAY	0	TOTAL	0.72	71,985
TOTAL	0			
TOTAL APPROPRIATION	95,462			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4614 Street Projects

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	9,603	Engineering Tech. I	0.20	9,603
Overtime	12,000			
Fringe Benefits	10,572	Total Personnel	<u>0.20</u>	<u>9,603</u>
TOTAL	<u>32,175</u>			
		Overtime		<u>12,000</u>
OPERATING EXPENSES				
		FICA		1,642
Supplies	0	Healthcare Benefits - Active		2,656
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension		6,274
Professional Fees	130,500			
Maintenance Fees	270,000	Total Fringe Benefits		<u>10,572</u>
Other Contracted Fees	15,000			
TOTAL	<u>415,500</u>	TOTAL	<u>0.20</u>	<u>32,175</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>447,675</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	116,996	Traffic Foreman	0.25	15,950
Overtime	8,000	Traffic Electrician II	0.30	15,769
Fringe Benefits	178,035	Traffic Electrician I	0.50	25,306
		Transport. Eng. Assistant	0.40	19,241
		Traffic Mtce. Technician	1.05	40,730
TOTAL	303,031			
		Total Personnel	2.50	116,996
OPERATING EXPENSES				
Supplies	124,600	Overtime		8,000
Internal Services	18,615			
Other Services		FICA		9,939
Professional Fees	44,813	Healthcare Benefits - Active		29,983
Maintenance Fees	31,519	Healthcare Benefits - Retirees		37,470
Other Contracted Fees	4,850	Pension		100,643
TOTAL	224,397	Total Fringe Benefits		178,035
CAPITAL OUTLAY	0	TOTAL	2.50	303,031
TOTAL	0			
TOTAL APPROPRIATION	527,428			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4650 Street Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	11,574	Director of Public Services	0.05	4,612
Overtime	500	Skilled Clerical (PT)	0.43	6,962
Fringe Benefits	554,676			
		Total Personnel	<u>0.48</u>	<u>11,574</u>
TOTAL	<u>566,750</u>			
		Overtime		<u>500</u>
OPERATING EXPENSES				
		FICA		2,343
Supplies	1,045	Healthcare Benefits - Active		777
Internal Services	104,251	Healthcare Benefits - Retirees		549,732
Other Services		Pension		1,824
Professional Fees	35,306			
Maintenance Fees	1,300	Total Fringe Benefits		<u>554,676</u>
Other Contracted Fees	550			
TOTAL	<u>142,452</u>	TOTAL	<u>0.48</u>	<u>566,750</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>709,202</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4651 Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	140,056	Chief ROW Foreman	0.10	7,226
Overtime	10,000	ROW Foreman	0.25	12,172
Fringe Benefits	187,147	Heavy Equipment Operator	1.25	53,516
		Tree Trimmer	1.30	55,801
TOTAL	337,203	Groundskeeper (S)	0.60	9,418
		Laborer (T)	0.50	1,924
OPERATING EXPENSES		Total Personnel	4.00	140,056
		Overtime		10,000
Supplies	186,800			
Internal Services	4,902			
Other Services		FICA		11,443
Professional Fees	3,950	Healthcare Benefits - Active		58,940
Maintenance Fees	434,087	Healthcare Benefits - Retirees		25,486
Other Contracted Fees	1,000	Pension		91,278
TOTAL	630,739	Total Fringe Benefits		187,147
CAPITAL OUTLAY	0	TOTAL	4.00	337,203
TOTAL	0			
TOTAL APPROPRIATION	967,942			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4654 Bridge Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	8,512	Tree Trimmer	0.20	8,512
Overtime	475			
Fringe Benefits	10,660	Total Personnel	<u>0.20</u>	<u>8,512</u>
TOTAL	<u>19,647</u>	Overtime		<u>475</u>
OPERATING EXPENSES				
		FICA		663
Supplies	0	Healthcare Benefits - Active		3,692
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension		6,305
Professional Fees	65,250			
Maintenance Fees	0	Total Fringe Benefits		<u>10,660</u>
Other Contracted Fees	0			
TOTAL	<u>65,250</u>	TOTAL	<u>0.20</u>	<u>19,647</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>84,897</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4655 Winter Maintenance

Allocation Plan		Position Control	
		2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	32,190	Heavy Equipment Operator	0.75
Overtime	20,000		
Fringe Benefits	45,242	Total Personnel	0.75
TOTAL	97,432		
		Overtime	20,000
OPERATING EXPENSES			
		FICA	3,993
Supplies	77,400	Healthcare Benefits - Active	17,582
Internal Services	4,196	Healthcare Benefits - Retirees	0
Other Services		Pension	23,667
Professional Fees	0		
Maintenance Fees	0	Total Fringe Benefits	45,242
Other Contracted Fees	0		
TOTAL	81,596	TOTAL	0.75
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	179,028		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4690 State Trunkline

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	9,369	Traffic Mtce. Technician I	0.25	9,369
Overtime	1,500			
Fringe Benefits	11,947	Total Personnel	0.25	9,369
TOTAL	22,816			
		Overtime		1,500
OPERATING EXPENSES				
		FICA		832
Supplies	5,000	Healthcare Benefits - Active		3,273
Internal Services	2,368	Healthcare Benefits - Retirees		0
Other Services		Pension		7,842
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		11,947
Other Contracted Fees	0			
TOTAL	7,368	TOTAL	0.25	22,816
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	30,184			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4691 State Routine Maintenance

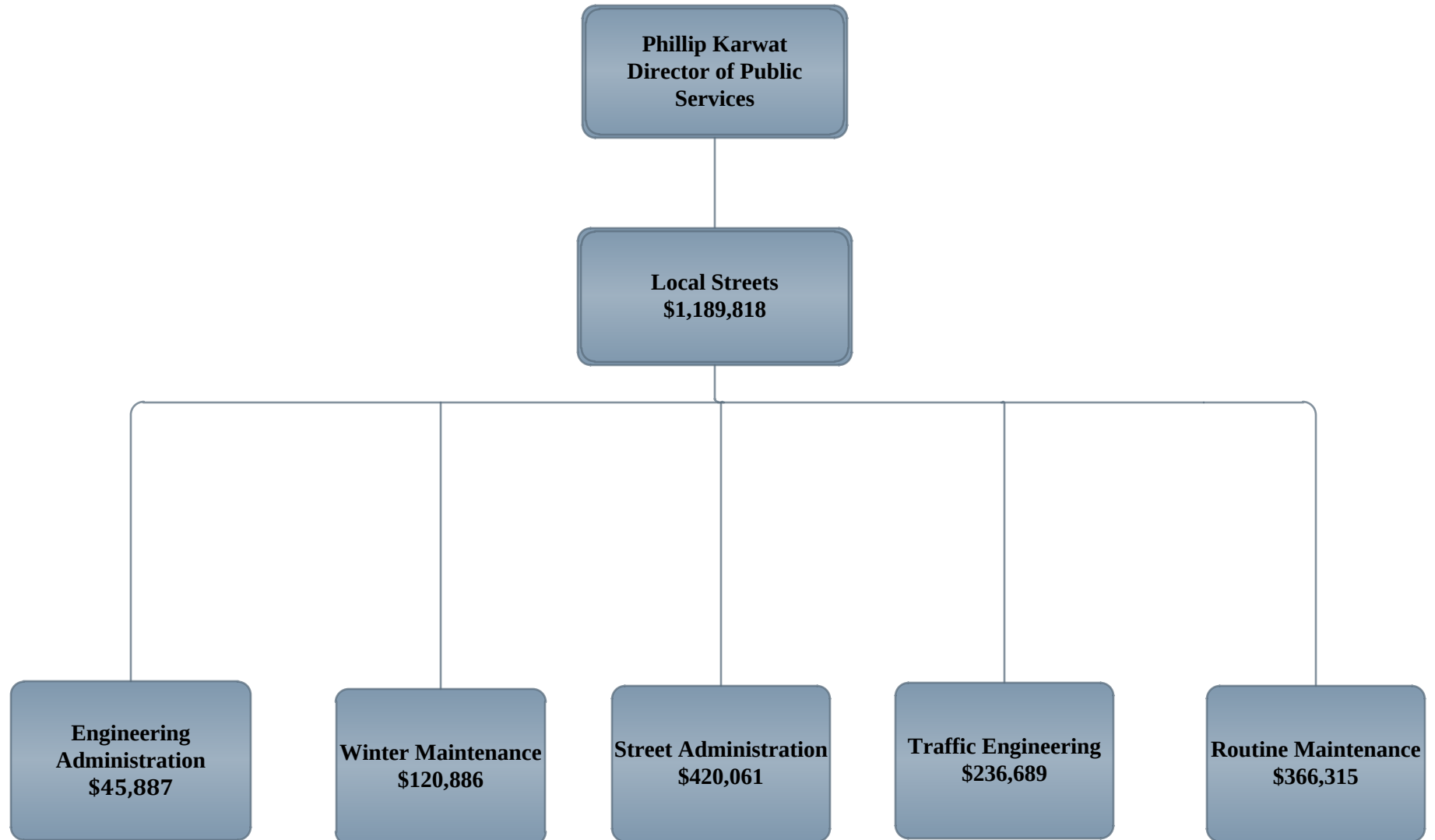
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	40,110	Chief Row Foreman	0.50	7,226
Overtime	1,500	Row Foreman	0.25	12,172
Fringe Benefits	47,729	Tree Trimmer	0.50	20,712
TOTAL	89,339	Total Personnel	1.25	40,110
OPERATING EXPENSES		Overtime		1,500
Supplies	0			
Internal Services	12,286	FICA		3,172
Other Services		Healthcare Benefits - Active		17,681
Professional Fees	0	Healthcare Benefits - Retirees		0
Maintenance Fees	0	Pension		26,876
Other Contracted Fees	0	Total Fringe Benefits		47,729
TOTAL	12,286	TOTAL	1.25	89,339
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	101,625			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

202-4692 State Winter Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	41,262	Chief Row Foreman	0.15	10,839
Overtime	13,000	Tree Trimmer	0.70	30,423
Fringe Benefits	47,681			
		Total Personnel	<u>0.85</u>	<u>41,262</u>
TOTAL	<u>101,943</u>			
		Overtime		<u>13,000</u>
OPERATING EXPENSES				
Supplies	62,200	FICA		4,133
Internal Services	980	Healthcare Benefits - Active		16,885
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension		26,663
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>47,681</u>
TOTAL	<u>63,180</u>			
		TOTAL	<u><u>0.85</u></u>	<u><u>101,943</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>165,123</u></u>			

CITY OF SAGINAW LOCAL STREETS FUND



LOCAL STREETS FUND (203)
RESOURCE ALLOCATION
2012/2013 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	920,230	ENGINEERING ADMIN.	45,887
INTEREST AND RENTS	1,400	TRAFFIC ENGINEERING	236,689
OTHER REVENUES	3,000	STREET ADMINISTRATION	420,061
TRANSFERS	265,188	ROUTINE MAINTENANCE	366,315
		WINTER MAINTENANCE	120,866
TOTAL RESOURCES	<u>1,189,818</u>	TOTAL APPROPRIATIONS	<u>1,189,818</u>

LOCAL STREETS FUND

REVENUE BUDGET SUMMARY

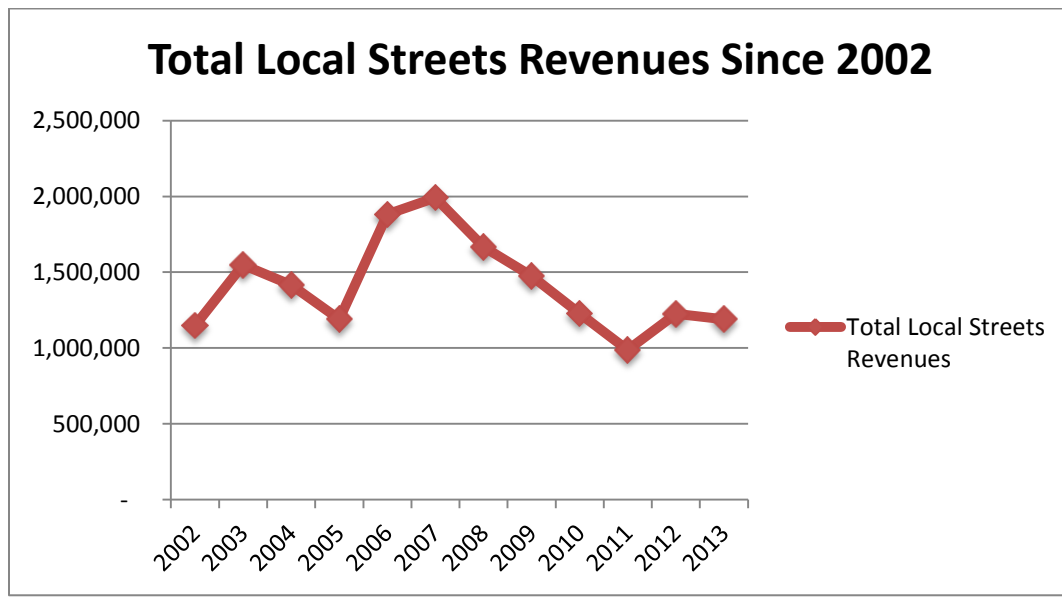
The Local Streets Fund receives an allocation of State collected gasoline taxes and license fees to be used for the maintenance, repair, and construction of local streets and bridges within the City. The major revenue source for this fund is “State Revenue Sharing”, which is anticipated to be \$920,230 in FY 2013. This source of revenue increased by approximately 4.83% or \$42,401 from FY 2012 Approved Budget. Despite this increase,

the Local Streets Fund revenues are projected to decrease by \$35,518, or -2.90% due to the elimination of the Fund Equity appropriation budgeted in FY 2012. Other sources of revenue for this fund include: interests on investments, special assessments, surplus receipts, reimbursements, and a transfer of Act 51 monies from Major Streets.

SUMMARY OF REVENUES

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Revenue Sharing	981,408	964,194	978,774	877,829	877,829	940,197	920,230
Interest and Rents	(304)	1,392	282	1,400	1,400	100	1,400
Other Revenues	3,502	5,864	7,107	346,107	374,515	3,306	3,000
Transfers from Other Funds	490,244	256,340	0	0	177,846	286,996	265,188
Total Revenues	1,474,850	1,227,790	986,163	1,225,336	1,431,590	1,230,599	1,189,818

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 Approved Budget. The revenue trend above illustrates two significant peaks in revenue (2003 and 2006). There has been a gradual decline in revenues since 2007. 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

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Gas and Weight Tax	981,408	964,194	978,774	877,829	877,829	940,197	920,230
Materials and Services	0	0	525	0	0	1,604	0
Interest on Investments	(1,198)	761	282	700	700	100	700
Interest on Spec. Asmts	894	631	0	700	700	0	700
Special Assessments	3,502	5,864	40	3,000	3,000	279	3,000
Surplus Receipts	0	0	27	0	0	12	0
Reimbursement	0	0	6,515	0	0	1,411	0
Use of Fund Equity	0	0	0	343,107	371,515	0	0
Transfer from Other Funds	1,453	0	0	0	0	0	0
Major Street Fund	488,791	256,340	0	0	177,846	286,996	265,188
Totals	1,474,850	1,227,790	986,163	1,225,336	1,431,590	1,230,599	1,189,818

EXPENDITURE BUDGET SUMMARY

The total Local Streets Fund expenditures will be \$1,189,818 for FY 2013. **Personnel Services** increased by approximately \$95,073, or 12.04%. The overall Local Streets complement will increase by a net total .73 positions from the FY 2012 Approved Budget. This increase is attributed to the addition of Stand-by Pay for the Traffic and Chief ROW Foremen, increased allocation for the Traffic Maintenance Technicians in Traffic Engineering by .55, and the addition of two Skilled Clericals in the Street Administration Division. These additions to the Local Streets Fund will be offset by a reduction in the allocation for the Traffic Foreman,

the elimination of the Administrative the Professional in Engineering Administration, and Assistant City Engineer. **Operating Expenses** will be \$305,184, which represents a decrease of -28.59% from the FY 2012 Approved Budget. This decrease is specifically in reductions to street and road materials, GIS charges, and public work building fees. There is no **Capital Outlay** budgeted for FY 2013. **Miscellaneous** will decrease \$8,401, from the FY 2012 approved levels. This decrease is due to the elimination of the amount allocated to the city's Other Post Employee Benefits in FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4612 Engineering Administration	0	0	0	95,073	100,223	64,062	45,887
4614 Street Projects	0	0	0	30,000	30,000	20,600	0
4621 Traffic Engineering	109,200	128,766	135,238	192,647	200,110	220,835	236,689
4650 Street Administration	424,618	443,263	521,319	505,710	507,378	492,831	420,061
4651 Routine Maintenance	539,974	267,979	353,377	268,374	459,631	331,325	366,315
4655 Winter Maintenance	115,488	72,369	155,927	125,131	125,847	92,545	120,866
9660 Transfers	16,586	16,586	16,802	8,401	8,401	8,401	0
Totals	1,205,866	928,963	1,182,663	1,225,336	1,431,590	1,230,599	1,189,818

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	680,597	617,115	778,663	789,561	816,142	841,463	884,634
Operating Expenses	508,683	295,262	387,198	427,374	607,047	380,735	305,184
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	16,586	16,586	16,802	8,401	8,401	8,401	0
Total Expenditures	1,205,866	928,963	1,182,663	1,225,336	1,431,590	1,230,599	1,189,818

SUMMARY OF POSITIONS

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4612 Engineering Administration	0.00	0.00	0.00	0.88	0.88	0.88	0.43
4621 Traffic Engineering	0.40	0.40	0.40	1.15	1.15	1.15	1.60
4650 Street Administration	1.03	1.03	0.20	0.20	0.20	0.20	0.43
4651 Routine Maintenance	2.75	2.75	4.30	3.40	3.40	3.40	5.05
4655 Winter Maintenance	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Total Positions	4.93	4.93	5.65	6.38	6.38	6.38	8.26

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

203-4612 Engineering Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	25,924	City Engineer	0.15	11,712
Overtime	0	Engineering Office Supervisor	0.13	7,853
Fringe Benefits	19,963	Administrative Professional	0.15	6,359
TOTAL	45,887	Total Personnel	0.43	25,924
		Overtime		0
OPERATING EXPENSES				
		FICA		2,041
		Healthcare Benefits - Active		3,878
Supplies	0	Healthcare Benefits - Retirees		0
Internal Services	0	Pension		14,044
Other Services				
Professional Fees	0	Total Fringe Benefits		19,963
Maintenance Fees	0			
Other Contracted Fees	0			
TOTAL	0	TOTAL	0.43	45,887
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	45,887			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

203-4621 Traffic Engineering

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	72,001	Traffic Foreman	0.25	15,950
Overtime	3,000	Tran. Engineering Assist.	0.40	19,241
Fringe Benefits	84,542	Traffic Maintenance Tech.	0.95	36,810
TOTAL	159,543	Total Personnel	1.60	72,001
		Overtime		3,000
OPERATING EXPENSES				
		FICA		5,738
		Healthcare Benefits - Active		21,719
Supplies	46,400	Healthcare Benefits - Retirees		6,786
Internal Services	3,159	Pension		50,299
Other Services				
Professional Fees	15,970	Total Fringe Benefits		84,542
Maintenance Fees	10,167			
Other Contracted Fees	1,450			
TOTAL	77,146	TOTAL	1.60	159,543
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	236,689			

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

203-4650 Street Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	6,962	Skilled Clerical (PT)	0.43 6,962
Overtime	200		
Fringe Benefits	295,724	Total Personnel	<u>0.43</u> <u>6,962</u>
TOTAL	<u>302,886</u>		
		Overtime	<u>200</u>
OPERATING EXPENSES			
		FICA	548
Supplies	100	Healthcare Benefits - Active	0
Internal Services	103,380	Healthcare Benefits - Retirees	295,176
Other Services		Pension	0
Professional Fees	12,545		
Maintenance Fees	1,150	Total Fringe Benefits	<u>295,724</u>
Other Contracted Fees	0		
TOTAL	<u>117,175</u>	TOTAL	<u><u>0.43</u></u> <u><u>302,886</u></u>
CAPITAL OUTLAY			
	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>420,061</u></u>		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

203-4651 Routine Maintenance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	129,742	Chief ROW Foreman	0.25	18,065
Overtime	11,000	Heavy Equip. Operator	1.25	53,516
Fringe Benefits	146,756	Tree Trimmer	0.35	15,022
		Groundskeeper (S)	2.70	41,215
		Laborer (Temp)	0.50	1,924
TOTAL	287,498			
		Total Personnel	5.05	129,742
OPERATING EXPENSES				
Supplies	40,739	Overtime		11,000
Internal Services	4,081			
Other Services				
Professional Fees	1,000	FICA		10,713
Maintenance Fees	32,997	Healthcare Benefits - Active		52,419
Other Contracted Fees	0	Healthcare Benefits - Retirees		25,486
		Pension		58,138
TOTAL	78,817			
		Total Fringe Benefits		146,756
CAPITAL OUTLAY				
	0			
TOTAL	0	TOTAL	5.05	287,498
TOTAL APPROPRIATION				
	366,315			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

203-4655 Winter Maintenance

Allocation Plan		Position Control	
		2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	32,190	Heavy Equip. Operator	32,190
Overtime	12,000		
Fringe Benefits	44,630	Total Personnel	32,190
TOTAL	88,820		
		Overtime	12,000
OPERATING EXPENSES			
		FICA	3,381
Supplies	27,650	Healthcare Benefits - Active	17,582
Internal Services	4,196	Healthcare Benefits - Retirees	0
Other Services		Pension	23,667
Professional Fees	0		
Maintenance Fees	0	Total Fringe Benefits	44,630
Other Contracted Fees	200		
TOTAL	32,046	TOTAL	88,820
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	120,866		

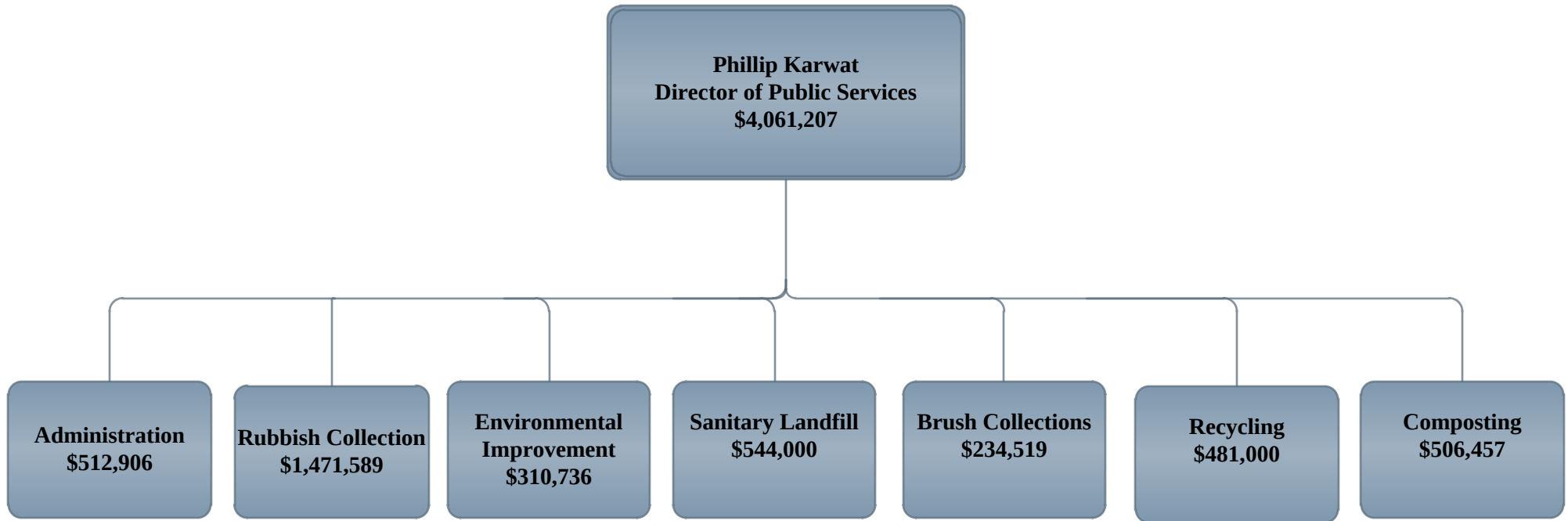




RUBBISH COLLECTION (SRF)

CITY OF SAGINAW

RUBBISH COLLECTION FUND



RUBBISH COLLECTIONS (226)
RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET

The Rubbish Collection Fund is considered 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	
SERVICES AND SALES	140	ADMINISTRATION	512,906
CHARGE FOR SERVICES	3,559,455	RUBBISH COLLECTIONS	1,471,589
INTEREST AND RENTS	18,500	ENVIRONMENTAL IMPROVEMENT	310,736
OTHER REVENUES	483,112	SANITARY LANDFILL	544,000
		BRUSH COLLECTIONS	234,519
		RECYCLING	481,000
		COMPOSTING	506,457
TOTAL RESOURCES	<u>4,061,207</u>	TOTAL APPROPRIATIONS	<u>4,061,207</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.

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

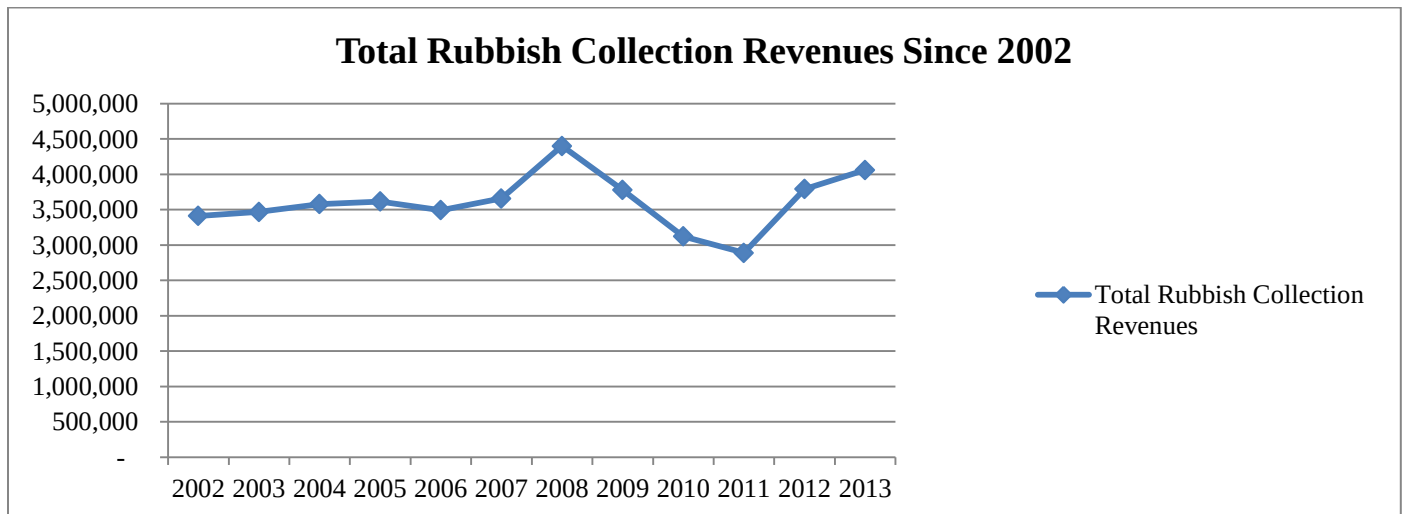
spread the cost equably to citizens and businesses. This method of solid waste collection continues in FY 2013.

The 2012/2013 Approved Budget for the Rubbish Collection Fund is \$4,061,207, which is an increase of 7.10% from the FY 2012 approved budgeted levels. By converting to a flat fee the City will generate approximately \$3,271,455, in household rubbish fee revenues, which is earmarked strictly for solid waste collection per state law. Other sources of revenues for this fund are: trash removal fees, compost site dumping fees, interest on investments, interest on special assessments, penalties on rubbish fees, and use of fund equity. These revenues equate to the remaining \$789,752, of the Approved FY 2013 Rubbish Collection revenues.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	1,786,539	1,731,925	1,525,784	0	0	10,496	0
Services - Sales	1,938	0	244	0	0	6,551	140
Charge for Services	1,477,306	1,310,849	1,301,704	3,748,380	3,748,380	3,777,815	3,559,455
Interest and Rents	27,705	56,683	13,156	18,500	18,500	(1,237)	18,500
Other Revenues	485,160	23,482	48,577	25,000	54,756	(41,785)	483,112
Total Revenues	3,778,648	3,122,939	2,889,465	3,791,880	3,821,636	3,751,839	4,061,207

REVENUE TRENDS



The above graph reflects numerical data from FY 2002-FY 2011 Actual Revenues, FY 2012 Approved Budget, and FY 2013 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 2011, there appears to be a continual downward revenue trend due to the decline in city property taxes collected. In FY 2012, the city switched from a system that was strictly reliant on property taxes to a flat fee which will offset the loss of property tax revenues. FY 2012 and FY 2013 reflect a gradual increase to the revenue stream based on actual usage of the system and the appropriation of fund equity.

DETAIL REVENUES ANALYSIS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Real Property	1,700,186	1,612,143	1,408,767	0	0	0	0
Real Property - IFT	2,205	0	0	0	0	0	0
Personal Property	226,162	215,130	210,470	0	0	0	0
Personal Property - IFT	21,797	0	0	0	0	0	0
Personal Property - DPPT	0	0	0	0	0	8,746	0
Property Taxes - Chargeback	(163,865)	(95,348)	(127,056)	0	0	(2,388)	0
Penalties and Interest	54	0	0	0	0	0	0
PILOT - Housing Com	0	0	33,603	0	0	0	0
Sale of Junk	1,938	0	0	0	0	140	140
Sale of Recycling Bins	0	0	0	0	0	6,411	0
Materials and Services	0	0	244	0	0	0	0
Household Rubbish Fees	1,172,397	1,059,375	1,079,874	3,460,380	3,460,380	3,535,598	3,271,455
Trash Removal	61,873	3,184	0	48,000	48,000	246	48,000
Compost Site Dump Fees	243,036	248,290	221,830	240,000	240,000	241,927	240,000
Interest on Investments	6,084	1,395	2,381	2,500	2,500	(1,237)	2,500
Interest on Spec Asmts	2,120	738	10,775	500	500	0	500
Penalties on Rubbish Fees	19,501	54,550	0	15,500	15,500	0	15,500
Special Assessments	485,160	23,482	48,104	25,000	25,000	(41,947)	25,000
Surplus Receipts	0	0	0	0	0	0	0
Reimbursement	0	0	473	0	0	162	0
Use of Fund Equity	0	0	0	0	29,756	0	458,112
Total Revenues	3,778,648	3,122,939	2,889,465	3,791,880	3,821,636	3,751,839	4,061,207

RUBBISH COLLECTION FUND

EXPENDITURE BUDGET SUMMARY

The total Rubbish Collection Fund will be \$4,061,207 for FY 2012/2013. This is a \$269,327, or 7.10% increase from the approved FY 2012 budgeted levels. The cost of ***Personnel Services*** will be 29.02% higher in FY 2013. This increase is due to an increase of a net 1.45 FTE from 4.85 to 6.30. The City added 1.20 Tree Trimmers to the Brush Collection Division and .50 of a Skilled Clerical to the Composting Division. These additions will be offset by reduction in allocation in the following: .05 of the City Engineer and .50 of a Crossover Operator, .20 of an Administrative

Professional, which was replaced by two .20 Skilled Clericals in the Administration Division; .10 of the Chief ROW Foreman and .50 Crossover Operator in the Rubbish Collection Division. The Crossover Operator was replaced by .25 of a Tree Trimmer and .25 of a Skilled Clerical. ***Operating Expenses*** is expected to increase \$100,193, or 3.15%, from FY 2011/2012. In FY 2013 the city will provide year round curbside recycling service. No funds are budgeted for ***Capital Outlay*** and ***Miscellaneous*** for FY 2012/2013.

FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
4581 Rubbish Administration	488,069	498,924	428,599	533,770	538,714	525,502	512,906
4582 Rubbish Collections	1,722,406	1,374,407	1,395,696	1,609,717	1,651,693	1,639,601	1,471,589
4583 Environmental Improvement	217,284	307,131	286,499	329,172	334,240	275,783	310,736
4584 Sanitary Landfill	480,240	475,626	505,112	510,000	520,000	519,800	544,000
4585 Brush Collections	90,484	86,272	109,298	109,400	109,400	108,563	234,519
4586 Recycling	0	1,258	22	166,375	166,375	258	481,000
4587 Composting	293,129	551,673	511,849	528,087	495,855	467,683	506,457
9660 Transfer	10,580	10,580	10,718	5,359	5,359	5,359	0
Total Expenditures	3,302,192	3,305,871	3,247,793	3,791,880	3,821,636	3,542,548	4,061,207

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	528,702	694,585	682,768	601,198	688,404	658,843	775,691
Operating Expenses	2,762,640	2,600,459	2,554,307	3,185,323	3,127,873	2,878,346	3,285,516
Capital Outlay	270	247	0	0	0	0	0
Miscellaneous	10,580	10,580	10,718	5,359	5,359	5,359	0
Total Expenditures	3,302,192	3,305,871	3,247,793	3,791,880	3,821,636	3,542,548	4,061,207

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4581 Rubbish Administration	1.69	1.69	0.35	0.85	0.85	0.85	1.10
4582 Rubbish Collections	0.50	0.50	0.50	1.00	1.00	1.00	0.90
4583 Environmental Improvement	1.10	1.10	1.00	1.00	1.00	1.00	1.00
4585 Brush Collections	0.00	0.00	0.00	0.00	0.00	0.00	1.20
4587 Composting	2.00	2.00	2.00	2.00	2.00	2.00	2.50
Total Positions	5.29	5.29	3.85	4.85	4.85	4.85	6.70

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

226-4581 Rubbish Collection Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	47,927	Director of Public Services	0.10	9,224
Overtime	0	City Engineer	0.10	7,808
Fringe Benefits	135,943	ROW Foreman	0.50	24,343
		Skilled Clerical	0.40	6,552
TOTAL	183,870	Total Personnel	1.10	47,927
OPERATING EXPENSES				
		Overtime		0
Supplies	2,850			
Internal Services	181,290			
Other Services		FICA		4,047
Professional Fees	132,696	Healthcare Benefits - Active		17,951
Maintenance Fees	12,200	Healthcare Benefits - Retirees		90,720
Other Contracted Fees	0	Pension		23,225
TOTAL	329,036	Total Fringe Benefits		135,943
CAPITAL OUTLAY	0	TOTAL	1.10	183,870
TOTAL	0			
TOTAL APPROPRIATION	512,906			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

226-4582 Rubbish Collection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	40,595	Chief ROW Foreman	0.40	26,144
Overtime	15,000	Tree Trimmer	0.25	10,356
Fringe Benefits	42,965	Skilled Clerical	0.25	4,095
TOTAL	98,560	Total Personnel	0.90	40,595
OPERATING EXPENSES				
		Overtime		15,000
Supplies	1,188			
Internal Services	3,968	FICA		4,416
Other Services		Healthcare Benefits - Active		18,149
Professional Fees	1,331,312	Healthcare Benefits - Retirees		0
Maintenance Fees	36,561	Pension		20,400
Other Contracted Fees	0			
TOTAL	1,373,029	Total Fringe Benefits		42,965
		TOTAL	0.90	98,560
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	1,471,589			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

226-4583 Environmental Improvement

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	32,535	Environ. Support Specialist	1.00 32,535
Overtime	0		
Fringe Benefits	92,754	Total Personnel	<u>1.00 32,535</u>
TOTAL	<u>125,289</u>	Overtime	<u>0</u>
OPERATING EXPENSES			
		FICA	2,680
Supplies	29,850	Healthcare Benefits - Active	17,277
Internal Services	12,229	Healthcare Benefits - Retirees	42,276
Other Services		Pension	30,521
Professional Fees	100,000		
Maintenance Fees	42,323	Total Fringe Benefits	<u>92,754</u>
Other Contracted Fees	1,045		
TOTAL	<u>185,447</u>	TOTAL	<u><u>1.00 125,289</u></u>
CAPITAL OUTLAY	0		
TOTAL	<u>0</u>		
TOTAL APPROPRIATION	<u><u>310,736</u></u>		

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

226 - 4585 Brush Collections

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	51,721	Tree Trimmers	1.20	51,721
Overtime	5,000			
Fringe Benefits	64,202	Total Personnel	<u>1.20</u>	<u>51,721</u>
TOTAL	<u>120,923</u>	Overtime		<u>5,000</u>
OPERATING EXPENSES				
		FICA		4,304
Supplies	7,000	Healthcare Benefits - Active		22,211
Internal Services	4,196	Healthcare Benefits - Retirees		0
Other Services		Pension		37,687
Professional Fees	102,400	Total Fringe Benefits		<u>64,202</u>
Maintenance Fees	0			
Other Contracted Fees	0			
TOTAL	<u>113,596</u>	TOTAL	<u><u>1.20</u></u>	<u><u>120,923</u></u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>234,519</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

226-4587 Composting

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	95,473	Compost Site Operator	2.00	87,283
Overtime	40,000	Skilled Clerical	0.50	8,190
Fringe Benefits	111,576			
		Total Personnel	<u>2.50</u>	<u>95,473</u>
TOTAL	<u>247,049</u>			
		Overtime		<u>40,000</u>
OPERATING EXPENSES				
Supplies	44,300	FICA		10,363
Internal Services	5,291	Healthcare Benefits - Active		38,477
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	137,000	Pension		62,736
Maintenance Fees	71,817			
Other Contracted Fees	1,000	Total Fringe Benefits		<u>111,576</u>
TOTAL	<u>259,408</u>			
		TOTAL	<u><u>2.50</u></u>	<u><u>247,049</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>506,457</u></u>			





PUBLIC SAFETY GRANTS (SRF)

PUBLIC SAFETY FUND
AND
PUBLIC SAFETY GRANTS

PUBLIC SAFETY FUND (205)
RESOURCE ALLOCATION
2012/2013 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	3,360,888	CPS - POLICE PATROL	2,311,735
TRANSFERS	602,262	CPS - FIRE SUPPRESSION	1,651,415
TOTAL RESOURCES	<u>3,963,150</u>	TOTAL APPROPRIATIONS	<u>3,963,150</u>

PUBLIC SAFETY FUND

REVENUE BUDGET SUMMARY

The Public Safety Fund is considered 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

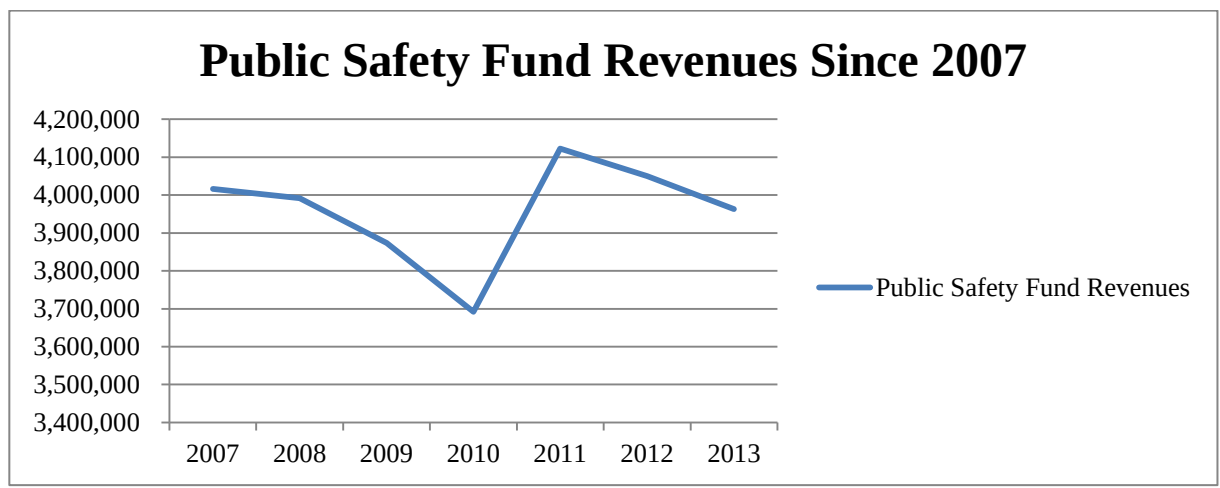
mills with an additional 1.5 mills. Again, the electorate approved the Public Safety millage at its new level. The general fund continues to provide a subsidy to this fund for unfunded pension contributions. However, the same promise was not given with this new millage. In fact, the city advised the electorate that the same level of sworn personnel will not be maintained.

For FY 2012/13, the Public Safety Fund's revenues will be \$3,963,150. This is a decrease of \$86,560, or -2.14%, from the previous fiscal year's budget. The decrease in revenues is due to a reduction in the assessment of real property in the city.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	3,638,312	3,427,769	2,951,150	3,536,151	3,536,151	3,517,765	3,360,888
Transfers	234,902	264,617	1,171,748	513,559	513,559	513,559	602,262
Total Revenues	3,873,214	3,692,386	4,122,898	4,049,710	4,049,710	4,031,324	3,963,150

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 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. In review of the financial data, from FY 2007 through FY 2010, 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 FY 2011 is attributable to the infusion of over \$1.17 million subsidy from the general fund due to the decline in real property tax values as well as the recognition of \$123,521 of a chargeback from the county. The 2012 Approved Budget reflects a decline from FY 2011 due to the decline in the assessed real property tax values even though the city was able to renew the special millage at 7.5 mills. FY 2013 continues to reflect the steady decline in property tax values.

EXPENDITURE BUDGET SUMMARY

The Public Safety Fund expenditures will be \$3,963,150 for FY 2013. This budget will decrease \$86,560, or - 2.18% from the FY 2012 approved budgeted levels. **Personnel Services** will be -2.14% less than in FY 2012.

The reason for the decrease in expenditures is due to the reallocation of least senior personnel into this fund from the General Fund.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3511 CPS - Police Patrol	1,716,119	1,621,083	1,581,763	1,662,650	1,662,650	1,879,568	2,311,735
3513 CPS - Police Investigations	641,220	554,953	734,697	694,709	694,709	416,590	0
3551 CPS - Fire Suppression	1,405,443	1,400,547	1,673,705	1,579,168	1,579,168	1,531,501	1,651,415
3553 CPS - Fire Prevention	110,430	115,804	132,736	113,183	64,183	57,718	0
Total Expenditures	3,873,212	3,692,387	4,122,901	4,049,710	4,000,710	3,885,377	3,963,150

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	3,873,212	3,692,387	4,122,901	4,049,710	4,000,710	3,885,377	3,963,150
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	3,873,212	3,692,387	4,122,901	4,049,710	4,000,710	3,885,377	3,963,150

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3511 CPS - Police Patrol	23.00	23.00	22.00	22.00	22.00	31.00	31.00
3513 CPS - Police Investigations	8.00	8.00	9.00	9.00	9.00	0.00	0.00
3551 CPS - Fire Suppression	19.00	19.00	19.00	19.00	19.00	20.00	20.00
3553 CPS - Fire Prevention	1.00	1.00	1.00	1.00	1.00	0.00	0.00
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 2012/2013 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
2012/2013 APPROVED BUDGET

205-3511 CPS - Police Patrol

Allocation Plan		Position Control		
		JOB	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		CLASSIFICATION		
Salaries	1,602,842	Police Officer	31.00	1,602,842
Overtime	52,000			
Fringe Benefits	656,893	Total Personnel	<u>31.00</u>	<u>1,602,842</u>
TOTAL	<u>2,311,735</u>			
		Overtime		<u>52,000</u>
OPERATING EXPENSES				
		FICA		23,927
Supplies	0	Healthcare Benefits - Active		466,545
Internal Services	0	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		166,421
Professional Fees	0			
Maintenance Fees	0	Total Fringe Benefits		<u>656,893</u>
Other Contracted Fees	0			
TOTAL	<u>0</u>	TOTAL	<u>31.00</u>	<u>2,311,735</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>2,311,735</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

205-3551 CPS - Fire Suppression

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,131,524	Fire Engineers	14.00	808,946
Overtime	70,000	Firefighter	6.00	322,578
Fringe Benefits	449,891			
		Total Personnel	<u>20.00</u>	<u>1,131,524</u>
TOTAL	<u>1,651,415</u>			
		Overtime		<u>70,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		17,871
Internal Services	0	Healthcare Benefits - Active		341,970
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	0	Pension - Sworn		90,050
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>449,891</u>
TOTAL	<u>0</u>	TOTAL	<u>20.00</u>	<u>1,651,415</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>1,651,415</u></u>			

**PUBLIC SAFETY GRANTS
RESOURCE ALLOCATION
2012/2013 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	776,723	COMMUNITY POLICING	776,723
POLICE TRAINING FUND	22,500	POLICE TRAINING FUND	22,500
DEPT OF JUSTICE GRANT	15,000	DEPT OF JUSTICE GRANT	15,000
DRUG FORFEITURE FUND	148,036	DRUG FORFEITURE FUND	148,036
SAGINAW COUNTY TAPS	27,000	SAGINAW COUNTY TAPS	27,000
SAFER GRANT	635,503	SAFER GRANT	635,503
AUTO THEFT PREVENTION	114,210	AUTO THEFT PREVENTION	114,210
TOTAL RESOURCES	<u>1,738,972</u>	TOTAL APPROPRIATIONS	<u>1,738,972</u>

COMMUNITY POLICING FUND

REVENUE BUDGET SUMMARY

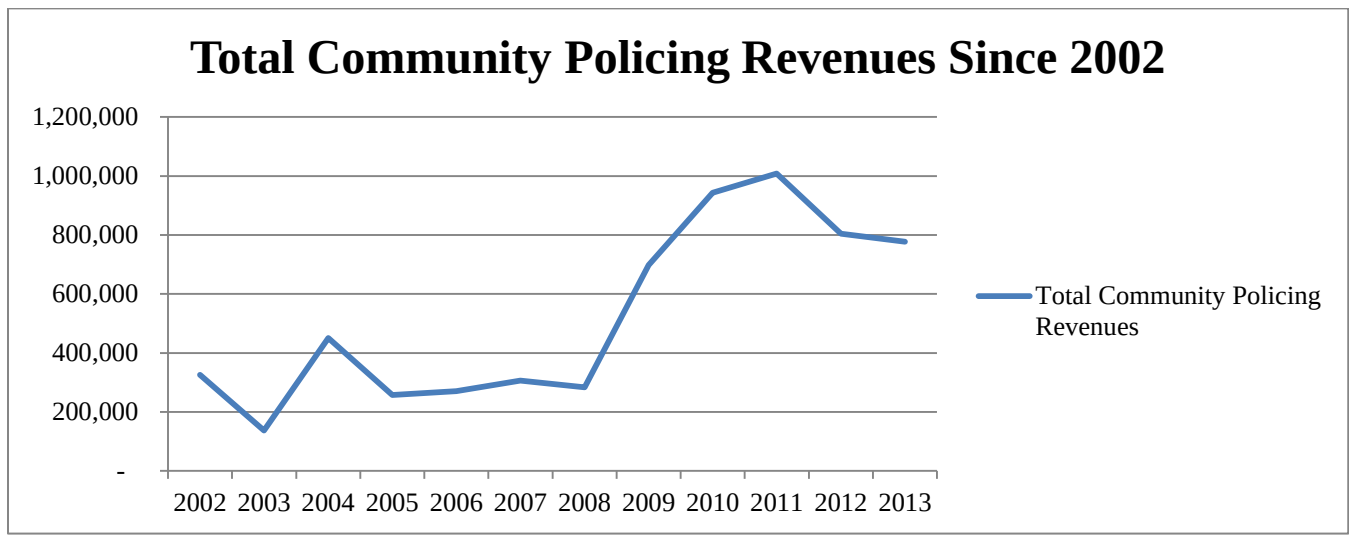
The Community Policing Fund accounts for revenues and expenditures of Police Officers assigned to various city neighborhoods and the COPS Hiring Grant. These programs and technology provide residents with a greater sense of protection and gives them the responsibility for developing and implementing problem-solving strategies in their neighborhoods. For FY 2013, the Community Policing Fund revenues will be \$776,723. This represents a \$27,490, or -3.42%

reduction from the 2012 approved budgeted levels. The decrease in revenues is primarily attributed to the completion of grant funding for the Weed N Seed and the Crime Technology programs. Additionally, the city will realize a reduction in the grant monies that will be received for the COPS Hiring Grant, which will be completed by the end of FY 2013. This reduction will be offset by an increase in the subsidy from the General Fund.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Grants	547,427	547,427	552,864	381,836	576,184	608,526	273,608
Other Revenues	35	0	35	0	0	0	0
Transfers	395,552	395,552	455,779	422,377	455,677	422,377	503,115
Total Revenues	943,014	942,979	1,008,678	804,213	1,031,861	1,030,903	776,723

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. Over the past eleven years, revenues for Community Policing have changed dramatically. These appropriations 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. A steering committee governed the spending of these grant funds. In the same year, the Crime Technology Grant was received. 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 and additional appropriations were awarded in fiscal years 2010 and 2011 for Phase II of Shotspotter project. 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 declined. For FY 2013, revenues will continue to decline due to the maturity of the COPS Hiring Grant, the completion of the Weed N Seed and Crime Technology Grants. Additionally, in FY 2013 the CDBG Allocation will also decrease based on the reduction in the federal entitlement allocation.

EXPENDITURE BUDGET SUMMARY

The total Community Policing Fund expenditures will be \$776,723, for FY 2013. This is a reduction of -3.42%, from the FY 2012 approved budgeted levels. **Personnel Services** will be \$762,099. The change in personnel services is a direct result of the increased cost to provide public safety services. **Operating Expenses** is projected

to be \$14,624. This represents a decrease of \$44,667 from the previous fiscal year. This reduction can be attributed to the completion of the Weed N Seed and Crime Technology Grants. No funds are appropriated for **Capital Outlay**.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3320 Community Policing	386,756	395,554	428,629	431,102	445,532	426,200	444,302
3321 Weed N Seed	44,515	189,551	128,163	39,000	39,000	38,447	0
3327 Shotspotter	226,440	213,425	98,320	0	194,348	194,348	0
3328 COPS Hiring Grant	0	144,453	353,567	334,111	334,111	357,506	332,421
Total Expenditures	657,711	942,983	1,008,679	804,213	1,031,861	1,016,502	776,723

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	378,776	532,242	769,687	744,922	782,242	767,360	762,099
Operating Expenses	39,433	169,275	138,928	59,291	55,271	54,793	14,624
Capital Outlay	279,502	241,466	100,064	0	194,348	194,348	0
Total Expenditures	697,711	942,983	1,008,679	804,213	1,031,861	1,016,502	776,723

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3320 Community Policing	4.00	4.00	4.00	3.75	3.75	3.75	4.00
3328 COPS Hiring Grant	0.00	0.00	5.00	5.00	5.00	5.00	3.15
Total Positions	4.00	4.00	9.00	8.75	8.75	8.75	7.15

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

260-3320 Community Policing

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	200,500	Police Officer	4.00	200,500
Overtime	12,000			
Fringe Benefits	217,178	Total Personnel	<u>4.00</u>	<u>200,500</u>
TOTAL	<u>429,678</u>	Overtime		<u>12,000</u>
OPERATING EXPENSES				
		FICA		3,081
Supplies	0	Healthcare Benefits - Active		56,076
Internal Services	11,624	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		158,021
Professional Fees	0			
Maintenance Fees	3,000	Total Fringe Benefits		<u>217,178</u>
Other Contracted Fees	0			
TOTAL	<u>14,624</u>	TOTAL	<u>4.00</u>	<u>429,678</u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>444,302</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

260-3328 COPS Hiring Grant

Allocation Plan		Position Control	
		2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	159,550	Police Officers	159,550
Overtime	0		
Fringe Benefits	172,871	Total Personnel	159,550
TOTAL	332,421		
		Overtime	0
OPERATING EXPENSES			
		FICA	2,325
Supplies	0	Healthcare Benefits - Active	52,421
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services		Pension - Sworn	118,125
Professional Fees	0		
Maintenance Fees	0	Total Fringe Benefits	172,871
Other Contracted Fees	0		
TOTAL	0	TOTAL	332,421
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	332,421		

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

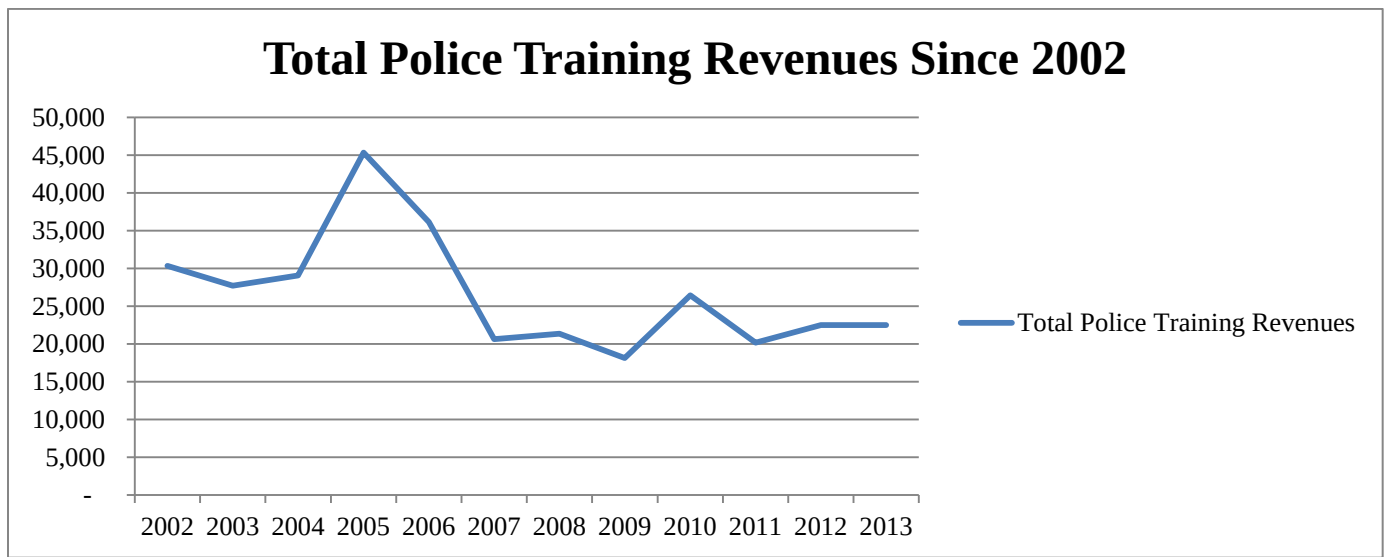
major revenue source for this fund is state grants. Funding is received on a reimbursement basis.

The 2012/2013 approved revenues for Police Training Fund will be \$22,500. There is no change from the FY 2012.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
State Grants	17,991	26,398	20,185	22,500	22,500	26,420	22,500
Interest and Rents	142	41	(4)	0	0	0	0
Total Revenues	18,133	26,439	20,181	22,500	22,500	26,420	22,500

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Budget, and FY 2013 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 2013. No ***Personnel Services*** have been allocated to this fund. ***Operating Expenses*** will be \$22,500, for the upcoming year. This is the same

amount budgeted in FY 2012. The city will continue to spend these grant dollars on additional law enforcement training. No funds are allotted for ***Capital Outlay***.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3323 Police Training	18,132	26,439	20,181	22,500	22,500	26,420	22,500
Total Expenditures	18,132	26,439	20,181	22,500	22,500	26,420	22,500

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	18,132	26,439	20,181	22,500	22,500	26,420	22,500
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	18,132	26,439	20,181	22,500	22,500	26,420	22,500

DEPARTMENT OF JUSTICE – JUSTICE ASSISTANCE GRANT (JAG) FUND

REVENUE BUDGET SUMMARY

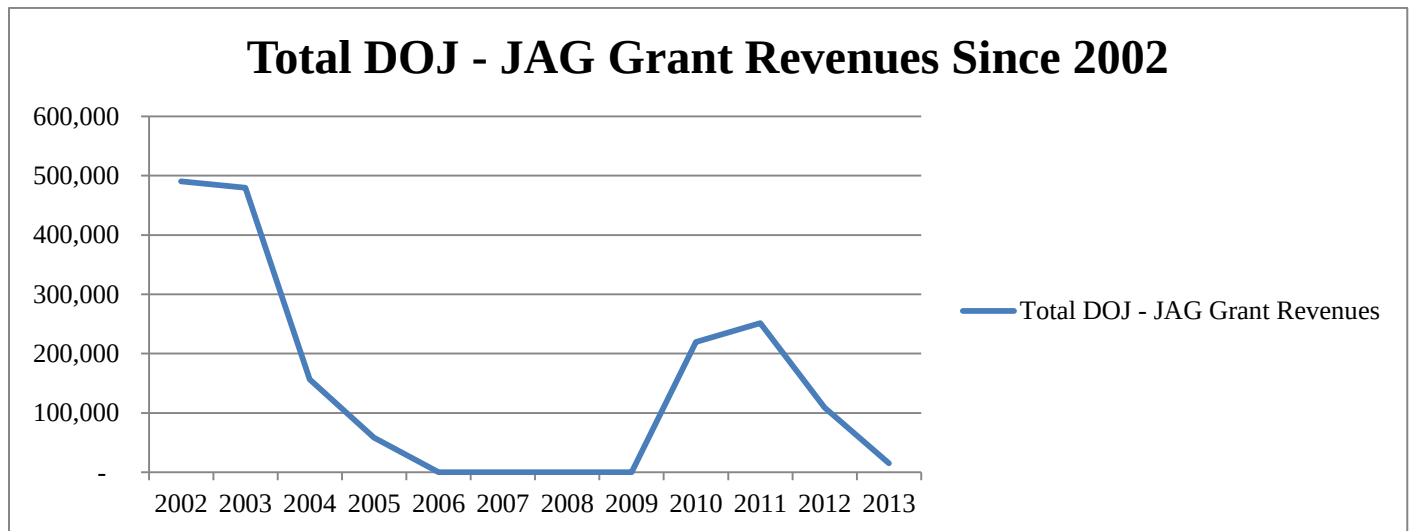
The Department of Justice – JAG Fund accounts for revenues and expenditures related to various projects that provide better services, and fight crime in the community as approved by the United States' Department of Justice. This funding allocation is based on the community's violent crime statistics. In addition, these funds 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 2012/2013 Approved Budget for the Department of Justice – JAG will be \$15,000. This represents a \$93,953, reduction from the previous fiscal year. Revenues have decreased due to the utilization of grant dollars in the previous fiscal years. Additionally, at the time of budget development, the city did not have the 2012 Department of Justice's JAG allocation. These funds will be recognized later in FY 2013.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
State Grant	0	219,607	251,586	108,953	409,994	320,308	15,000
Total Revenues	0	219,607	251,586	108,953	409,994	320,308	15,000

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Budget, and FY 2013 Approved. 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 grant allocations. For FY 2006 – 2009, no grant dollars were received. However, In FY 2010, the City received stimulus funds from the Department of Justice, these funds 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 funds. By the FY 2012 Approved Budget, revenues are begins to decrease due to the utilization of the stimulus dollars in prior years. For the FY 2013 Approved Budget revenues

continue to decline.

EXPENDITURE BUDGET SUMMARY

The total Department of Justice – JAG Grant expenditures are \$15,000, for FY 2013, which is - \$93,953, less than the FY 2012 approved budgeted levels. There are no *Personnel Services* in this fund. *Operating Expenses* will be \$15,000, for the upcoming

year. This represents a \$77,614 decrease. This reduction in operating expenses is due in large part to a reduction in monies allocated for service fees. No monies are allocated for *Capital Outlay*.

FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
3321 DOJ Grant (Stimulus)	0	219,607	239,488	108,953	112,481	90,699	0
3329 DOJ Grant (Regular)	0	0	12,098	0	216,733	187,135	15,000
3330 DOJ Grant (2011)	0	0	0	0	80,780	42,474	0
Total Expenditures	0	219,607	251,586	108,953	409,994	320,308	15,000

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	28,977	31,151	0
Operating Expenses	0	57,228	29,855	92,614	49,115	27,897	15,000
Capital Outlay	0	165,379	221,731	16,339	331,902	261,259	0
Total Expenditures	0	222,607	251,586	108,953	409,994	320,308	15,000

DRUG FORFEITURE GRANT FUND

REVENUE BUDGET SUMMARY

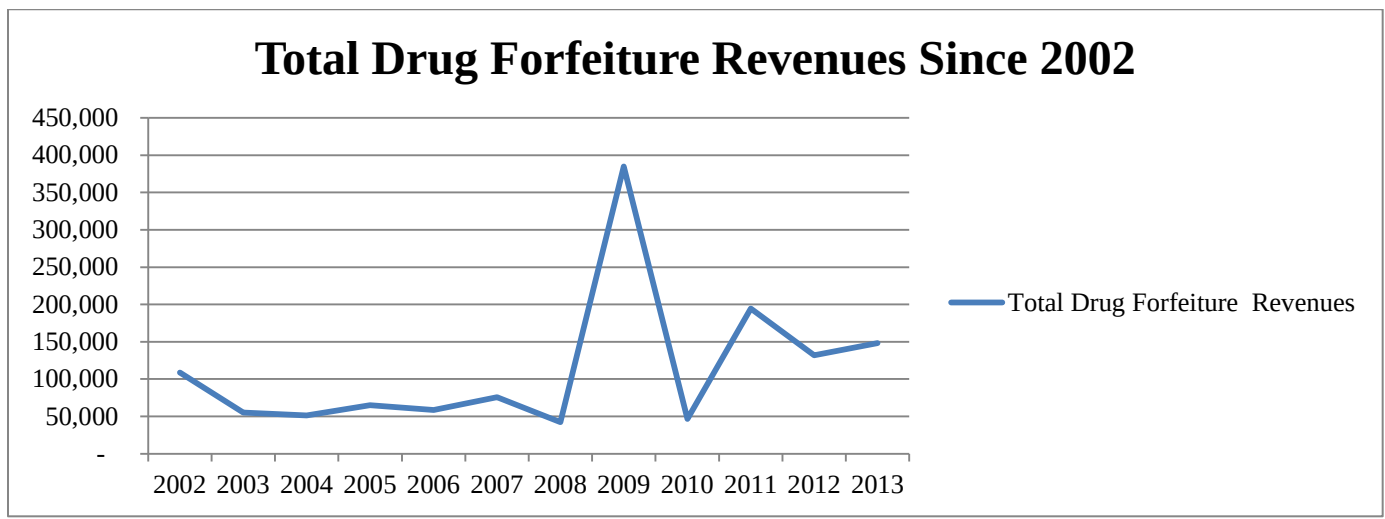
The Drug Forfeiture Fund accounts for all revenues and expenditures received from the forfeiture or cash and property seized during a drug raid. The major revenue source for the Drug Forfeiture Fund is fines and federal and state forfeitures. After a drug raid, the city turns over these seized funds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

The budget for the Drug Forfeiture Grant Fund has been approved at \$148,036. This represents a \$16,200, or 12.29% 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

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grants	10,687	0	0	0	0	0	0
Fines and Forfeitures	365,485	39,127	160,255	32,360	35,906	43,869	32,360
Interest and Rents	7,407	2,688	1,898	2,500	2,500	2,078	2,500
Other Revenues	1,270	4,855	32,232	96,976	207,668	167,962	113,176
Total Revenues	384,849	46,670	194,385	131,836	246,074	213,909	148,036

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Budget, and FY 2013 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. In FY 2013, the City expects an upward trend in revenues due to the large appropriation of reserves.

EXPENDITURE BUDGET SUMMARY

The total Drug Forfeiture Fund Expenditures will be \$148,036, for FY 2013. Again, this represents a \$16,200, increase from the previous fiscal year. No funds will be appropriated for ***Personnel Services***. ***Operating Expenses*** will be \$148,036, for the upcoming year. This represents a \$66,200, increase from FY 2012.

This increase is due to funds allotted to purchase 26 Taser cameras, K-9 supplies, ammunition and to cover the maintenance agreement for the City's Shotspotter system. The category of ***Capital Outlay*** will be zero, for the upcoming year.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3040 Drug Forfeiture	63,976	118,661	158,859	131,836	246,074	213,909	148,036
Total Expenditures	63,976	118,661	158,859	131,836	246,074	213,909	148,036

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	63,026	118,661	79,904	81,836	138,476	117,117	148,036
Capital Outlay	950	0	78,955	50,000	107,598	96,792	0
Total Expenditures	63,976	118,661	158,859	131,836	246,074	213,909	148,036

SAGINAW COUNTY TREATMENT AND PREVENTION SERVICES (TAPS) FUND

REVENUE BUDGET SUMMARY

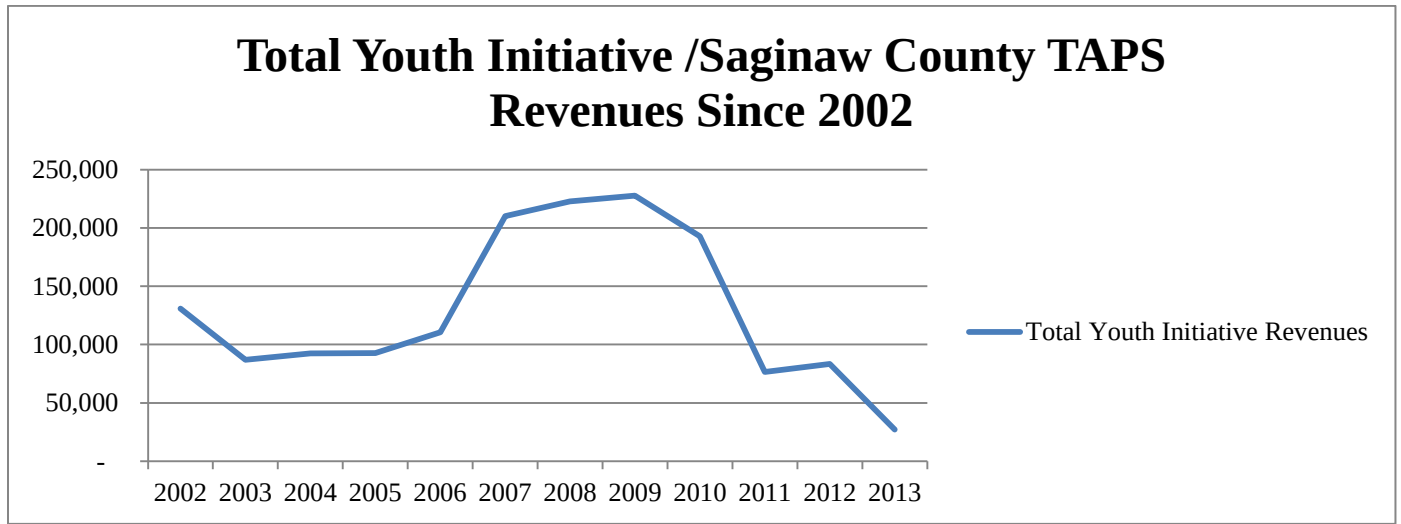
The Saginaw County Treatment and Prevention Services (TAPS) Fund, formerly the Youth Initiative Fund, accounts for grant monies received from the United States' Department of Justice through the Saginaw County Department of Public Health. These funds are used to engage youth and provided facilities in 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 2012/13 revenue budget for the Saginaw County TAPS Fund will be \$27,000, which is \$14,820 increase from the previous fiscal year. This increase is attributed to the carryover of two grants received from the Saginaw County Department of Public Health in FY 2012. These programs will assess and reduce teen alcohol and drug use through education and outreach programs for high risk and underserved population in the Saginaw Community. The funding for this program is expected to end by September 30, 2012.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Interest and Rents	0	(30)	(7)	0	0	0	0
Other Revenues	222,050	145,550	60,640	12,180	83,360	59,736	27,000
Transfers	5,566	47,398	15,785	0	0	0	0
Total Revenues	227,616	192,918	76,418	12,180	83,360	59,736	27,000

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Adjusted Budget, and FY 2013 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. In FY 2012, with new county administration the City received two grant opportunities in the total amount of \$83,000. The majority of these monies will be utilized during FY

2012. In FY 2013 revenues continue to reflect a downward trend for the remaining \$27,000 of the grants received in FY 2012 will be utilized. These grants will expire September 30, 2012.

EXPENDITURE BUDGET SUMMARY

The total Saginaw County TAPS Fund expenditures will be \$27,000, for FY 2012. As of 2012/13, **Personnel Services** will increase by 21,927, from FY 2012. This

budget reflects overtime and Medicare cost on that overtime. No funds will be appropriated for Operating **Expenses** and **Capital Outlay**.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3325 Youth Initiative	227,615	192,917	76,419	0	0	0	0
3325 Saginaw TAPS	0	0	0	12,180	90,877	45,610	27,000
Total Expenditures	227,615	192,917	76,419	12,180	90,877	45,610	27,000

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	210,892	180,177	67,652	5,073	90,877	45,610	27,000
Operating Expenses	16,723	12,740	8,767	7,107	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	227,615	192,917	76,419	12,180	90,877	45,610	27,000

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3325 Youth Initiative	2.00	2.00	1.00	0.00	0.00	0.00	0.00
Total Positions	2.00	2.00	1.00	0.00	0.00	0.00	0.00

HOMELAND SECURITY – SAFER GRANT

REVENUE BUDGET SUMMARY

In FY 2012 the City of Saginaw applied for the Homeland Security Staffing for Adequate Fire and Emergency Response Grant (SAFER). This grant provides funding directly to fire departments and volunteer firefighters interest organization in order to help them increase the number of trained front-line firefighters available in the community. This grant

allows for the City to be in compliance with staffing, response and operational standards that is established by NFPA and OSHA.

The Approved 2012/13 revenue budget for the SAFER Grant is projected to be \$635,503, of which \$466,481 is a grant allocation and \$169,022 is a subsidy from the General Fund.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Grants	0	0	0	0	0	0	466,481
Transfers	0	0	0	0	0	0	169,022
Total Revenues	0	0	0	0	0	0	635,503

EXPENDITURE BUDGET SUMMARY

The total Homeland Security – Safer Grant Fund expenditures will be \$635,503, for FY 2013. **Personnel Services** is projected to be \$635,503 for FY 2013. This

amount represents salary and benefits for seven firefighter positions. No funds are allocated for **Operating Expenses** and **Capital Outlay**.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3551 Fire Suppression	0	0	0	0	0	0	635,503
Total Expenditures	0	0	0	0	0	0	635,503

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	635,503
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	635,503

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3551 Fire Suppression	0.00	0.00	0.00	0.00	0.00	0.00	7.00
Total Positions	0.00	0.00	0.00	0.00	0.00	0.00	7.00

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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.

In July 2012, the City was notified that it would not be a recipient of the 2012 grant. Another application was completed for FY 2013 grant allocation.

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

269-3551 Homeland Security - SAFER Grant

Allocation Plan		Position Control	
		2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	318,707	Firefighters	318,707
Overtime	0		
Fringe Benefits	316,796	Total Personnel	318,707
TOTAL	635,503		
		Overtime	0
OPERATING EXPENSES			
		FICA	4,737
Supplies	0	Healthcare Benefits - Active	100,559
Internal Services	0	Healthcare Benefits - Retirees	0
Other Services		Pension - Sworn	211,500
Professional Fees	0		
Maintenance Fees	0	Total Fringe Benefits	316,796
Other Contracted Fees	0		
TOTAL	0	TOTAL	635,503
CAPITAL OUTLAY	0		
TOTAL	0		
TOTAL APPROPRIATION	635,503		

AUTO THEFT PREVENTION GRANT (ATPG) FUND

REVENUE BUDGET SUMMARY

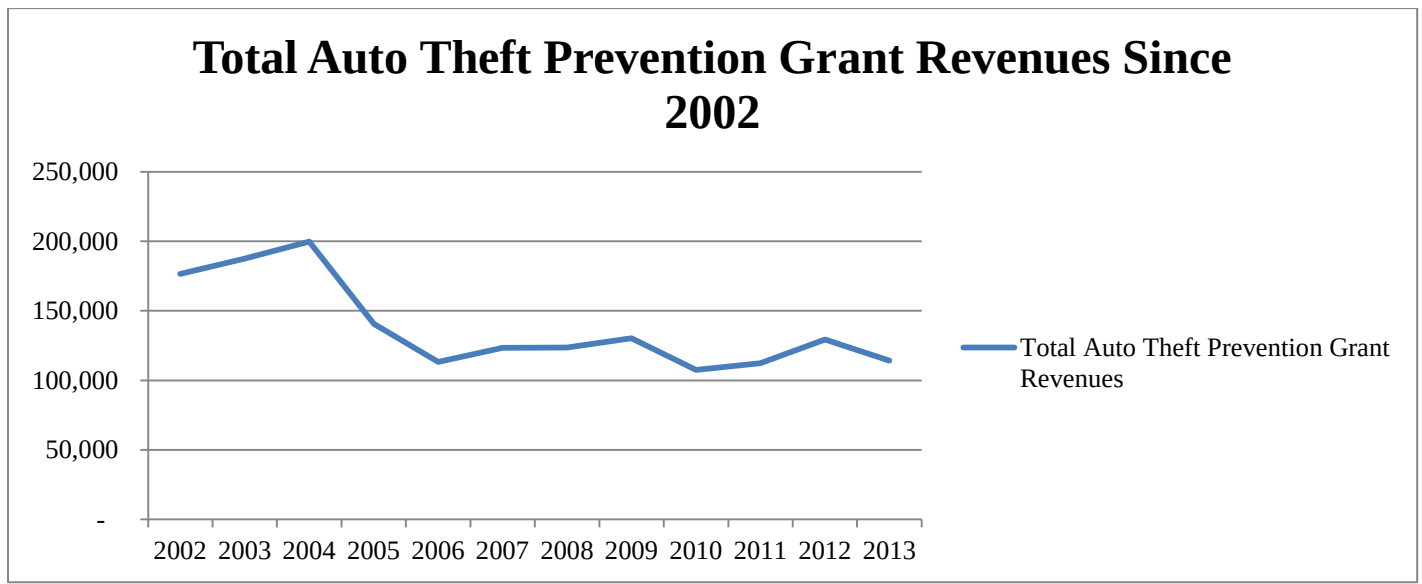
The Auto Theft Prevention Fund accounts for grant funding received from the State of Michigan pursuant to Public Act 10 of 1986. These funds are used by Community Public Safety - Police and Saginaw Township Police Department for the prevention and investigation of automobile thefts in Saginaw County.

The 2012/13 Approved Budget will be \$114,210, which is a -11.67% decrease from the previous fiscal year. The reduction in revenues is attributable to the reduction in the amount of funds received as a subsidy from the General Fund. This reduction in operating transfers will be offset slightly by an increase in the amount of funds expected to be received from the State for this program.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
State Grants	54,750	46,399	31,709	54,600	54,600	39,312	59,514
Other Revenues	1,041	2,245	1,664	1,000	1,000	1,471	1,000
Transfers	74,577	58,840	79,047	73,694	75,902	71,874	53,696
Total Revenues	130,368	107,484	112,420	129,294	130,692	112,657	114,210

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. 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 a subsidy for this fund since 2006. Currently, the Budget Office has been reviewing these revenues and will be re-aligning them in future year's budget.

EXPENDITURE BUDGET SUMMARY

The total Auto Theft Prevention Grant expenditures will be \$114,210 for FY 2013, which is -11.67% less than the 2012 approved budgeted levels. The category of **Personnel Services** will decrease by -12.08% from FY 2012. The reduction in personnel services is primarily associated with the reallocation of a least senior employee to this fund, who receives opt out payment in lieu of healthcare insurance. **Operating Expenses** will

be \$20,862, for the upcoming year. This represents a \$2,259, decrease. This reduction can be attributed to the decreases in information management charges, telephone/cell/pagers, and subscriptions. The reduction in Operating Expenses is offset by a \$253 increase to travel/meals/lodging. No **Capital Outlay** is budgeted for FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3322 Auto Theft Prevention	118,938	118,911	112,418	129,294	130,692	112,657	114,210
Total Expenditures	118,938	118,911	112,418	129,294	130,692	112,657	114,210

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	101,336	98,944	92,858	106,173	107,571	96,207	93,348
Operating Expenses	17,602	19,967	19,560	23,121	23,121	16,450	20,862
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	118,938	118,911	112,418	129,294	130,692	112,657	114,210

SUMMARY OF POSTIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 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 2012/2013 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
2012/2013 APPROVED BUDGET**

289-3322 Auto Theft Prevention

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	51,087	Police Officer	1.00	51,087
Overtime	1,000			
Fringe Benefits	41,261	Total Personnel	1.00	51,087
TOTAL	93,348			
		Overtime		1,000
OPERATING EXPENSES				
		FICA		801
Supplies	225	Healthcare Benefits - Active		9,673
Internal Services	2,824	Healthcare Benefits - Retirees		0
Other Services		Pension - Sworn		30,787
Professional Fees	13,030			
Maintenance Fees	4,450	Total Fringe Benefits		41,261
Other Contracted Fees	333			
TOTAL	20,862	TOTAL	1.00	93,348
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	114,210			



TIFA/LDFA/DDA (SRF)

CLEAN ENERGY COALITION FUND (230)
RESOURCE ALLOCATION
2012/2013 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	
TRANSFERS	40,000	CLEAN ENERGY COAL.	146,150
REMIBURSMENT	6,150		
USE OF FUND EQUITY	100,000		
TOTAL RESOURCES	<u>146,150</u>	TOTAL APPROPRIATIONS	<u>146,150</u>

CLEAN ENERGY COALITION (CEC)

REVENUE BUDGET SUMMARY

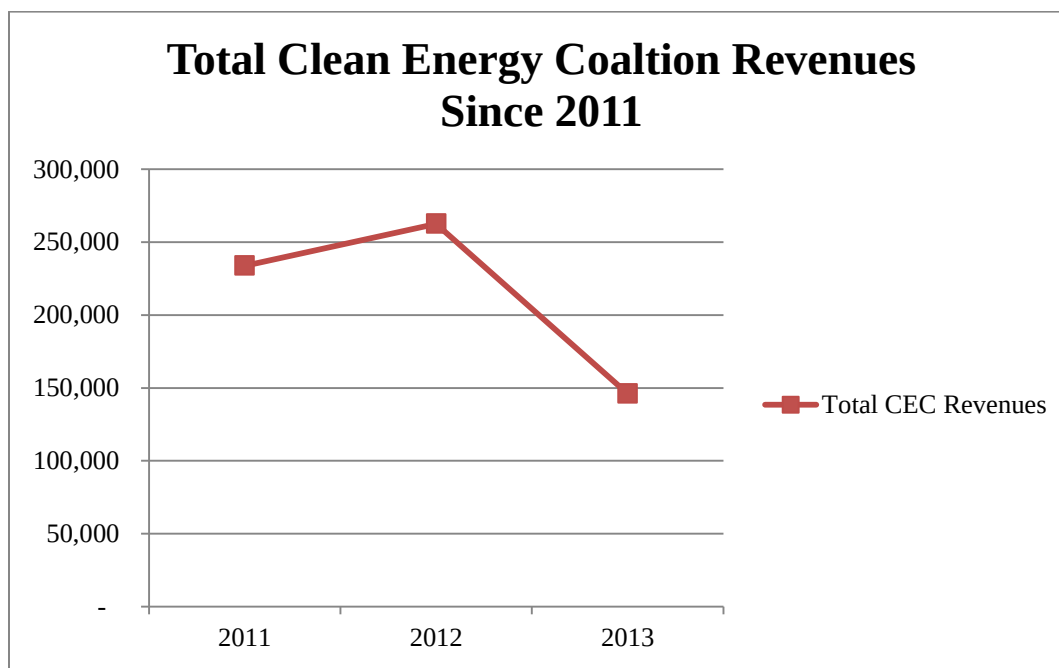
The Clean Energy Coalition Fund accounts for the projects that provides and promotes clean energy technology within the City of Saginaw. The major source of revenues is the grant monies received from the State of Michigan through MSHDA. By accepting this grant, the City is committed to continual savings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

savings projects. CEC Revenues for FY 2013 will be \$146,150, which represents -44.33% decrease from the FY 2012 Approved Budget. The major revenue source for this fund is "Use of Fund Equity", which is anticipated to be \$100,000 in FY 2013. The appropriation of the reserves is possible by a loan received from Saginaw County for the installation of solar panels in FY 2012.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grant	0	0	233,878	262,549	262,549	4,253	0
Reimbursements	0	0	0	0	0	0	6,150
Use of Fund Equity	0	0	0	0	0	0	100,000
Transfers from Other Funds	0	0	0	0	0	100,000	40,000
Total Revenues	0	0	233,878	262,549	262,549	104,253	146,150

REVENUE TRENDS



The above graph reflects numerical data from FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 Approved Budget. The revenue trend above illustrates a drop in revenue in FY 2013 mainly due to the elimination of grant funding.

EXPENDITURE BUDGET SUMMARY

The total Clean Energy Coalition Fund expenditures will be \$ 146,150. This represents a -44.33% decrease from the FY 2012 Approved Budget. **Personnel Services** total \$8,992 for FY 2013, to account for a reallocation of the Engineering Assistant. **Operating Expenses** will be \$137,158, which is a decrease of 47.75% from the FY

2012 Approved budget level. The operating budget will cover expenses related to the designing of the renewable energy solar panels for the Public Services Facility. There are no **Capital Outlay** expenditures expected for FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1795 Clean Energy Coalition	0	0	233,878	262,549	262,549	9,195	146,150
Total Expenditures	0	0	233,878	262,549	262,549	9,195	146,150

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	8,992
Operating Expenses	0	0	233,878	262,549	262,549	9,195	137,158
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	0	0	233,878	262,549	262,549	9,195	146,150

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Clean Energy Coalition	0.00	0.00	0.00	0.00	0.00	0.00	0.10
Total Positions	0.00	0.00	0.00	4.00	0.00	0.00	0.10

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

230-1795 Clean Energy Coalition

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	4,728	Engineering Assistant	0.10	4,728
Overtime	0			
Fringe Benefits	4,264	Total Personnel	0.10	4,728
TOTAL	8,992			
		Overtime		0
OPERATING EXPENSES				
		FICA		362
Supplies	0	Healthcare Benefits - Active		702
Internal Services	718	Healthcare Benefits - Retirees		0
Other Services		Pension		3,200
Professional Fees	0			
Maintenance Fees	7,335	Total Fringe Benefits		4,264
Other Contracted Fees	129,105			
TOTAL	137,158	TOTAL	0.10	8,992
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	146,150			

ANDERSEN ENRICHMENT CENTER (236)
RESOURCE ALLOCATION
2012/2013 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.	122,216
INTEREST	49,589	ENRICHMENT COMMISSION	99,378
OTHER REVENUES	123,591		
USE OF FUND EQUITY	11,475		
TOTAL RESOURCES	<u>221,594</u>	TOTAL APPROPRIATIONS	<u>221,594</u>

ANDERSEN ENRICHMENT CENTER

REVENUE BUDGET SUMMARY

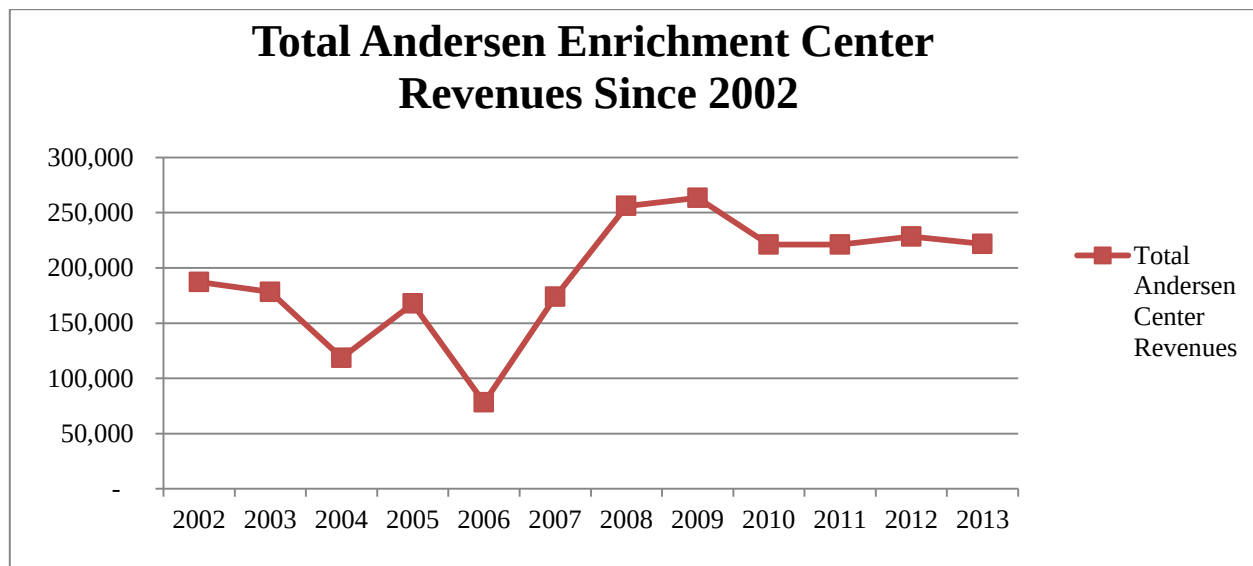
The Andersen Enrichment Center Fund accounts for the operation, maintenance expenditures, and building rentals for the Andersen Enrichment Center. This fund also accounts for the private donations and individual contributions received by the Saginaw Community Enrichment Commission to provide financial support to cultural and creative art 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 \$123,591 in FY 2013. The 2013 Approved Revenue Budget for the Andersen Enrichment Center Fund will be \$221,594. This represents a \$6,666 reduction from the previous fiscal year. This decrease is attributed to a reduction in Other Revenues specifically a reduction in the Andersen Center Revenue account.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grants	30,050	24,535	24,040	36,939	36,939	20,250	36,939
Interest and Rents	48,937	50,835	48,861	49,589	49,589	33,481	49,589
Other Revenues	168,162	135,243	136,512	130,190	130,190	143,103	123,591
Use of Fund Equity	0	0	0	0	0	8,916	11,475
Transfers from Other Funds	16,202	10,412	11,674	11,542	11,542	11,542	0
Total Revenues	263,351	221,025	221,087	228,260	228,260	217,292	221,594

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2011 Approved Revenues, and FY 2013 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 it decreased slightly in 2010. Revenues have remained fairly consistent since 2010 through the present.

EXPENDITURE BUDGET SUMMARY

The total Andersen Enrichment Center Fund expenditures will be \$221,594 for FY 2013. The Andersen Enrichment Center expenditures will decrease by \$6,666, or -2.92%. **Personnel Services** total \$78,753 for FY 2013. Personnel Services was reduced by \$6,434 from FY 2012. This reduction is due to a decrease health insurance costs due to the method in which the city

accounts for family types. **Operating Expenses** will be \$142,841; this represents a decrease of \$232 from the FY 2012 approved budget level. This decrease is a result of decreases in general liability insurance and utilities. **Capital Outlay** There are no capital expenditures budgeted for this fund in FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
7540 Andersen Enrichment Center	130,949	121,931	120,812	128,882	128,882	123,034	122,216
7541 Enrichment Commission	118980	91062	91472	99378	99378	94,257	99,378
Total Expenditures	249,929	212,993	212,284	228,260	228,260	217,292	221,594

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	87,877	82,537	85,620	85,187	85,187	88,418	78,753
Operating Expenses	162,052	130,216	126,664	143,073	143,073	128,874	142,841
Capital Outlay	0	240	0	0	0	0	0
Total Expenditures	249,929	212,993	212,284	228,260	228,260	217,292	221,594

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Andersen Enrichment Center	5.00	5.00	5.00	4.00	4.00	4.00	4.00
Total Positions	5.00	5.00	5.00	4.00	4.00	4.00	4.00

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

236-7540 Andersen Enrichment Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 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	10,113	Andersen Ctr. Site Super.	1.00	16,640
		Andersen Center Director	1.00	15,600
TOTAL	78,753	Total Personnel	4.00	68,640
OPERATING EXPENSES				
		Overtime		0
Supplies	4,630			
Internal Services	1,575			
Other Services		FICA		4,219
Professional Fees	15,480	Healthcare Benefits - Active		5,894
Maintenance Fees	21,778	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		0
TOTAL	43,463	Total Fringe Benefits		10,113
CAPITAL OUTLAY	0	TOTAL	4.00	78,753
TOTAL	0			
TOTAL APPROPRIATION	122,216			

GM TOWER PROJECTS (238)
RESOURCE ALLOCATION
2012/2013 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	<u>102,500</u>	TOTAL APPROPRIATIONS	<u>102,500</u>

GM TOWER PROJECT

REVENUE BUDGET SUMMARY

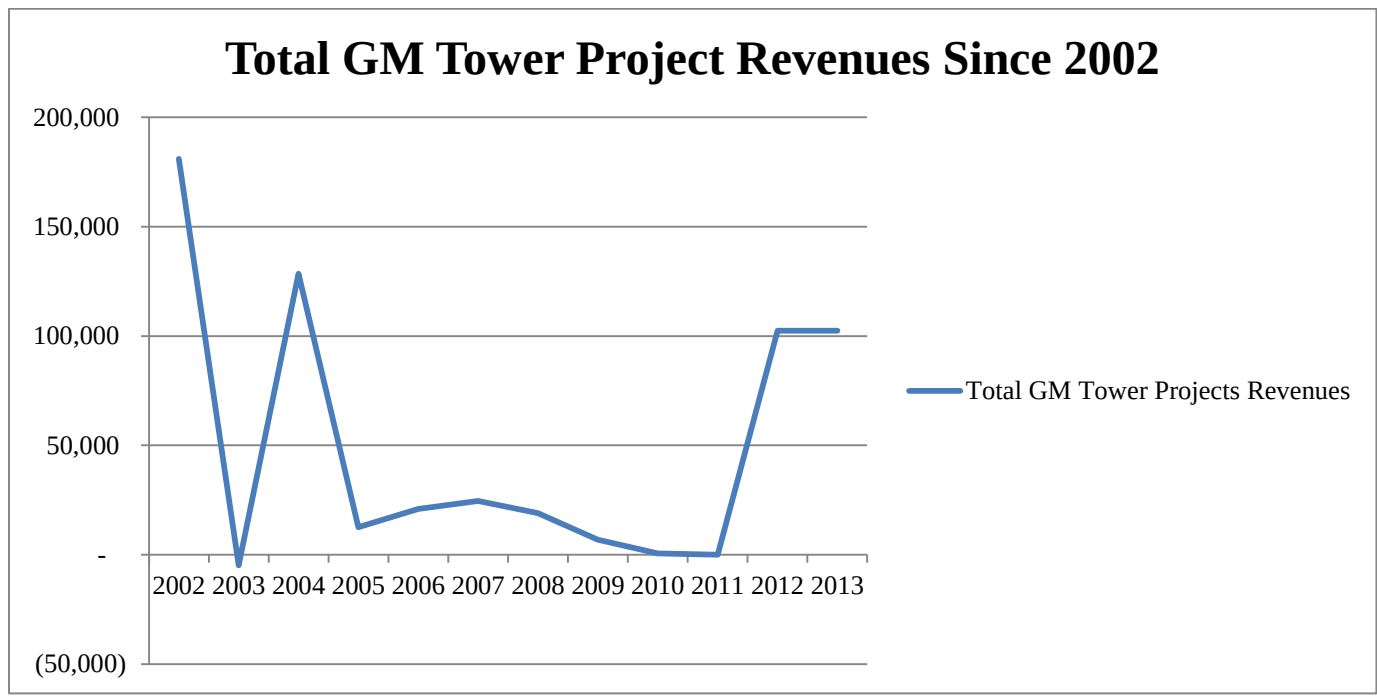
GM Tower Project Fund accounts for the grant process from the Urban Development Action Grant. These funds appropriated since 2007 has been utilized to pay portions of or all of Saginaw Future, Inc. contract with the city. The major revenue source for this fund is the "Use of Fund Equity" from the proceeds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

Because of the continual utilization of these reserves over the years, these monies will no longer be able to cover the entire cost of the contract. The 2012/2013 Budget includes a subsidy from the General Fund in the amount of \$69,625. The approved budget for GM Tower Project Fund will be \$102,500, in FY 2013.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Interest and Rents	6,950	648	58	0	0	9	0
Other Revenues	0	0	0	102,500	102,500	102,491	32,875
Transfers	0	0	0	0	0	0	69,625
Total Revenues	6,950	648	58	102,500	102,500	102,500	102,500

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Budget, and FY 2013 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. From FY 2012 to FY 2013, the revenue projects remain the same.

EXPENDITURE BUDGET SUMMARY

The total GM Tower Project Fund expenditures will be \$102,500, for FY 2013. **Personnel Services**, No monies have been allocated toward personnel services in FY 2013. **Operating Expenses** will be \$102,500. This is

the same appropriation as in previous fiscal years for the contract with Saginaw Future. No monies are appropriated for **Capital Outlay**.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6595 GM Tower Projects	105,500	102,500	102,500	102,500	102,500	102,500	102,500
Total Expenditures	105,500	102,500	102,500	102,500	102,500	102,500	102,500

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	105,500	102,500	102,500	102,500	102,500	102,500	102,500
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	105,500	102,500	102,500	102,500	102,500	102,500	102,500

BOAT LAUNCH OPERATIONS (239)
RESOURCE ALLOCATION
2012/2013 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	<u>36,939</u>	TOTAL APPROPRIATIONS	<u>36,939</u>

BOAT LAUNCH OPERATIONS

REVENUE BUDGET SUMMARY

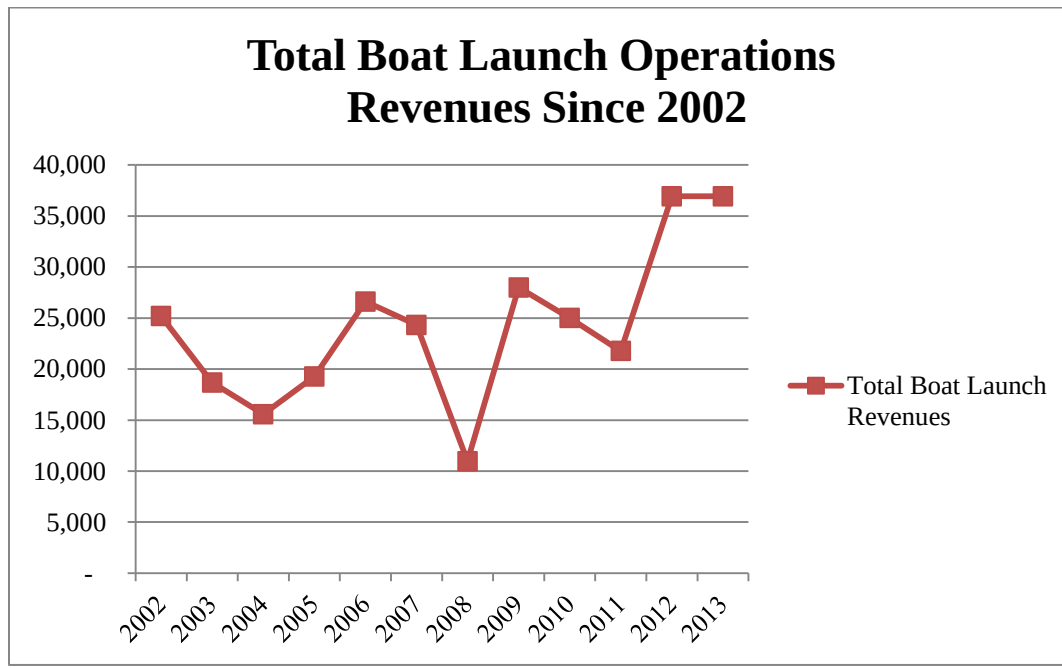
The Boat Launch Operations Fund accounts for the revenues collected from the Wickes and Rust Avenue boat launches for parking and admission fees. This fund also accounts for the operation and maintenance expenditures of these sites. The major revenue source for

this fund is “Charges for Services”, which is anticipated to be \$23,000 in FY 2013. The FY 2013 Approved Budget for the Boat Launch Operations Fund will be \$36,939. There is no increase in this estimation from the previous fiscal year’s budget.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charges for Service	27,901	24,958	21,742	23,000	23,000	25,876	23,000
Interest and Rents	89	47	32	0	0	-18	0
Other Revenues	0	0	0	13,939	13,939	0	13,939
Total Revenues	27,990	25,005	21,774	36,939	36,939	25,858	36,939

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2010 Actual Revenues, FY 2011 Approved Revenues, and FY 2013 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. Revenues are expected to remain steady for Fiscal Year 2013.

EXPENDITURE BUDGET SUMMARY

The Boat Launch Fund is expected to expend \$36,939 in resources for the FY 2013; this is no change from the approved FY 2012 budget. **Personnel Services** There

are no personnel expenditures for this fund. **Operating Expenses** will be \$36,939. **Capital Outlay** There are no capital expenditures budgeted in FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
7546 Boat Launch Operation	17,065	20,103	21,304	36,939	36,939	20,963	36,939
Total Expenditures	17,065	20,103	21,304	36,939	36,939	20,963	36,939

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	17,065	20,103	21,304	36,939	36,939	20,963	36,939
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	17,065	20,103	21,304	36,939	36,939	20,963	36,939

**TAX INCREMENT FINANCING AUTHORITY (TIFA) AND
LAND DEVELOPMENT FINANCING AUTHORITY (LDFA)
RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET**

RESOURCES		APPROPRIATIONS	
COMMERCE CENTER	26,172	COMMERCE CENTER	26,172
DOWNTOWN DEVELOP AUTH.	62,300	DOWNTOWN DEVELOP AUTH.	62,300
ECONOMIC DEVELOPMENT	22,036	ECONOMIC DEVELOPMENT	22,036
BROWNFIELD AUTHORITY	32,702	BROWNFIELD AUTHORITY	32,702
TOTAL RESOURCES	<u>143,210</u>	TOTAL APPROPRIATIONS	<u>143,210</u>

Note:

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

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

Effective in the 2012/2013 Approved Budget, Sils Island, DDA is no longer a 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 2012/2013 Budget, revenues in the Commerce Center DDA Fund will be \$26,172, which represents a -10.66% reduction from the previous fiscal year. This reduction is attributed to a decrease in the real property tax values in this district.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	31,314	29,290	29,031	29,296	29,296	27,993	26,172
Interest and Rents	0	0	59	0	0	(53)	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	31,314	29,290	29,090	29,296	29,296	27,941	26,172

EXPENDITURE BUDGET SUMMARY

The total Commerce Center DDA expenditures for 2013 will be \$26,172. In the category of *Miscellaneous Expenditures*, expenditures will be \$26,172. These monies are for reinvest in the district.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	28,385	28,934	29,090	29,296	29,296	26,006	26,172
Total Expenditures	28,385	28,934	29,090	29,296	29,296	26,006	26,172

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 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	28,385	28,934	29,090	29,296	29,296	26,006	26,172
Total Expenditures	28,385	28,934	29,090	29,296	29,296	26,006	26,172

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 and 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 FY 2013 Approved Budget, revenues in the Downtown Development Authority Fund will be \$62,300, which represents zero growth from the previous fiscal year.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	13,482	5,955	1,299	9,819	9,819	2,699	9,819
Interest and Rents	0	78	118	0	0	(104)	0
Sale of Real Property	0	1,500	0	0	0	34,500	0
Other Revenues	5,489	0	70	52,481	52,481	0	52,481
Total Revenues	18,971	7,533	1,487	62,300	62,300	37,095	62,300

EXPENDITURE BUDGET SUMMARY

The total Downtown Development Authority Fund's expenditures will be \$62,300, for FY 2013. This is the same allocation as in FY 2012.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	2,638	7,939	1,487	62,300	62,300	15,347	62,300
8559 Increase to Fund Equity	0	0	0	0	0	0	0
Total Expenditures	2,638	7,939	1,487	62,300	62,300	15,347	62,300

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	2,638	7,939	2,384	62,300	62,300	15,347	62,300
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	2,638	7,939	2,384	62,300	62,300	15,347	62,300

ECONOMIC DEVELOPMENT FUND

REVENUE BUDGET SUMMARY

The Economic Development Fund was established to provide funds to be used as local match for federal and state grants for riverfront development projects. These funds are proceeds from a loan that was paid off when the Morley Building was sold.

In previous fiscal years, these funds were not budgeted; even though these funds were continuously utilized. For FY 2012/2013, the Economic Development Fund will be \$22,036. The city expects to receive monies from the Michigan Strategic Fund to continue to fund the activities of AKT Peerless Environmental.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Grants	45,000	24,865	14,531	0	14,000	0	14,531
Interest and Rents	3,173	51	69	0	0	(52)	50
Other Revenues	0	0	0	0	0	0	7,455
Total Revenues	48,173	24,916	14,600	0	14,000	(52)	22,036

EXPENDITURE BUDGET SUMMARY

The total Economic Development Fund will be \$22,036 for FY 2013. This is a 100% increase from the previous

fiscal year. The City will continue to pay AKT Peerless Environmental for their ongoing efforts.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6064 Economic Development	47,456	17,036	22,036	0	14,000	0	22,036
Total Expenditures	47,456	17,036	22,036	0	14,000	0	22,036

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	47,456	17,036	22,036	0	14,000	0	22,036
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	47,456	17,036	22,036	0	14,000	0	22,036

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 2012/13 Budget, revenues in the Brownfield Authority SRRF Fund will be \$32,702. This represents a \$756, 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

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	34,122	22,583	31,031	31,946	31,946	29,585	32,702
Total Revenues	34,122	22,583	31,031	31,946	31,946	29,585	32,702

EXPENDITURE BUDGET SUMMARY

The total Brownfield Authority SRRF Fund expenditures for FY 2013 will be \$32,702. The category of *Miscellaneous Expenditures* will increase due to the amount appropriated to be reinvested in these districts.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	6,136	20,595	31,031	31,946	31,946	3,711	32,702
Total Expenditures	6,136	20,595	31,031	31,946	31,946	3,711	32,702

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	6,136	20,595	31,031	31,946	31,946	3,711	32,702
Total Expenditures	6,136	20,595	31,031	31,946	31,946	3,711	32,702

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.

During FY 2012, this capturing district went into foreclosure. Therefore, no monies are appropriated in the 2012/2013 Approved Budget.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	4,060	2,455	2,444	3,424	3,424	2,381	0
Other Revenues	0	0	0	0	0	1,312	0
Total Revenues	4,060	2,455	2,444	3,424	3,424	3,693	0

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	21,323	2,494	2,626	3,424	3,424	3,693	0
Total Expenditures	21,323	2,494	2,626	3,424	3,424	3,693	0

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 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	21,323	2,494	2,626	3,424	3,424	3,693	0
Total Expenditures	21,323	2,494	2,626	3,424	3,424	3,693	0

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 are appropriated in the 2012/2013 Approved Budget.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	28,184	25,144	123	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	28,184	25,144	123	0	0	0	0

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	0	0	144	0	0	0	0
Total Expenditures	0	0	144	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 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	144	0	0	0	0
Total Expenditures	0	0	144	0	0	0	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 are appropriated in the 2012/2013 Approved Budget.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	22,074	13,563	13,433	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	22,074	13,563	13,433	0	0	0	0

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	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.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	120,251	118,850	129,246	0	0	0	0
Interest and Rents	38,305	13,096	8,961	0	50	506	0
Other Revenues	0	0	0	0	575	0	0
Total Revenues	158,556	131,946	138,207	0	625	506	0

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	0	15	204	0	625	60	0
Total Expenditures	0	15	204	0	625	60	0

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	15	204	0	625	60	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	0	15	204	0	625	60	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.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Property Taxes	6,459	9,331	9,788	0	0	0	0
Other Revenues	0	0	0	0	0	0	0
Total Revenues	6,459	9,331	9,788	0	0	0	0

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1775 Component Unit	0	0	144	0	0	0	0
Total Expenditures	0	0	144	0	0	0	0

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	144	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Expenditures	0	0	144	0	0	0	0

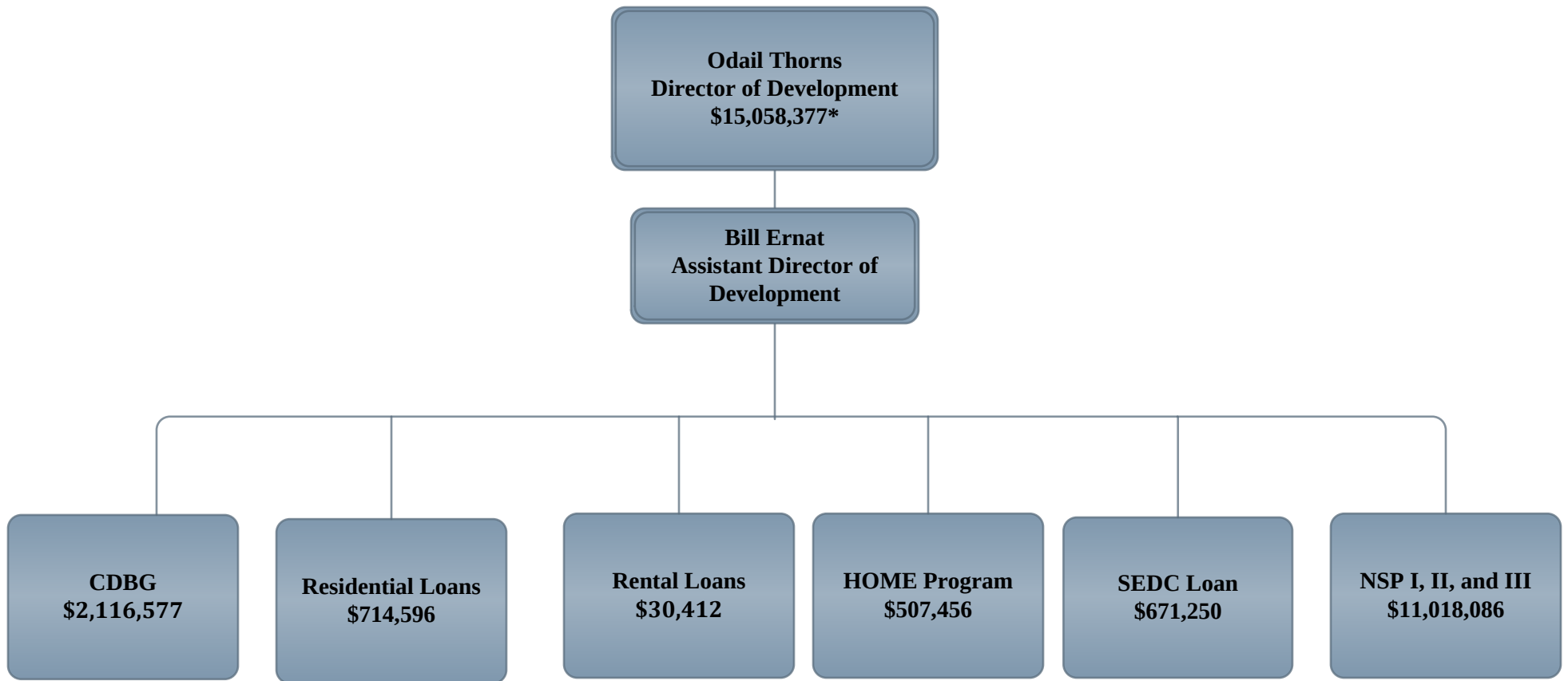




COMMUNITY DEVELOPMENT
BLOCK GRANT

CITY OF SAGINAW

COMMUNITY DEVELOPMENT BLOCK GRANT



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

COMMUNITY DEVELOPMENT BLOCK GRANT (275)
RESOURCE ALLOCATION
2012/2013 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	2,116,577	CDBG ADMINISTRATION	489,471
		SPECIAL PROJECTS	504,765
		ECONOMIC DEVELOPMENT	67,500
		ECON. DEVE. SUBGRANTEES	301,540
		SAGINAW ECON. DEV. CORP	166,794
		CODE COMPLIANCE	125,915
		SUBGRANTEES	123,458
		MCKINNEY HOMELESS	337,134
		TRANSFERS	0
TOTAL RESOURCES	<u>2,116,577</u>	TOTAL APPROPRIATIONS	<u>2,116,577</u>

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

REVENUE BUDGET SUMMARY

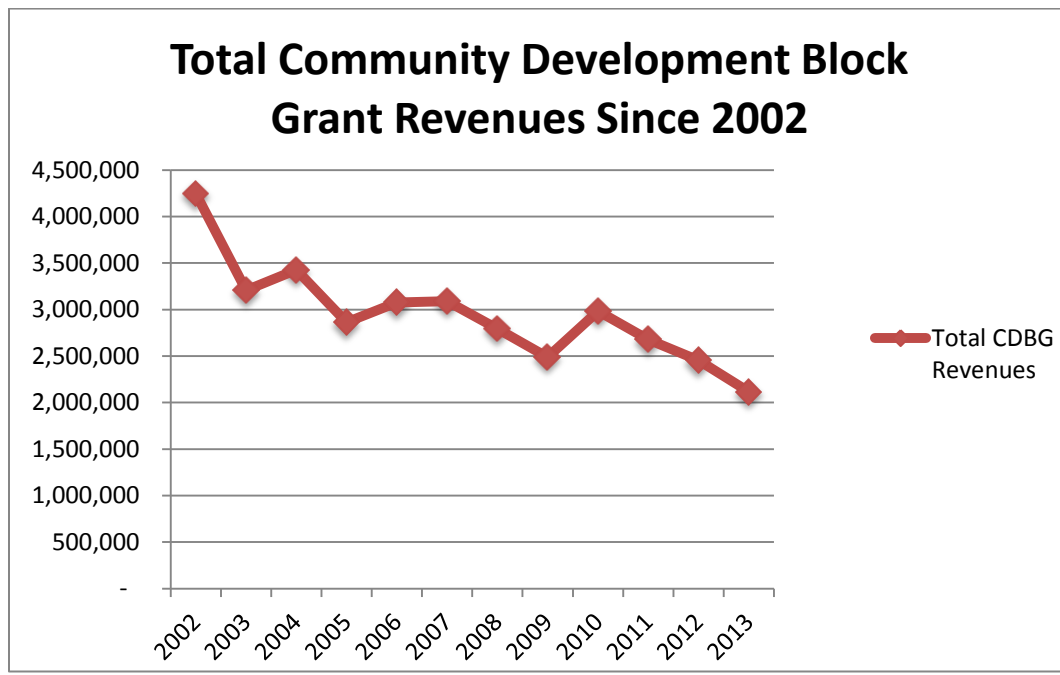
The Community Development Block Grant Fund is used to account for the revenues and expenditures of the Federal Community Development Block Grant Entitlement Program. This is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources that 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 2013 CDBG revenues will decrease by -13.74% from the 2012 Approved Budget. This decrease is due to a reduction in the City's federal entitlement allocation.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grants	2,483,945	2,872,636	2,661,615	2,453,810	2,961,975	2,298,574	2,116,577
Interests and Rents	426	216	145	0	0	65	0
Other Revenues	4,873	108,952	14,609	0	0	0	0
Total Revenues	2,489,244	2,981,804	2,676,369	2,453,810	2,961,975	2,298,639	2,116,577

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 component units. In 2009, there was a -13.77% decrease in block grant entitlement monies. The CDBG revenue has decreased steadily from 2010 through 2013.

DETAIL REVENUES ANALYSIS

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Block Grant Entitlement	2,370,479	2,529,876	2,044,213	2,037,366	2,545,531	2,107,868	1,779,443
Stewart McKinney Homeless	113,466	342,760	617,402	109,844	109,844	190,771	110,134
Homeless P & R Program	0	0	0	306,600	306,600	0	227,000
Interests on Investments	426	216	145	0	0	84	0
Reimbursements	0	0	13,479	0	0	0	0
Surplus Receipts	4,873	100	245	0	0	0	0
Demolition Contracts	0	2,397	885	0	0	0	0
Transfers In	0	106,455	0	0	0	0	0
Total Revenues	2,489,244	2,981,804	2,676,369	2,453,810	2,961,975	2,298,639	2,116,577

EXPENDITURE BUDGET SUMMARY

The total Community Development Block Grant Fund expenditures will be \$2,116,577 for FY 2013. This represents a -13.74% decrease from the FY 2012 Approved Budget. **Personnel Services** Expenditures for personnel services will decrease by -2.75%. The Community Development Block Grant Fund's personnel complement will be 2.03 positions less than the 2012 Approved Budget. These reduced numbers can be attributed to the complete reallocation of the Assistant Director of Development from CDBG Funds to the

General Fund and elimination of both an Intern and Residential Rehabilitation Specialist position. **Operating Expenses** for the Community Block Grant Fund decrease by \$151,098, or -21.89% to coordinate with the decreased Federal Entitlement allocation of CDBG funding. **Capital Outlay** There are no capital expenditures for this fund in FY 2013. The category of **Miscellaneous Expenditures** will be \$868,593 for FY 2013. This represents a decrease of \$169,038, or -16.33% for the upcoming year.

FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
6510 CDBG Administration	495,346	530,737	683,849	520,406	553,494	444,911	489,471
6511 Special Projects	556,017	657,106	509,795	619,090	942,440	539,139	504,765
6512 Economic Development	499,208	518,653	17,362	0	32,638	32,638	67,500
6513 Econ. Development Subgrantees	396,274	389,896	405,714	417,442	417,442	388,554	301,540
6520 Saginaw Econ. Development Corp.	150,212	148,956	126,928	135,857	141,178	114,161	166,794
6572 Code Compliance	160,966	161,559	168,192	176,551	190,319	157,777	125,915
6574 Subgrantees	107,071	180,586	258,317	165,000	265,000	226,075	123,458
6585 McKinney Homeless	118,110	388,274	500,170	416,444	416,444	392,365	337,134
9660 Transfers	6,040	6,040	6,040	3,020	3,020	3,020	0
Total Expenditures	2,489,244	2,981,807	2,676,367	2,453,810	2,961,975	2,298,639	2,116,577

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	787,393	824,935	755,170	729,102	773,351	717,838	709,005
Operating Expenses	683,635	680,374	680,345	690,077	1,245,945	762,739	538,979
Capital Outlay	587	0	524	0	0	0	0
Miscellaneous	1,017,629	1,476,495	1,220,328	1,034,631	942,679	818,062	868,593
Total Expenditures	2,489,244	2,981,804	2,656,367	2,453,810	2,961,975	2,298,639	2,116,577

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6510 CDBG Administration	6.78	6.78	1.98	2.33	2.33	2.33	1.90
6511 Special Projects	2.00	2.00	2.00	2.00	2.00	2.00	1.00
6520 Saginaw Econ. Development Corp.	1.25	1.25	1.05	1.05	1.05	1.05	1.20
6572 Code Compliance	2.00	0.00	2.00	2.00	2.00	2.00	1.25
Total Positions	12.03	10.03	7.03	7.38	7.38	7.38	5.35

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

275-6510 CDBG Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	112,918	Director of Development	0.15	13,835
Overtime	0	Block Grant Administrator	0.50	34,105
Fringe Benefits	263,057	Block Grant Specialist	0.25	12,770
		NSP Accountant		
TOTAL	375,975	Compliance Officer	1.00	52,208
		Total Personnel	1.90	112,918
OPERATING EXPENSES				
		Overtime		0
Supplies	2,000			
Internal Services	11,813			
Other Services		FICA		9,259
Professional Fees	86,833	Healthcare Benefits - Active		16,845
Maintenance Fees	4,600	Healthcare Benefits - Retirees		174,104
Other Contracted Fees	8,250	Pension		62,849
TOTAL	113,496	Total Fringe Benefits		263,057
CAPITAL OUTLAY	0	TOTAL	1.90	375,975
TOTAL	0			
TOTAL APPROPRIATION	489,471			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

275-6511 Special Projects

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	46,079	Dangerous Building	
Overtime	0	Inspector	1.00 46,079
Fringe Benefits	51,301		
		Total Personnel	1.00 46,079
TOTAL	97,380		
		Overtime	0
OPERATING EXPENSES			
Supplies	150	FICA	3,525
Internal Services	13,408	Healthcare Benefits - Active	16,408
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	0	Pension	31,368
Maintenance Fees	354,866		
Other Contracted Fees	0	Total Fringe Benefits	51,301
TOTAL	368,424		
		TOTAL	1.00 97,380
CAPITAL OUTLAY	0		
TOTAL	0		
MISCELLANEOUS	38,961		
TOTAL	38,961		
TOTAL APPROPRIATION	504,765		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

275-6520 Saginaw Economic Development Corp.

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	62,559	Director of Development	0.25	23,058
Overtime	0	SEDC Loan Support	0.95	39,501
Fringe Benefits	61,134			
		Total Personnel	<u>1.20</u>	<u>62,559</u>
TOTAL	<u>123,693</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	2,000	FICA		4,471
Internal Services	7,576	Healthcare Benefits - Active		17,685
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	10,000	Pension		38,978
Maintenance Fees	15,775			
Other Contracted Fees	7,750	Total Fringe Benefits		<u>61,134</u>
TOTAL	<u>43,101</u>			
		TOTAL	<u>1.20</u>	<u>123,693</u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>166,794</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

275-6572 Code Compliance

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	57,834	Residential Rehab.		
Overtime	0	Specialist	1.00	46,314
Fringe Benefits	54,123	Constuction Coordinator	0.25	11,520
TOTAL	111,957	Total Personnel	1.25	57,834
OPERATING EXPENSES				
		Overtime		0
Supplies	0			
Internal Services	13,658			
Other Services		FICA		4,807
Professional Fees	0	Healthcare Benefits - Active		10,106
Maintenance Fees	300	Healthcare Benefits - Retirees		0
Other Contracted Fees	0	Pension		39,210
TOTAL	13,958	Total Fringe Benefits		54,123
CAPITAL OUTLAY	0	TOTAL	1.25	111,957
TOTAL	0			
TOTAL APPROPRIATION	125,915			

CDBG RESIDENTIAL LOANS (276)
RESOURCE ALLOCATION
2012/2013 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	564,596	RESIDENTIAL LOANS	615,047
INTEREST	30,000	SINGLE FAMILY	99,549
OTHER REVENUES	120,000		
TOTAL RESOURCES	<u>714,596</u>	TOTAL APPROPRIATIONS	<u>714,596</u>

CDBG RESIDENTIAL LOANS

REVENUE BUDGET SUMMARY

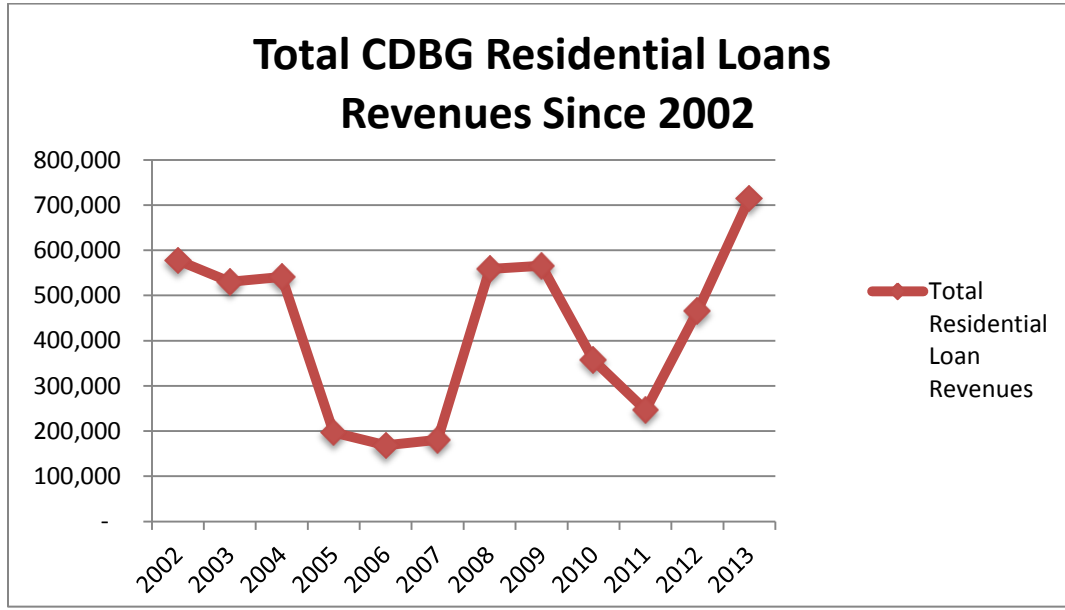
The CDBG Residential Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of specific revenue sources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

legally restricted to expenditures for specific purposes. The major source of revenue for this fund is “Federal Grants”, which is anticipated to be \$564,596 in FY 2013. CDBG Residential Loan Fund revenues will increase by \$249,457 from the 2012 Approved Budget. This is due to an increase in the City’s federal entitlement allocation.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grants	427,392	201,135	136,399	345,139	365,756	248,679	564,596
Interests and Rents	19,362	18,581	14,728	20,000	15,725	11,672	30,000
Other Revenues	119,108	103,900	91,636	100,000	100,000	70,119	120,000
Transfer from Other Funds	0	33,212	4,000	0	4,275	4,275	0
Total Revenues	565,862	356,828	246,763	465,139	485,756	334,745	714,596

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 Approved Budget. This trend reveals three significant spikes in revenue: 2002, 2008, and 2013. 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 2011 there was a -30.85% decrease in block grant entitlement monies.

EXPENDITURE BUDGET SUMMARY

The total CDBG Residential Loan Fund expenditures will be \$714,596 for FY 2013. This represents a 53.63% increase from the FY 2012 Approved Budget. **Personnel Services** Expenditures for personnel services will increase by 52.39% or \$62,579 due to the reallocation of the Block Grant Administrator to the fund and an increased allocation of the Block Grant Specialist. In total, the CDBG Residential Loan Fund personnel complement will increase by .27 positions. **Operating**

Expenses for the CDBG Residential Loans Fund decrease by \$3,675, or -4.21%. 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 \$449,019; this represents an increase of \$190,553, or 73.72%, which can be attributed to a rise in federal loan funds.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6540 Residential Loans	392,863	293,717	187,470	357,153	299,270	171,815	615,047
6550 Single Families	172,999	48,718	59,295	107,986	186,486	162,930	99,549
9660 Transfers	0	14394	0	0	0	0	0
Total Expenditures	565,862	356,829	246,765	465,139	485,756	334,745	714,596

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	144,601	104,812	101,170	119,439	127,950	108,123	182,018
Operating Expenses	57,184	69,506	52,123	87,234	86,814	49,502	83,559
Capital Outlay	675	266	0	0	700	498	0
Miscellaneous	363,402	182,245	93,472	258,466	270,292	176,622	449,019
Total Expenditures	565,862	356,829	246,765	465,139	485,756	334,745	714,596

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6540 Residential Loans	1.70	0.00	1.50	1.50	1.50	1.50	1.77
Total Positions	1.70	0.00	1.50	1.50	1.50	1.50	1.77

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

276-6540 Residential Loans

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	91,744			
Overtime	0	Block Grant Administrator	0.37	25,238
Fringe Benefits	90,274	Block Grant Specialist	0.75	38,309
		Rehabilitation Application Specialist	0.65	28,197
TOTAL	182,018			
		Total Personnel	1.77	91,744
OPERATING EXPENSES				
Supplies	3,500	Overtime		0
Internal Services	10,909			
Other Services				
Professional Fees	26,000	FICA		6,928
Maintenance Fees	36,700	Healthcare Benefits - Active		26,818
Other Contracted Fees	6,450	Healthcare Benefits - Retirees		0
		Pension		56,528
TOTAL	83,559			
		Total Fringe Benefits		90,274
CAPITAL OUTLAY	0			
		TOTAL	1.77	182,018
TOTAL	0			
MISCELLANEOUS	349,470			
TOTAL	349,470			
TOTAL APPROPRIATION	615,047			

CDBG RENTAL LOANS (277)
RESOURCE ALLOCATION
2012/2013 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	10,000	RENTAL LOANS	30,412
OTHER REVENUES	20,412		
TOTAL RESOURCES	<u>30,412</u>	TOTAL APPROPRIATIONS	<u>30,412</u>

CDBG RENTAL LOANS

REVENUE BUDGET SUMMARY

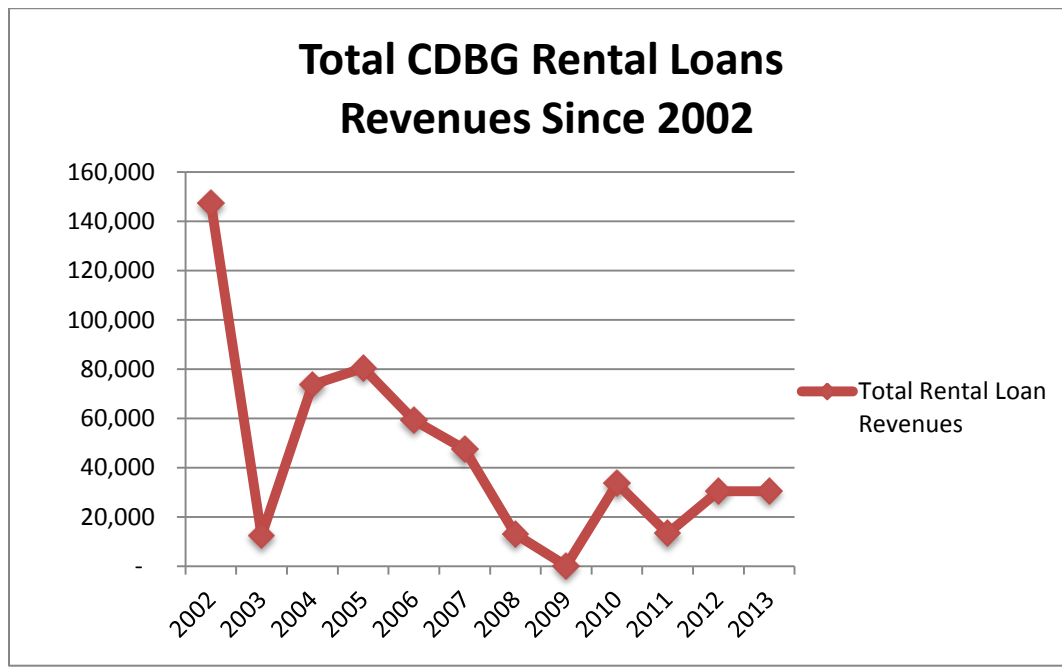
The CDBG Rental Loan Fund provides loan resources for a variety of housing rehabilitation opportunities for single-family homeowners within the City of Saginaw. This fund is classified as a Special Revenue Fund, which is defined as a fund used to account for proceeds of

specific revenue sources that are legally restricted to expenditures for specific purposes. CDBG Rental Loan Fund revenues will be \$30,412 and are unchanged from the 2012 Approved Budget.

SUMMARY OF REVENUE

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Interests and Rents	0	13,198	7,535	10,000	10,000	4,808	10,000
Other Revenues	109	20,290	5,712	20,412	20,412	20,583	20,412
Total Revenues	109	33,488	13,247	30,412	30,412	25,391	30,412

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 2013 the funds revenues have remained fairly consistent.

EXPENDITURE BUDGET SUMMARY

The total CDBG Rental Loan Fund expenditures will be \$30,412 for FY 2013. This represents a net zero increase from FY 2012. **Personnel Services** There are no personnel expenditures for FY 2012. **Operating Expenses** for the CDBG Rental Loans Fund increase by \$4,275, or 16.35%. This increase can be attributed to a

rise in General Repair expenditures. **Capital Outlay** There are no capital expenditures budgeted for in this fund. The category of **Miscellaneous Expenditures** will decrease by \$4,275 which can be attributed to an elimination of transfers outside of the fund.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6560 Rental Loans	109	276	7,343	30,412	30,412	17,985	30,412
9660 Transfers	0	33,212	5,903	0	0	0	0
Total Expenditures	109	33,488	13,246	30,412	30,412	17,985	30,412

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	109	276	3,343	26,137	26,137	13,710	30,412
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	33,212	9,903	4,275	4,275	4,275	0
Total Expenditures	109	33,488	13,246	30,412	30,412	17,985	30,412

CDBG BLOCK GRANT HOME PROGRAM (278)
RESOURCE ALLOCATION
2012/2013 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	507,456	HOME PROGRAM	507,456
TOTAL RESOURCES	<u>507,456</u>	TOTAL APPROPRIATIONS	<u>507,456</u>

CDBG HOME PROGRAM

REVENUE BUDGET SUMMARY

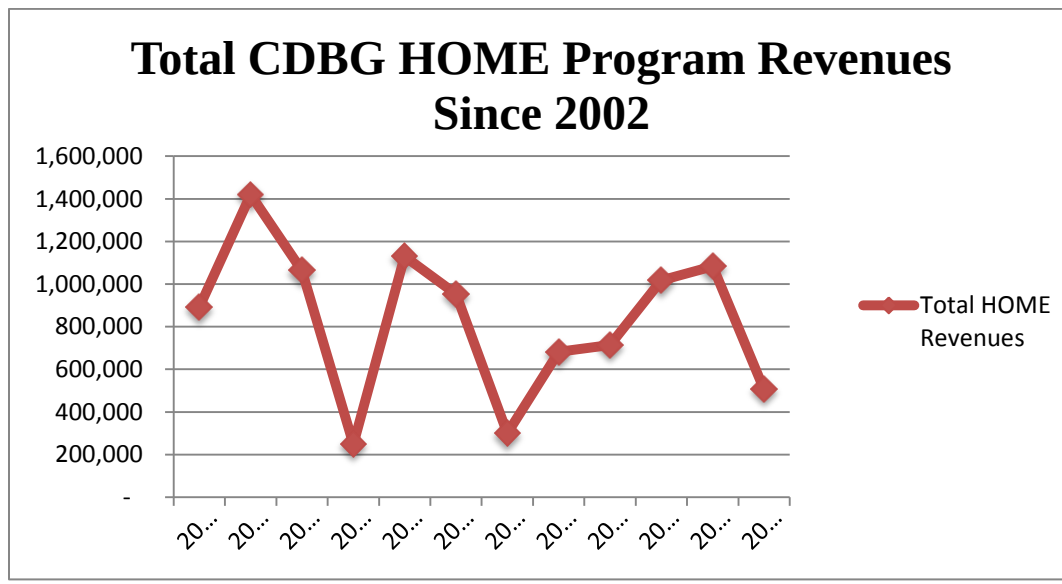
The HOME Program Fund provides for city generated housing rehabilitation activities as well as current City of Saginaw Community Housing Development Organization (CHDO) sub-recipient. The focus is on providing low interest loans to low-income families for home rehabilitation. This fund classified in 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 \$575,398, or -53.13% from the 2012 Approved Budget. This decrease is due to the reduction in the City's federal entitlement allocation.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grants	656,286	697,976	987,915	1,000,000	1,230,996	848,291	507,456
Other Revenues	25,806	2,379	29,050	78,579	78,579	0	0
Transfer from Other Funds	0	14,394	0	4,275	4,275	0	0
Total Revenues	682,092	714,749	1,016,965	1,082,854	1,313,850	848,291	507,456

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 \$507,456 for FY 2013. This represents a -5.13% decrease from the FY 2012 Approved Budget. **Personnel Services** Expenditures for personnel services will decrease by -65.40%, or \$62,098 due to the reallocation of the Block Grant Administrator and the elimination of one Rehabilitation Application Specialist position. Overall the CDBG HOME personnel compliment will decrease by .76 positions. **Operating**

Expenses for the CDBG HOME Program Fund will decrease by \$968, or -20.12%. This change can be attributed to a decrease 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 \$512,332, or -52.11% due to a reduction in grant disbursement expenditures.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6580 CDBG Home Program	682,091	714,750	1,022,868	1,082,854	1,313,850	848,291	507,456
Total Expenditures	682,091	714,750	1,022,868	1,082,854	1,313,850	848,291	507,456

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	54,085	75,962	88,261	94,951	101,753	70,454	32,853
Operating Expenses	3,848	3,453	4,120	4,811	4,811	4,812	3,843
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	624,158	635,335	930,487	983,092	1,207,286	773,025	470,760
Total Expenditures	682,091	714,750	1,022,868	1,082,854	1,313,850	848,291	507,456

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6580 CDBG Home Program	0.92	0.92	1.12	1.12	1.12	1.12	0.36
Total Positions	0.92	0.92	1.12	1.12	1.12	1.12	0.36

The following “Expenditure Detail” page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

278-6580 Home Program

Allocation Plan		Position Control	
		2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	15,183	Rehabilitation Application	
Overtime	0	Specialist	0.36 15,183
Fringe Benefits	17,670		
		Total Personnel	0.36 15,183
TOTAL	32,853		
		Overtime	0
OPERATING EXPENSES			
Supplies	0	FICA	1,161
Internal Services	3,843	Healthcare Benefits - Active	5,279
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	0	Pension	11,230
Maintenance Fees	0		
Other Contracted Fees	0	Total Fringe Benefits	17,670
TOTAL	3,843		
		TOTAL	0.36 32,853
CAPITAL OUTLAY	0		
TOTAL	0		
MISCELLANEOUS	470,760		
TOTAL	470,760		
TOTAL APPROPRIATION	507,456		

NEIGHBORHOOD STABILIZATION PROGRAM (NSP) (279)
RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET

This fund is a combination of Neighborhood Stabilization Program II and III. The City expects to utilize all two programs for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures.

RESOURCES		APPROPRIATIONS	
FEDERAL GRANTS	9,018,086	NSP II	10,000,000
OTHER REVENUES	2,000,000	NSP III	1,018,086
TOTAL RESOURCES	<u>11,018,086</u>	TOTAL APPROPRIATIONS	<u>11,018,086</u>

NEIGHBORHOOD STABILIZATION PROGRAM (NSP)

REVENUE BUDGET SUMMARY

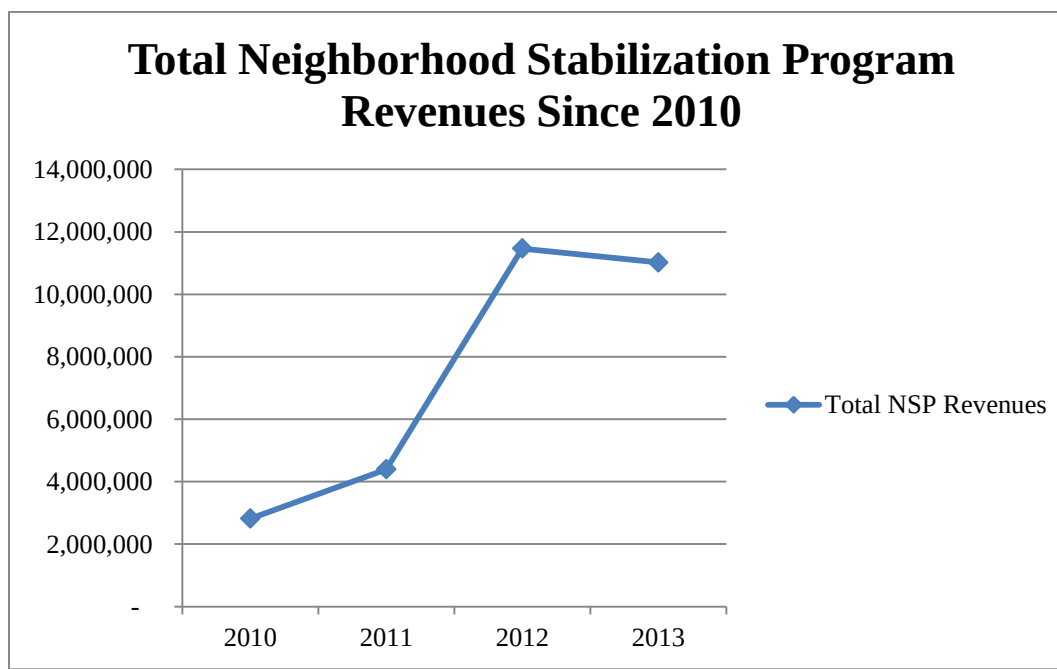
This fund is a combination of Neighborhood Stabilization Program I, II and III. In FY 2013 the City expects to utilize NSP II and III for the acquisition and redevelopment of foreclosed properties as well as demolition of blighted structures. This fund is classified as a Special Revenue Fund, which means 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 fund is an allocation from the Department of Housing and Urban Development, which must be completely expended within three years. The NSP revenues will be \$11,018,086 for FY 2013. This is down -3.91% from the FY 2012 Approved Budget due to the expiration of NSP I Grant.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grants	0	2,812,756	4,314,992	9,467,318	9,467,318	5,646,075	9,018,086
Other Revenues	0	2,329	77,967	2,000,000	2,000,000	1,101,903	2,000,000
Total Revenues	0	2,815,085	4,392,959	11,467,318	11,467,318	6,747,978	11,018,086

REVENUE TRENDS



The above graph reflects numerical data from FY 2010 through 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 Approved Budget. The City was awarded its first NSP allocation in 2010. In 2011 and 2012 the city saw an increase in revenue directly related to the City receiving awards for NSP II and III. In 2013, NSP I funding will no longer be available.

EXPENDITURE BUDGET SUMMARY

The total Neighborhood Stabilization Program Fund expenditures will be \$11,018,086 for FY 2013. This represents a -3.91% decrease from the FY 2012 Approved Budget. **Personnel Services** Expenditures for personnel services will decrease by -61.99% or \$181,957. Moreover, the number of position budgeted in this fund will decrease by 1.84 FTEs. These reductions can be attributed to the reallocation of all NSP personnel to other funds with the anticipated completion of the

entire Neighborhood Stabilization Program in the spring of 2013. **Operating Expenses** for the Neighborhood Stabilization Program Fund will decrease by \$267,275, or -2.39%. This decrease can be attributed to reductions in monies for demolitions and house acquisitions. **Capital Outlay** There are no capital expenditures for this fund. No **Miscellaneous Expenditures** are budgeted for FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
NSP I	0	2,419,373	728,925	205,000	205,000	4,956	0
NSP II	0	395,712	3,664,032	10,020,000	10,020,000	5,925,807	10,000,000
NSP III	0	0	0	1,242,318	1,242,318	817,216	1,018,086
Total Expenditures	0	2,815,085	4,392,957	11,467,318	11,467,318	6,747,978	11,018,086

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	6,536	196,781	293,512	293,512	286,027	111,555
Operating Expenses	0	2,723,544	4,194,704	11,173,806	11,173,806	6,461,951	10,906,531
Capital Outlay	0	1,370	1,472	0	0	0	0
Miscellaneous	0	83,635	0	0	0	0	0
Total Expenditures	0	2,815,085	4,392,957	11,467,318	11,467,318	6,747,978	11,018,086

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
6551 NSP II	0.00	0.00	3.10	2.75	2.75	2.75	0.91
Total Positions	0.00	0.00	3.10	2.75	2.75	2.75	0.91

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET

279-6551 NSP II

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013	ALLOCATION
PERSONNEL SERVICES				
Salaries	64,276	Director of Development	0.25	23,058
Overtime	0	Assistant Director	0.08	6,398
Fringe Benefits	47,279	Licensed Inspector	0.20	14,433
		Block Grant Administrator	0.13	8,867
		Construction Coordinator	0.25	11,520
TOTAL	111,555			
		Total Personnel	0.91	64,276
OPERATING EXPENSES				
Supplies	4,500	Overtime		0
Internal Services	6,029			
Other Services		FICA		4,707
Professional Fees	1,580,000	Healthcare Benefits - Active		12,080
Maintenance Fees	542,000	Healthcare Benefits - Retirees		0
Other Contracted Fees	20,000	Pension		30,492
TOTAL	2,152,529	Total Fringe Benefits		47,279
CAPITAL OUTLAY	0	TOTAL	0.91	111,555
TOTAL	0			
MISCELLANEOUS	7,735,916			
TOTAL	7,735,916			
TOTAL APPROPRIATION	10,000,000			

SEDC REVOLVING LOAN (282)
RESOURCE ALLOCATION
2012/2013 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	320,000	SEDC	671,250
INTEREST AND RENTS	100,000		
OTHER REVENUES	251,250		
TOTAL RESOURCES	<u>671,250</u>	TOTAL APPROPRIATIONS	<u>671,250</u>

SEDC REVOLVING LOAN

REVENUE BUDGET SUMMARY

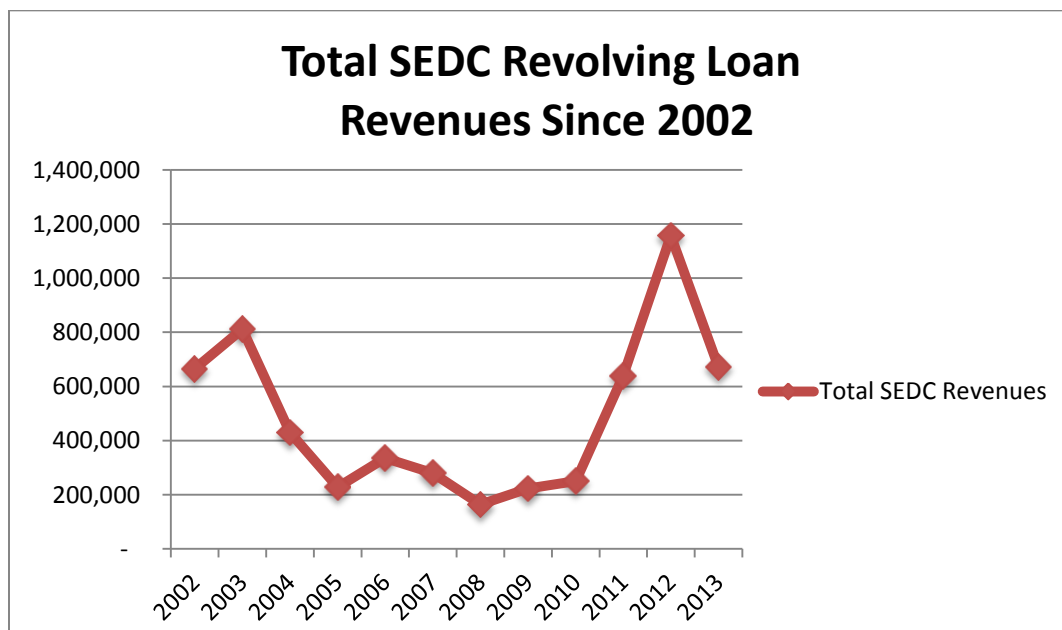
The purpose of the Saginaw Economic Development Corporation (SEDC) Revolving Loan Fund (RLF) is to create permanent, long-term jobs within the City of Saginaw by providing “gap” and start-up financing to qualified businesses for eligible activities. Loans made through the Revolving Loan Fund are intended 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 decrease to \$671,250 which is a -41.99% from the 2012 Approved Budget. This decrease is due to a reduction in block grant entitlement funds.

SUMMARY OF REVENUE

	2008/09	2009/10	2010/2011	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Federal Grants	0	0	325,454	897,165	897,165	61,617	320,000
Charge for Services	750	2,000	1,500	0	0	1,500	1,250
Interest and Rents	60,366	69,111	63,739	60,000	60,000	71,143	100,000
Other Revenues	684,204	178,427	248,810	200,000	200,000	264,798	250,000
Total Revenues	745,320	249,538	639,503	1,157,165	1,157,165	399,058	671,250

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 Approved Budget. This trend reveals three spikes in revenue: 2002, 2003, and 2012. All three were due 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 reduction in the principle loan payments.

EXPENDITURE BUDGET SUMMARY

The total SEDC Revolving Loan Fund expenditures will be \$671,250 for FY 2013. **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 decrease by \$485,915, which can be attributed to a decrease in funds for loan disbursements.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/2011 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
8570 Saginaw Econ. Develop. Corp.	745,320	354,525	447,224	1,157,165	1,157,165	399,058	671,250
Total Expenditures	745,320	354,525	447,224	1,157,165	1,157,165	399,058	671,250

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/2011 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 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	745,320	354,525	447,224	1,157,165	1,157,165	399,058	671,250
Total Expenditures	745,320	354,525	447,224	1,157,165	1,157,165	399,058	671,250





CELEBRATION PARK FUND (SRF)

CELEBRATION PARK (508)
RESOURCE ALLOCATION
2012/2013 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	3,500	CELEBRATION PARK	52,453
STATE GRANTS	50,837	INCREASE IN FUND EQUITY	138,326
LOCAL GRANTS	55,507		
TRANSFERS	80,935		
TOTAL RESOURCES	<u>190,779</u>	TOTAL APPROPRIATIONS	<u>190,779</u>

*This fund was changed to a Special Revenue Fund in FY 2013.

CELEBRATION PARK

REVENUE BUDGET SUMMARY

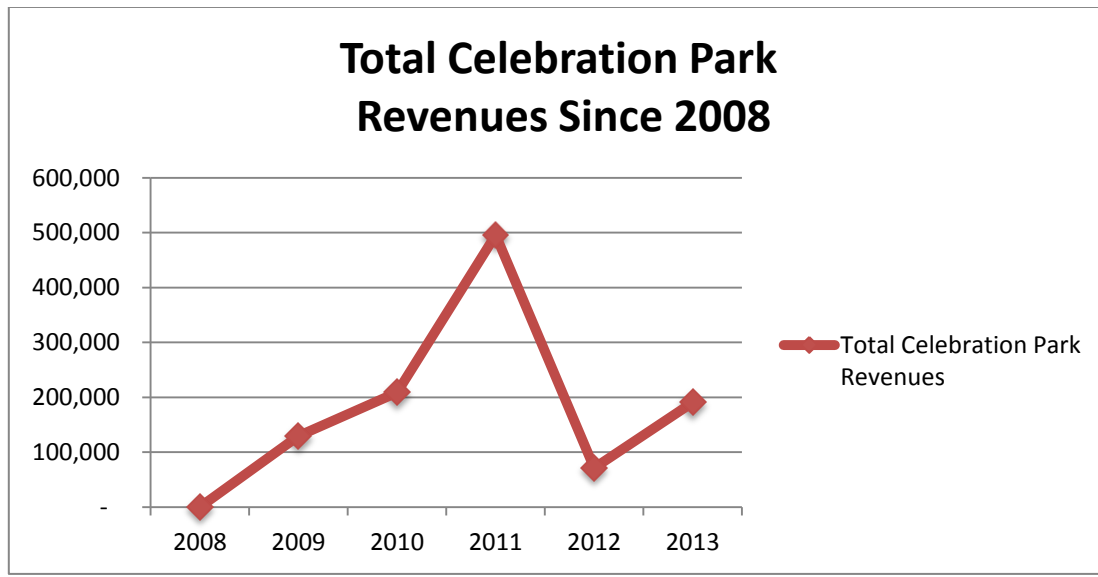
Celebration Park Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the construction and operation of the Frank N. Andersen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

this fund. The Celebration Park Fund will increase by 168.22% or \$119,652 from the FY 2012 Approved Budget. The largest sources of revenue will be operating transfers from the following funds: General Fund, Technical Services-IS, Technical Services-GIS, and Water Maintenance and Operations.

SUMMARY OF REVENUES

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
State Grants	0	48,000	429,798	0	0	47,510	50,837
Local Grants	0	53,500	50,000	0	160,000	527,000	55,507
Services and Sales	29,650	111	13,161	18,000	18,000	94	3,500
Interests and Rents	0	213	0		53,127	0	0
Transfer from Other Fund	100,000	107,307	2,814	53,127	0	0	80,935
Total Revenues	129,650	209,131	495,773	71,127	231,127	574,604	190,779

REVENUE TRENDS



The above graph reflects numerical data from FY 2008 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 support from government grants decreased drastically. In FY 2013 revenues are on the rise again due to state and local grants and increased operating transfers.

EXPENDITURE BUDGET SUMMARY

The total Celebration Park Fund expenditures will be \$190,779 for FY 2013. **Personnel Services** is projected to decrease by \$3174, or -13.43% because three park attendant positions were eliminated from the complement. **Operating Expenses** Celebration Park operating expenses will decrease by \$18,500, or -40.65%. This reduction in operating expenses can be attributed to General Fund Loan Payment and expenses

related to construction. **Capital Outlay** will be \$5,000 to cover the cost related to resealing the splash pad twice a year. The category of **Miscellaneous Expenditures** will be \$138,326 for the upcoming year. This will go towards eliminating the negative fund appropriation required under the Celebration Park Debt Elimination Plan.

FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7580 Celebration Park	38,034	8,149	609,547	71,127	231,127	57,798	190,779
Total Expenditures	38,034	8,149	609,547	71,127	231,127	57,798	190,779

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	23,066	23,627	23,627	20,474	20,453
Operating Expenses	38,034	4,844	586,481	45,500	207,500	37,324	27,000
Capital Outlay	0	3,305	0	2,000	0	0	5000
Miscellaneous	0	0	0	0	0	0	138,326
Total Expenditures	38,034	8,149	609,547	71,127	231,127	57,798	190,779

SUMMARY OF POSITIONS

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
7580 Celebration Park	0.00	0.00	10.00	10.00	10.00	10.00	7.00
Total Positions	0.00	0.00	10.00	10.00	10.00	10.00	7.00

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

508-7580 Celebration Park

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	19,000	Splash Park Coordinator	3.00	10,800
Overtime	0	Splash Park Attendants	4.00	8,200
Fringe Benefits	1,453			
		Total Personnel	<u>7.00</u>	<u>19,000</u>
TOTAL	<u>20,453</u>			
		Overtime		<u>0</u>
OPERATING EXPENSES				
Supplies	9,500	FICA		1,453
Internal Services	0	Healthcare Benefits - Active		0
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	2,000	Pension		0
Maintenance Fees	15,500			
Other Contracted Fees	0	Total Fringe Benefits		<u>1,453</u>
TOTAL	<u>27,000</u>	TOTAL	<u><u>7.00</u></u>	<u><u>20,453</u></u>
CAPITAL OUTLAY				
	5,000			
TOTAL	<u>5,000</u>			
MISCELLANEOUS				
	138,326			
TOTAL	<u>138,326</u>			
TOTAL APPROPRIATION	<u><u>190,779</u></u>			



DEBT SERVICE

DEBT SERVICE

OVERVIEW:

The City currently has seven 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 an \$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 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.

Water Supply System Revenue Refunding Bonds, Series 2012

On February 26, 2012, the cooperation issues the Water Supply System Revenue Refunding Bonds, Series 2012. These bonds were issued under the provision Act 94, Public Acts of Michigan, 1933 as amended, Act 233, Public Acts of Michigan, 1955, as amended, and Ordinance No. One of the Corporation adopted on June 21, 1979, as amended by subsequently adopted ordinances including Ordinance No. 2012-1, adopted on February 16, 2012, authorizing the Bonds of the Saginaw-Midland Municipal Water Supply Corporation (Corporation) for the purpose of refunding all or a portion of the Corporation's Water Supply System Water Supply System Refunding Revenues Bonds, Series 2002, and the Corporation's Water Supply System Revenue Bonds, Series 2006. The 2012 Bonds are payable solely from the net revenues of the system.

DIRECT DEBT:

DIRECT DEBT:				
General Obligations Bonds				
	06/27/91	Sewage LT (Self-Supporting)	\$	620,000
	04/01/93	Sewage LT (Self-Supporting)		1,325,000
	04/01/93	Sewage LT (Self-Supporting)		3,130,000
	06/29/93	Sewage LT (Self-Supporting)		1,040,000
	09/30/93	Sewage LT (Self-Supporting)		1,485,000
	07/01/94	Judgment		670,000
	03/27/97	Sewer LT (Self Supporting)		3,135,000
	06/25/98	Sewer LT (Self Supporting)		420,000
	04/01/99	Sewer LT (Self Supporting)		7,710,000
	06/24/99	Sewer LT (Self Supporting)		900,000
	12/01/01	Sewer Improvement LT		2,500,000
	09/22/05	Sewer LT (SRF)		1,230,000
	09/21/06	Sewer LT (SRF)		4,135,000
	09/20/07	Sewer LT (SRF)		1,920,000
				<u>30,220,000</u>
Revenue Bonds				
	05/01/08	Water Supply System Series 2008	\$	9,950,000
	07/07/11	Water Supply System Series 2011A		10,195,000
				<u>20,145,000</u>
Share of County Issued Bonds				
	03/28/91	Weiss Street	\$	703,890
	06/27/96	Weiss Street		697,950
				<u>1,401,840</u>
Share of Saginaw/Midland Water Supply Corp (Self-Supporting)				
	12/19/02	Water Refunding, LT	\$	3,484,770
	04/24/06	Water Supply Corp Ref., LT		1,125,935
	01/29/09	Water, LT		2,230,532
				<u>6,841,237</u>
	Less:	Prior Bonds refunded by Bonds	\$	(3,899,302)
	Plus:	Refunding Bonds described herein		4,006,279
				<u>106,977</u>
TOTAL DIRECT DEBT				\$ 58,715,054
	Less:	Self-Supporting Bonds	\$	(24,985,054)
		Revenue Bonds		<u>(20,145,000)</u>
				<u>\$ (45,130,054)</u>
NET DIRECT DEBT				\$ 13,585,000

OVERLAPPING DEBT:

		<u>Net Debt</u>	<u>City's Share</u>
74.44%	Saginaw School District	\$60,275,000	\$42,457,710
10.54%	Saginaw County	31,744,332	3,345,853
10.68%	Saginaw I/S/D	2,465,000	263,262
4.58%	Delta Community College	0	0
TOTAL OVERLAPPING DEBT			\$ 46,066,825
NET DIRECT AND OVERLAPPING DEBT			\$ 59,651,825

DEBT RATIOS

DEBT RATIO	
Per Capita 2012 State Equalized Valuation	\$ 10,545
Per Capita 2012 True Cash Value	\$ 21,090
Per Capita 2012 Net Direct Debt	\$ 263.75
Per Capita Combined Net Direct and Overlapping Debt	\$ 1,158.11
Percent of Net Direct Debt of 2012 State Equalized Valuation	2.50%
Percent of Net Direct and Overlapping Debt of 2012 State Equalized Valuation	10.98%
Percent of Net Direct Debt of 2012 True Cash Value	1.25%
Percent of Net Direct and Overlapping Debt of 2012 True Cash Value	5.49%

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:

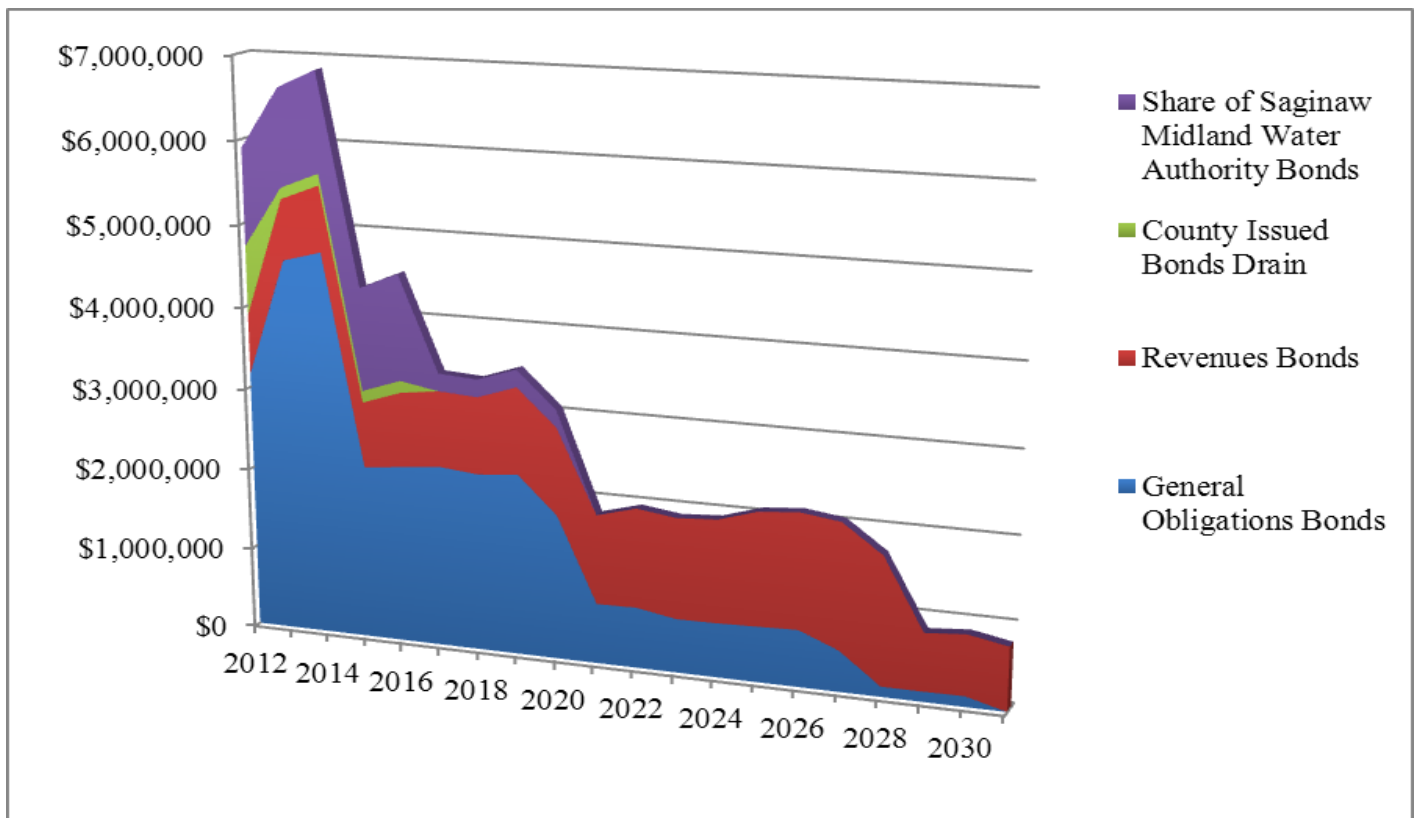
- (1) Special Assessment Bonds;
- (2) Mortgage Bonds;
- (3) Michigan Transportation Bonds;
- (4) Revenue Bonds;
- (5) Bonds issued, or contracts or assessment obligations, incurred, to comply with an order of the Water Resources Commission (now the Department of Environmental quality) or a court of competent 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

2012 State Equalized Valuation		\$ 543,144,826
Debt Limit (10% of State Equalized Valuation)		\$ 54,314,483
Amount of Outstanding Debt (Debt Statement)	\$58,715,054	
Less:	Revenue Bonds	(20,145,000)
LEGAL DEBT MARGIN		\$ 15,744,029

SCHEDULE OF BOND MATURITIES CITYWIDE¹

(As of July 31, 2012)



¹ Source of financial data is from Fifth Third Securities

SCHEDULE OF BOND MATURITIES SCHEDULE – (As of 07/31/12)

SCHEDULE OF BOND MATURITIES					
				Share of	
			County	Saginaw	
	General		Issued	Midland	
	Obligations	Revenues	Bonds	Water Authority	
Year	Bonds	Bonds	Drain	Bonds	Total
2012	3,160,000	725,000	837,540	1,174,091	5,171,631
2013	4,580,000	735,000	136,620	1,176,757	6,628,377
2014	4,710,000	795,000	139,590	1,211,525	6,856,115
2015	2,130,000	800,000	142,560	1,246,293	4,318,853
2016	2,180,000	910,000	145,530	1,286,410	4,521,940
2017	2,225,000	925,000	0	213,953	3,363,953
2018	2,180,000	940,000	0	213,953	3,333,953
2019	2,225,000	1,055,000	0	213,953	3,493,953
2020	1,770,000	1,070,000	0	211,279	3,051,279
2021	735,000	1,090,000	0	0	1,825,000
2022	745,000	1,210,000	0	0	1,955,000
2023	660,000	1,230,000	0	0	1,890,000
2024	665,000	1,255,000	0	0	1,920,000
2025	680,000	1,385,000	0	0	2,065,000
2026	695,000	1,410,000	0	0	2,105,000
2027	500,000	1,540,000	0	0	2,040,000
2028	125,000	1,570,000	0	0	1,695,000
2029	125,000	705,000	0	0	830,000
2030	130,000	740,000	0	0	870,000
2031	0	780,000	0	0	780,000
Total	\$ 30,220,000	\$ 20,145,000	\$ 1,401,840	\$ 6,948,214	\$ 58,715,054

DEBT HISTORY

The City has no record of default on its obligations.

FUTURE BONDING: The City anticipates issuing approximately \$2.9 million in bonds through the State Revolving Fund for wastewater treatment plant improvements within the next 6 months.



ENTERPRISE FUNDS

PARKING OPERATIONS AND MAINTENANCE FUND
SEWER OPERATIONS AND MAINTENANCE FUND
WATER OPERATIONS AND MAINTENANCE FUND

PARKING OPERATIONS AND MAINTENANCE FUND (516)
RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET

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	0	PARKING OPERATIONS	0
FINES AND FORFEITURES	0	TRANSFERS	0
TOTAL RESOURCES	<u><u>0</u></u>	TOTAL APPROPRIATIONS	<u><u>0</u></u>

PARKING OPERATIONS AND MAINTENANCE

REVENUE BUDGET SUMMARY

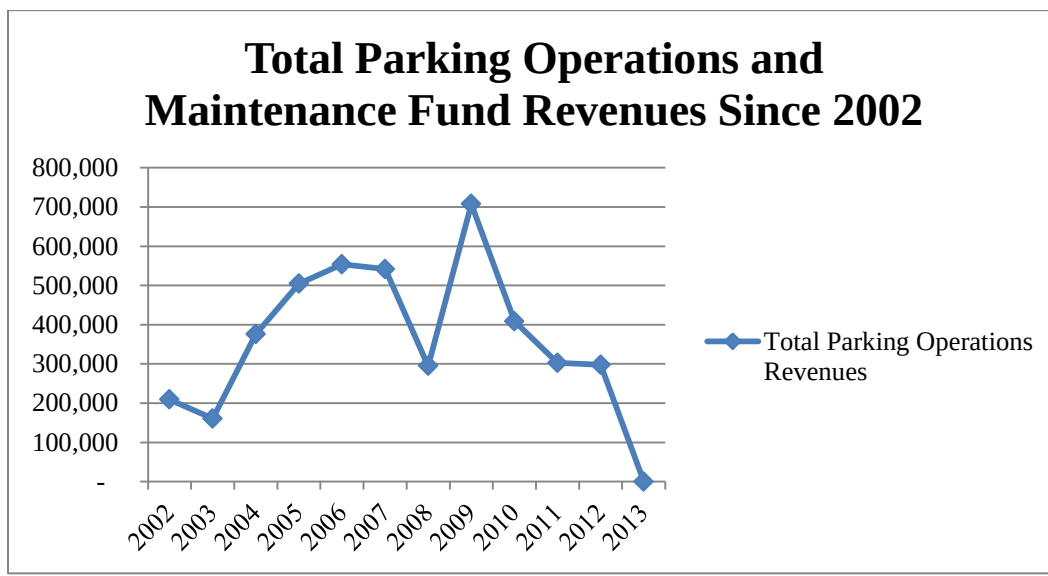
Parking Operations and Maintenance Fund is considered to be an Enterprise Service Fund of the city. Enterprise Funds are used by a governmental entity to account for services provided to the general public on a user charge basis. Revenues and expenditures related to the operation of the parking system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

Parking Operations and Maintenance Fund. The Parking Operations and Maintenance Fund will decrease by -100%. This reduction is attributed to the reclassification of this fund from an Enterprise Fund to a division of the Department of Development in the General Fund.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charges for Service	175,427	154,123	148,656	170,000	170,000	145,510	0
Fines and Forfeitures	111,538	147,708	128,976	127,622	127,622	106,860	0
Interest and Rents	(267)	125	97	0	0	-33	0
Other Revenues	0	0	0	0	0	0	0
Transfers from Other Funds	420,880	106,611	27,682	0	6,884	0	0
Total Revenues	707,578	408,567	305,411	297,622	304,506	252,337	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 Approved Budget. 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. The Parking Operations and Maintenance Fund will decrease by -100% in FY 2013 due to the reclassification of this fund from an Enterprise Fund to a division of the Department of Development in the General Fund.

DETAIL REVENUES ANALYSIS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Boot Removal Fees	200	250	300	0	0	350	0
Parking Ramp #1	37,174	35,559	34,344	35,000	35,000	28,836	0
Parking Ramp #2	90	0	0	0	0	0	0
Parking Lot Receipts	137,963	118,314	114,012	135,000	135,000	116,324	0
Parking Violation Fines	111,538	147,708	128,976	127,622	127,622	106,860	0
Interests on Investments	(267)	125	97	0	0	-33	0
Surplus Receipts	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Use of Fund Equity	0	0	0	0	0	0	0
Transfer from Other Funds	0	0	0	0	0	0	0
GF Transfer (Reserved)	420,880	106,611	27,682	0	6,884	0	0
Totals	707,578	408,567	305,411	297,622	304,506	252,337	0

EXPENDITURE BUDGET SUMMARY

The Parking Operations and Maintenance Fund will decrease by -100%. This reduction is attributed to the reclassification of this fund from an Enterprise Fund to a

division of the Department of Development in the General Fund.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
7510 Parking Operations/Maint.	322,380	414,162	400,846	296,062	302,946	306,722	0
9660 Transfers	3,080	3,080	3,120	1,560	1,560	1,560	0
Total Expenditures	325,460	417,242	403,966	297,622	304,506	308,282	0

FUNDING LEVEL BY CATEGORY

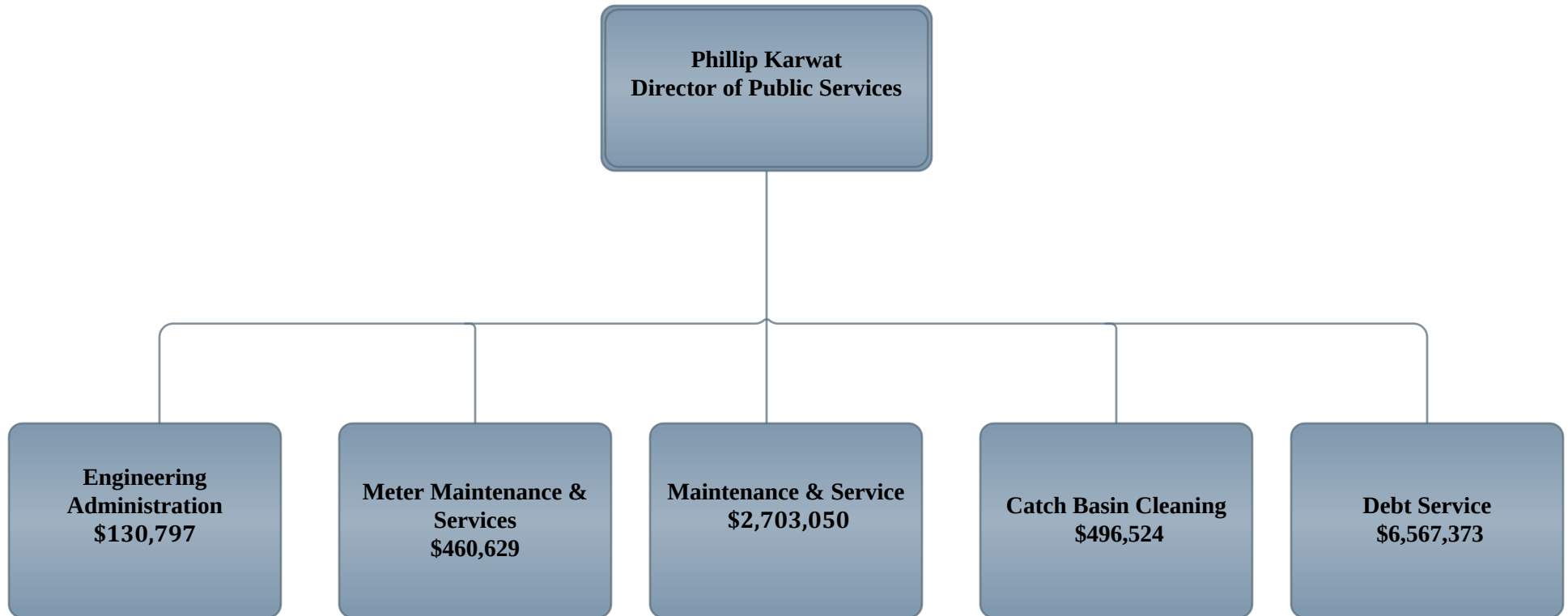
	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	205,787	332,054	296,806	180,800	187,684	202,342	0
Operating Expenses	116,593	82,108	104,040	115,262	115,262	104,380	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	3,080	3,080	3,120	1,560	1,560	1,560	0
Total Expenditures	325,460	417,242	403,966	297,622	304,506	308,282	0

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Parking Operations	2.00	2.00	1.00	1.00	1.00	1.00	0.00
Total Positions	2.00	2.00	1.00	1.00	1.00	1.00	0.00

CITY OF SAGINAW

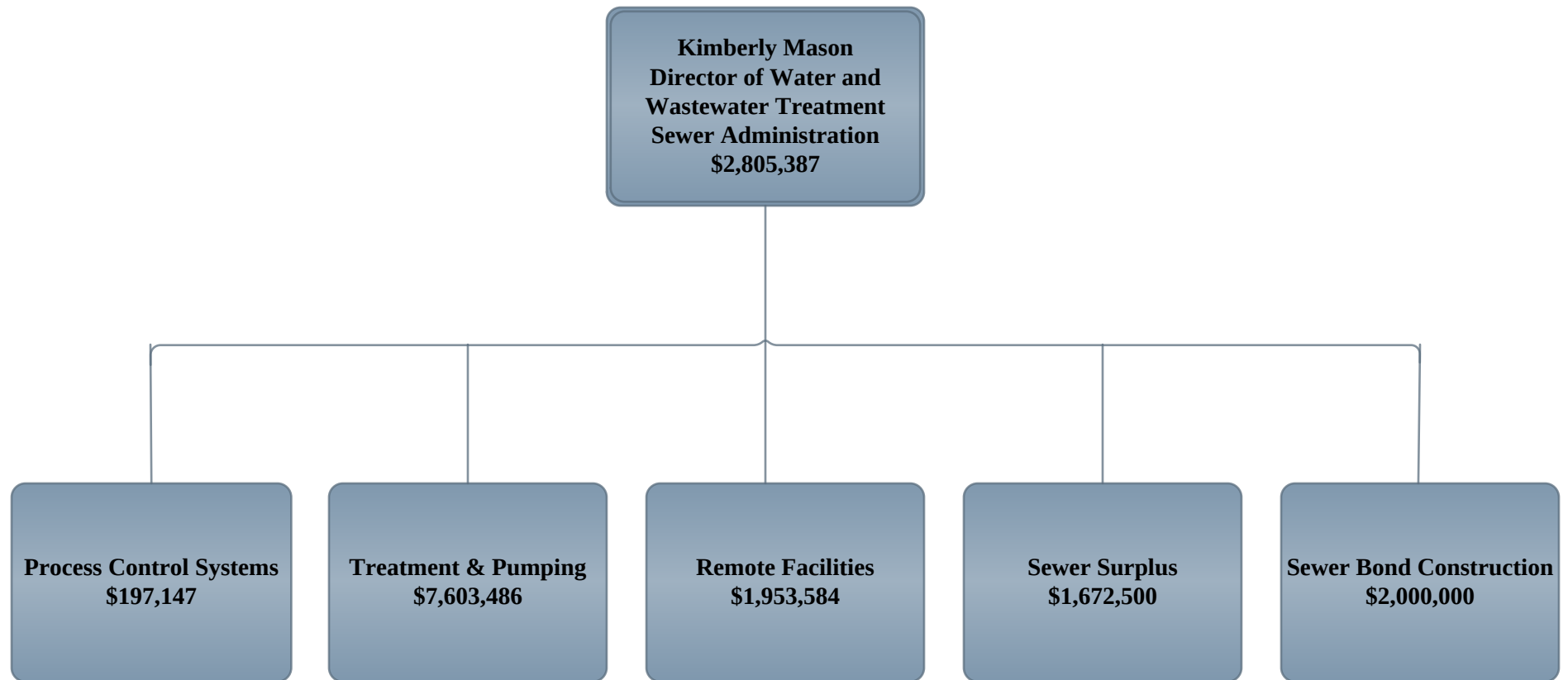
SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$27,146,879 for FY 2013.

CITY OF SAGINAW

SEWER OPERATIONS AND MAINTENANCE FUND



The total Sewer Operations and Maintenance Fund is \$27,146,879 for FY 2013.

SEWER OPERATIONS AND MAINTENANCE FUND (590)
RESOURCE ALLOCATION
2012/2013 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	
NON-BUSINESS PERMITS	400	SEWER ADMINISTRATION	2,805,387
SERVICES - SALES	21,230,000	ENGINEERING ADMIN.	130,797
FINES AND FORFEITURES	72,000	PROCESS CONTROL SYSTEMS	197,147
INTEREST AND RENTS	467,500	METER MAINT. & SERVICE	460,629
OTHER REVENUES	5,376,979	MAINTENANCE & SERVICE	2,703,050
		CATCH BASIN CLEANING	496,524
		TREATMENT & PUMPING	7,603,486
		REMOTE FACILITIES	1,953,584
		SEWER SURPLUS	1,672,500
		SEWER BOND CONSTRUCTION	2,000,000
		DEBT SERVICE	6,567,373
		CUSTOMER ACCOUNTING	556,402
TOTAL RESOURCES	<u>27,146,879</u>	TOTAL APPROPRIATIONS	<u>27,146,879</u>

SEWER OPERATIONS AND MAINTENANCE

REVENUES BUDGET SUMMARY

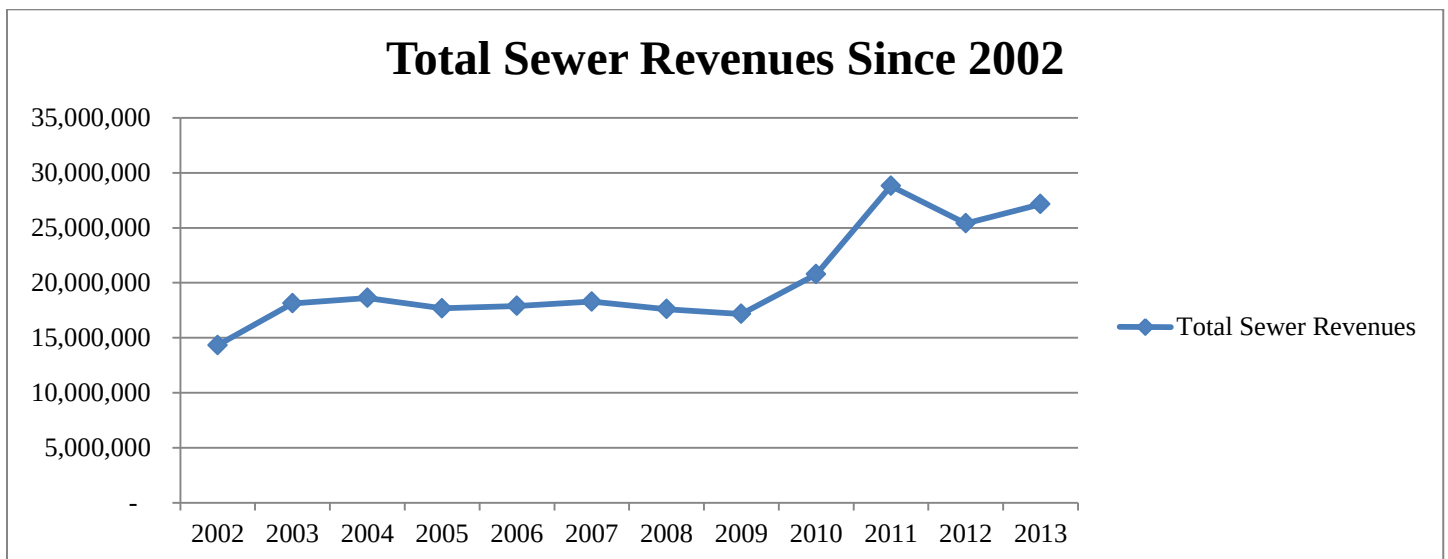
The Sewer Operation and Maintenance Fund's major revenue sources are charges based upon the size of the meter, "readiness-to-serve charges" and the quantity of water consumed "commodity charge". This is based on the water consumption. In addition, the City assesses a utility lien charge for industrial users of the system. Other revenue sources for this fund 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 2012/13, the Sewer Operations and Maintenance Fund's revenues are projected to increase \$1,742,738, or 6.86% from the approved 2011/12 budgeted levels. The increase in revenues is a direct result of the continuation of the sewer rate increase in accordance with the City's rate study; increases to the IPP Testing and Sampling revenues; and a higher allocation of fund equity/retained earnings due to the continuous wastewater facilities improvements. These increases will be offset by a reduction in grant allocations and IPP Permits revenues.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Federal Grants	387,335	0	994,935	238,900	0	0	0
Non-Business Permits	3,200	200	118	800	800	400	400
Services - Sales	16,105,403	20,105,171	21,017,874	20,809,952	20,809,992	19,253,429	21,230,000
Fines and Forfeitures	26,061	23,557	0	55,000	55,000	0	72,000
Interest and Rents	464,801	570,618	627,019	467,500	467,500	587,252	467,500
Other Revenues	1,657,980	71,619	(31,265)	3,831,989	12,163,558	6,917,984	5,376,979
Total Revenues	18,644,780	20,771,165	22,608,681	25,404,141	33,496,850	26,759,065	27,146,879

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. 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 that continued through July 1, 2012. 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 was a one-time revenue source that will not be available during FY 2012. The FY 2013 Budget reflects a slight increase due the higher appropriation of fund equity/retained earnings to be utilized for updating the Wastewater facilities.

DETAIL REVENUES ANALYSIS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
State Shared Revenues	0	0	0	0	0	0	0
FEMA	5,664	0	0	0	0	0	0
EPA Grant	381,671	0	0	238,900	0	0	0
SRF Grant	0	0	994,845	0	0	0	0
Miscellaneous Federal Grant	0	0	90	0	0	0	0
IPP Permits	3,200	200	118	800	800	400	400
Sale of Junk	0	0	0	0	0	689	0
Sewer	15,953,373	19,925,216	20,722,848	20,604,952	20,604,952	18,891,803	21,000,000
Sewer Connection	19,523	21,283	37,245	25,000	25,000	30,289	25,000
IPP Testing and Sampling	63,960	72,515	97,143	40,000	40,000	136,123	55,000
Material & Services	68,547	86,157	160,638	140,000	140,000	195,215	150,000
IPP Fines & Charges	26,061	23,557	0	55,000	55,000	0	72,000
Interest on Investments	24,092	22,284	11,462	15,000	15,000	4,686	15,000
Interest on Spec. Assmt	2,224	650	245	2,500	2,500	0	2,500
Interest & Penalties	438,485	547,654	615,312	450,000	450,000	587,252	450,000
Special Assessments	186,970	52,614	(43,989)	52,600	52,600	47,105	52,600
Surplus Receipts	5,088	3,962	8,161	3,000	3,000	21,241	3,000
Reimbursements	0	0	0	0	0	214	0
Gain/Loss on Invest.	(17,769)	15,043	274	10,000	10,000	1,373	10,000
Use of Fund Equity	1,483,653	0	0	2,031,389	10,362,998	5,070,811	3,811,379
Bond Proceeds/SRF	0	0	0	1,735,000	1,735,000	1,771,864	1,500,000
Total Revenues	18,644,780	20,771,135	22,608,681	25,404,141	33,496,850	26,759,065	27,146,879

SEWER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Sewer Operations and Maintenance Fund will increase \$1,567,643, or 6.24% from the approved 2011/12 budgeted levels. **Personnel Services** will increase \$1,023,222, or 12.35%. In FY 2012/2013, the personnel complement will change from 83.59 FTE to 88.23 FTE, which equates to an addition of a net 4.64 positions. During fiscal year 2012, the following positions were eliminated from this fund: .25 of the Assistant City Engineer, .13 of the Surveying Technician, .25 of the Survey Assistant III, and .25 of the Chief Right-of-Way (ROW) Utilities Foreman. These eliminations will be offset by the addition of the following positions: .05 Traffic Foreman, .10 Transportation Engineering Assistant, .10 of an Engineering Technician I, .10 of the Traffic Maintenance Technician II .20 of the Traffic Maintenance I and .50 of a Skilled Clerical. Additionally, the city will realize increases to the retiree healthcare, MERS Pension Liability, and Standby Pay for the ROW Utilities Foremen and the Traffic

Maintenance Foreman. **Operating Expenses** are expected to increase by \$1,221,201 from FY 2011/2012. The Sewer Operations and Maintenance Fund will realize an increase to the following: Professional Services for the rate study and financial advisors; GIS Charges due to the redistribution of these costs citywide; the inclusion of radio rental fees in some division that did not pay for these charges previously but utilized the equipment, contracting with an outside firm for surveying services due to the outsourcing of this function in FY 2012; an increase to engineering services for various projects that will be completed during the course of 2013, and an anticipated increase to utilities by 5% by Consumers. **Capital Outlay** will decrease by \$435,000, or -23.41%. This is a result of a reduction in capital purchases for the WWTP system. The category of **Miscellaneous** will decrease by \$66,685 from the 2012 approved budgeted levels. This decrease is due to the reduction in the payments for the WWTP Improvement Projects and the CSOs.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4810 Sewer Administration	7,339,855	8,230,572	7,998,165	2,180,884	7,230,329	7,114,194	2,805,387
4811 Engineering Administration	(19)	138,323	164,466	180,333	189,366	121,188	130,797
4815 Process Control Systems	110,155	111,734	107,921	279,004	285,611	178,875	197,147
4820 Meter Maintenance. & Service	377,974	540,010	441,660	351,185	367,433	379,138	460,629
4821 Maintenance & Service	1,942,904	1,598,919	1,607,600	2,096,009	2,366,592	1,996,625	703,050
4822 Catch Basin Cleaning	300,515	259,253	289,801	428,803	447,750	280,097	496,524
4830 Treatment and Pumping	5,701,091	5,407,105	6,008,759	7,312,327	7,625,859	6,459,182	7,603,486
4835 Remotes Facilities	1,337,911	1,223,165	1,159,844	1,896,298	1,898,983	1,360,928	1,953,584
4840 Sewer Surplus	120,299	155,344	52,010	1,787,500	4,204,941	2,127,871	1,672,500
4843 Sewer Bond Construction	0	0	0	1,735,000	1,698,576	687,451	2,000,000
4845 Debt Service	947,826	821,357	724,028	6,600,081	6,600,081	5,436,294	6,567,373
5311 Customer Accounting	418,931	472,794	506,974	522,740	546,974	583,247	556,402
9660 Transfers	47,338	47,338	67,954	33,977	33,977	33,977	0
Total Expenditures	18,644,780	19,005,914	19,129,182	25,404,141	33,496,472	26,759,065	25,146,879

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	6,977,125	8,205,314	8,376,324	8,285,142	8,781,967	6,987,436	9,308,364
Operating Expenses	10,550,771	9,796,536	9,919,197	8,626,741	14,789,808	12,573,138	9,847,942
Capital Outlay	121,720	135,369	41,679	1,858,200	3,290,639	1,728,220	1,423,200
Miscellaneous	995,164	868,695	791,982	6,634,058	6,634,058	5,470,271	6,567,373
Total Expenditures	18,644,780	19,005,914	19,129,182	25,404,141	33,496,472	26,759,065	27,146,879

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4810 Sewer Administration	2.93	1.88	1.88	1.88	1.88	1.88	1.80
4811 Engineering Administration	0.00	1.76	1.51	1.51	1.51	0.88	1.18
4815 Process Control Systems	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4820 Meter Maintenance & Service	6.00	7.00	3.75	2.75	2.75	2.75	4.00
4821 Maintenance & Service	24.49	18.62	13.50	14.50	14.50	14.50	18.00
4822 Catch Basin Cleaning	5.25	4.75	2.95	2.95	2.95	2.95	3.25
4830 Treatment and Pumping	47.95	47.95	42.25	47.95	47.95	47.95	46.95
4835 Remotes Facilities	11.55	10.55	10.75	11.05	11.05	11.05	12.05
Total Positions	99.17	93.51	77.59	83.59	83.59	82.96	88.23

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 2012/2013 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
2012/2013 APPROVED BUDGET**

590-4810 Sewer Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	126,118	Director of Public Services	0.40	36,893
Overtime	0	Director of Water &		
Fringe Benefits	861,415	Wastewater Treatment Plants	0.50	46,117
		Staff Professional	0.90	43,108
TOTAL	987,533	Total Personnel	1.80	126,118
OPERATING EXPENSES				
		Overtime		0
Supplies	600			
Internal Services	1,675,912			
Other Services		FICA		9,674
Professional Fees	128,392	Healthcare Benefits - Active		83,524
Maintenance Fees	950	Healthcare Benefits - Retirees		709,337
Other Contracted Fees	12,000	Pension		58,880
TOTAL	1,817,854	Total Fringe Benefits		861,415
CAPITAL OUTLAY	0	TOTAL	1.80	987,533
TOTAL	0			
TOTAL APPROPRIATION	2,805,387			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

590-4811 Engineering Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	59,854	City Engineer	0.10 7,808
Overtime	3,000	Engineering Office Supv.	0.25 15,102
Fringe Benefits	56,653	Traffic Foreman	0.05 3,190
		Transportation Engineer Asst	0.10 4,810
TOTAL	119,507	Engineering Technician I	0.23 10,997
		Traffic Maint. Tech. II	0.10 4,237
		Traffic Maint. Tech. I	0.20 7,351
		Administrative Professional	0.15 6,359
OPERATING EXPENSES			
Supplies	0	Total Personnel	1.18 59,854
Internal Services	10,790		
Other Services			
Professional Fees	0	Overtime	3,000
Maintenance Fees	0		
Other Contracted Fees	500		
		FICA	4,793
TOTAL	11,290	Healthcare Benefits - Active	14,453
		Healthcare Benefits - Retirees	0
		Pension	37,407
CAPITAL OUTLAY	0	Total Fringe Benefits	56,653
TOTAL	0		
		TOTAL	1.18 119,507
TOTAL APPROPRIATION	130,797		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

590-4815 Process Control Systems

Allocation Plan		Position Control	
		2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES		JOB CLASSIFICATION	
Salaries	57,644	Instrument & Control Admin	35,388
Overtime	1,000	Instrument & Control Tech	22,256
Fringe Benefits	52,863		
		Total Personnel	57,644
TOTAL	111,507		
		Overtime	1,000
OPERATING EXPENSES			
Supplies	14,500	FICA	4,487
Internal Services	3,865	Healthcare Benefits - Active	16,832
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	48,900	Pension	31,544
Maintenance Fees	1,025		
Other Contracted Fees	7,350	Total Fringe Benefits	52,863
TOTAL	75,640		
		TOTAL	111,507
CAPITAL OUTLAY	10,000		
TOTAL	10,000		
TOTAL APPROPRIATION	197,147		

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

590-4820 Meter Maintenance & Service

Allocation Plan		Position Control	
		2012/ 2013	
PERSONNEL SERVICES		BUDGET	ALLOCATION
		JOB CLASSIFICATION	
		Maint. & Service Admin.	19,223
Salaries	192,647	ROW Utilities Foreman	33,139
Overtime	6,000	Mech Equip Repairperson II	11,018
Fringe Benefits	215,874	Crossover Operator	64,109
		Utilities Person III	11,111
		Utilities Person II	54,047
TOTAL	414,521		
		Total Personnel	192,647
OPERATING EXPENSES			
Supplies	9,500	Overtime	6,000
Internal Services	9,108		
Other Services			
Professional Fees	15,000	FICA	15,255
Maintenance Fees	12,500	Healthcare Benefits - Active	74,656
Other Contracted Fees	0	Healthcare Benefits - Retirees	0
		Pension	125,963
TOTAL	46,108	Total Fringe Benefits	215,874
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	414,521
TOTAL APPROPRIATION	460,629		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

590-4821 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	736,404	Maint. & Service Admin.	0.25	19,223
Overtime	20,000	ROW Utilities Foreman	0.50	33,139
Fringe Benefits	905,407	Mech Equip Repairperson II	0.25	11,018
		Administrative Professional	0.50	21,016
TOTAL	1,661,811	Utilities Person III	2.00	87,289
		Utilities Person II	4.75	203,504
		Crossover Operator	8.00	338,537
OPERATING EXPENSES		Tree Trimmer	0.25	10,640
Supplies	531,700	Skilled Clerical (PT)	0.50	8,190
Internal Services	37,110	Laborer (Temp)	1.00	3,848
Other Services		Total Personnel	18.00	736,404
Professional Fees	294,748			
Maintenance Fees	160,281			
Other Contracted Fees	5,000	Overtime		20,000
TOTAL	1,028,839			
		FICA		58,198
CAPITAL OUTLAY	12,400	Healthcare Benefits - Active		327,829
		Healthcare Benefits - Retirees		0
TOTAL	12,400	Pension		519,380
		Total Fringe Benefits		905,407
TOTAL APPROPRIATION	2,703,050	TOTAL	18.00	1,661,811

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

590-4822 Catch Basin Cleaning

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	139,130	Heavy Equipment Operator	3.00	128,490
Overtime	2,000	Tree Trimmer	0.25	10,640
Fringe Benefits	175,630			
		Total Personnel	<u>3.25</u>	<u>139,130</u>
TOTAL	<u>316,760</u>			
		Overtime		<u>2,000</u>
OPERATING EXPENSES				
Supplies	0	FICA		10,718
Internal Services	29,764	Healthcare Benefits - Active		62,623
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	150,000	Pension		102,289
Maintenance Fees	0			
Other Contracted Fees	0	Total Fringe Benefits		<u>175,630</u>
TOTAL	<u>179,764</u>			
		TOTAL	<u><u>3.25</u></u>	<u><u>316,760</u></u>
CAPITAL OUTLAY	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>496,524</u></u>			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

590-4830 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	2,099,963	Supt of Wastewater Tmt	0.80	69,754
Overtime	90,000	Asst Supt of Wastewater	1.00	71,277
Fringe Benefits	2,160,996	Chief Chemist	1.00	54,255
		Operating Foreman	5.00	247,089
TOTAL	4,350,959	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
		Environ Compliance Admin.	1.00	65,459
Supplies	754,050	Environ Compliance Analyst	3.00	136,553
Internal Services	92,168	Plant Mtce Electrician B	2.00	92,348
Other Services		Plant Operator B	10.00	433,680
Professional Fees	1,097,532	Equipment & Safety Specialist	0.75	32,379
Maintenance Fees	1,106,177	Administrative Professional	0.75	32,012
Other Contracted Fees	58,300	Laboratory Technician	2.00	85,902
TOTAL	3,108,227	Plant Mtce. Mechanic B	1.00	44,545
		Sewage Plant Mtce Person III	1.00	44,602
CAPITAL OUTLAY	144,300	Sewage Plant Mtce Person II	4.00	173,575
		Sewage Plant Mtce Person I	5.00	214,850
TOTAL	144,300	Remote Facilities Person II	1.00	43,721
		Stock Clerk WWT	0.75	31,688
TOTAL APPROPRIATION	7,603,486	Custodial Worker B	1.00	40,791
		Laborer (Temp)	2.00	6,156
		Intern (Temp)	1.00	3,078
		Total Personnel	46.95	2,099,963
		Overtime		90,000
		FICA		167,017
		Healthcare Benefits - Active		557,998
		Healthcare Benefits - Retirees		98,124
		Pension		1,337,857
		Total Fringe Benefits		2,160,996
		TOTAL	46.95	4,350,959

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

590-4835 Remote Facilities

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	483,818	Supt of Wastewater Treatment	0.20 17,438
Overtime	15,000	Plant Maintenance Supervisor	0.65 43,546
Fringe Benefits	549,076	Plant Engineer	0.20 13,608
		Electrical Maintenance Foreman	0.25 15,084
TOTAL	1,047,894	Plant Mtce Electrician B	1.00 46,170
		Equipment & Safety Specialist	0.25 10,793
		Administrative Professional	0.25 10,671
OPERATING EXPENSES		Stock Clerk WWT	0.25 10,563
Supplies	356,750	Plant Maint Mechanic B	1.00 45,431
Internal Services	16,883	Remote Facilities Person III	1.00 43,001
Other Services		Remote Facilities Person II	5.00 219,403
Professional Fees	143,905	Laborer (Temp)	2.00 8,110
Maintenance Fees	344,202	Total Personnel	12.05 483,818
Other Contracted Fees	4,950		
TOTAL	866,690	Overtime	15,000
CAPITAL OUTLAY	39,000	FICA	37,994
		Healthcare Benefits - Active	130,018
TOTAL	39,000	Healthcare Benefits - Retirees	0
		Pension	381,064
TOTAL APPROPRIATION	1,953,584	Total Fringe Benefits	549,076
		TOTAL	12.05 1,047,894

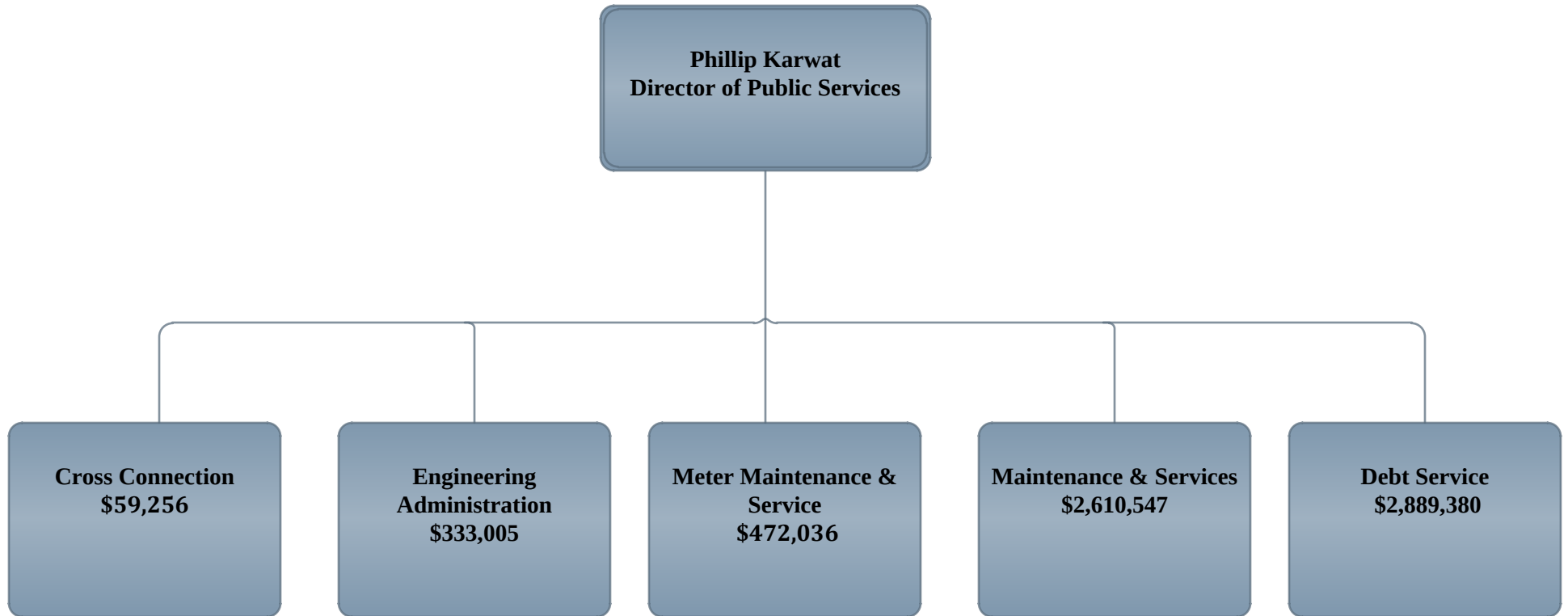
**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

590-5311 Customer Accounting

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	133,985	Admin of Utilities Account	0.50 27,961
Overtime	0	Office Assistant III	2.00 70,206
Fringe Benefits	163,887	Customer Service Coordinator	0.38 11,666
		Customer Service Rep	0.76 24,152
TOTAL	297,872	Total Personnel	3.64 133,985
OPERATING EXPENSES			
		Overtime	0
Supplies	1,400		
Provision for Losses	185,000	FICA	10,116
Internal Services	25,130	Healthcare Benefits - Active	40,011
Other Services		Healthcare Benefits - Retirees	0
Professional Fees	42,000	Pension	113,760
Maintenance Fees	4,100		
Other Contracted Fees	900	Total Fringe Benefits	163,887
TOTAL	258,530	TOTAL	3.64 297,872
CAPITAL OUTLAY			
	0		
TOTAL	0		
TOTAL APPROPRIATION	556,402		

CITY OF SAGINAW

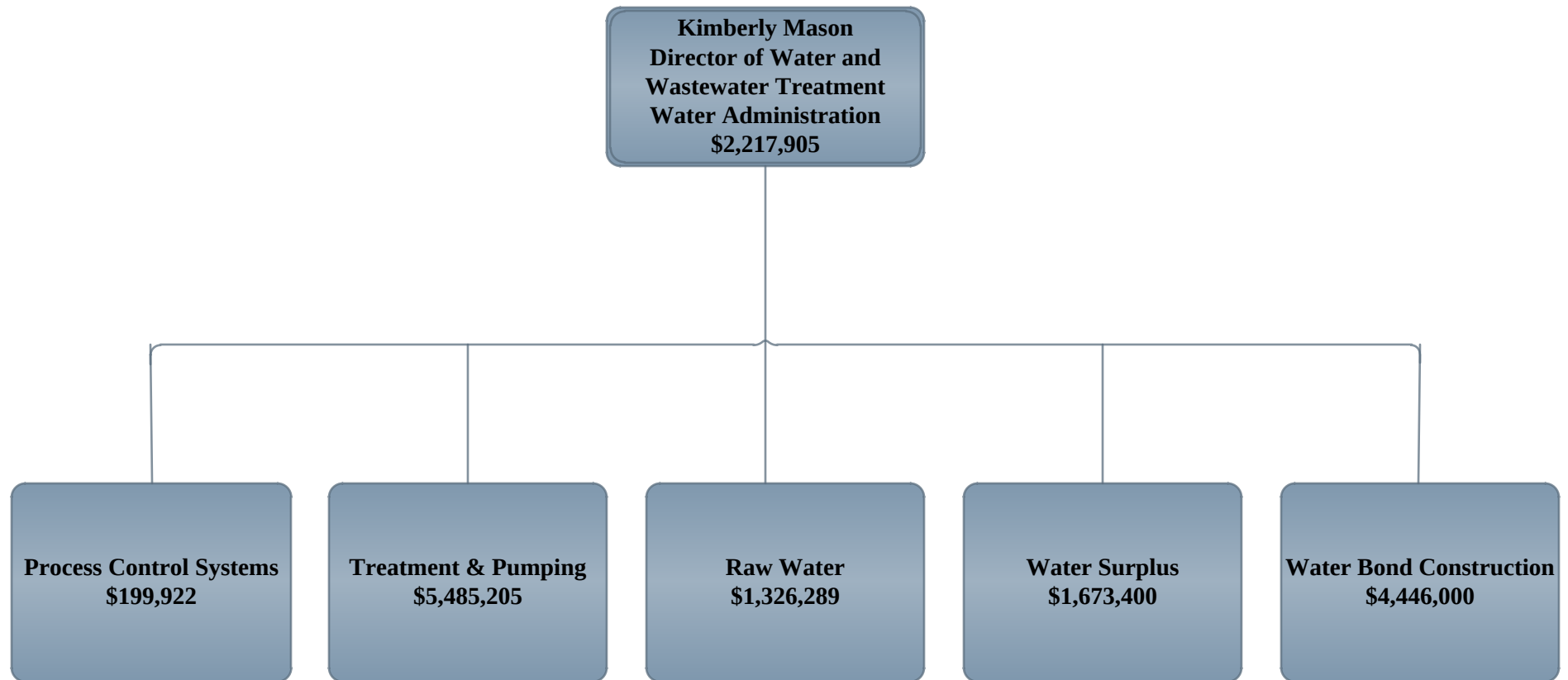
WATER OPERATIONS AND MAINTENANCE FUND



The total Water Operations and Maintenance Fund is \$22,188,412. Transfer equates to \$8,757, which is not reflected in either of the organizational charts.

CITY OF SAGINAW

WATER OPERATIONS AND MAINTENANCE FUND



WATER OPERATIONS AND MAINTENANCE (591)
RESOURCE ALLOCATION
2012/2013 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	15,414,000	CROSS CONNECTIONS	59,256
INTEREST AND RENTS	141,000	WATER ADMINISTRATION	2,217,905
OTHER REVENUES	6,633,412	ENGINEERING ADMINISTRATION	333,005
		PROCESS CONTROL SYSTEMS	199,922
		METER MAINT. & SERVICE	472,036
		MAINTENANCE & SERVICE	2,610,547
		TREATMENT & PUMPING	5,485,205
		RAW WATER	1,326,289
		WATER SURPLUS	1,673,400
		WATER BOND CONSTRUCTION	4,446,000
		DEBT SERVICE	2,889,380
		CUSTOMER ACCOUNTING	466,710
		TRANSFERS	8,757
TOTAL RESOURCES	<u>22,188,412</u>	TOTAL APPROPRIATIONS	<u>22,188,412</u>

WATER OPERATIONS AND MAINTENANCE

REVENUE BUDGET SUMMARY

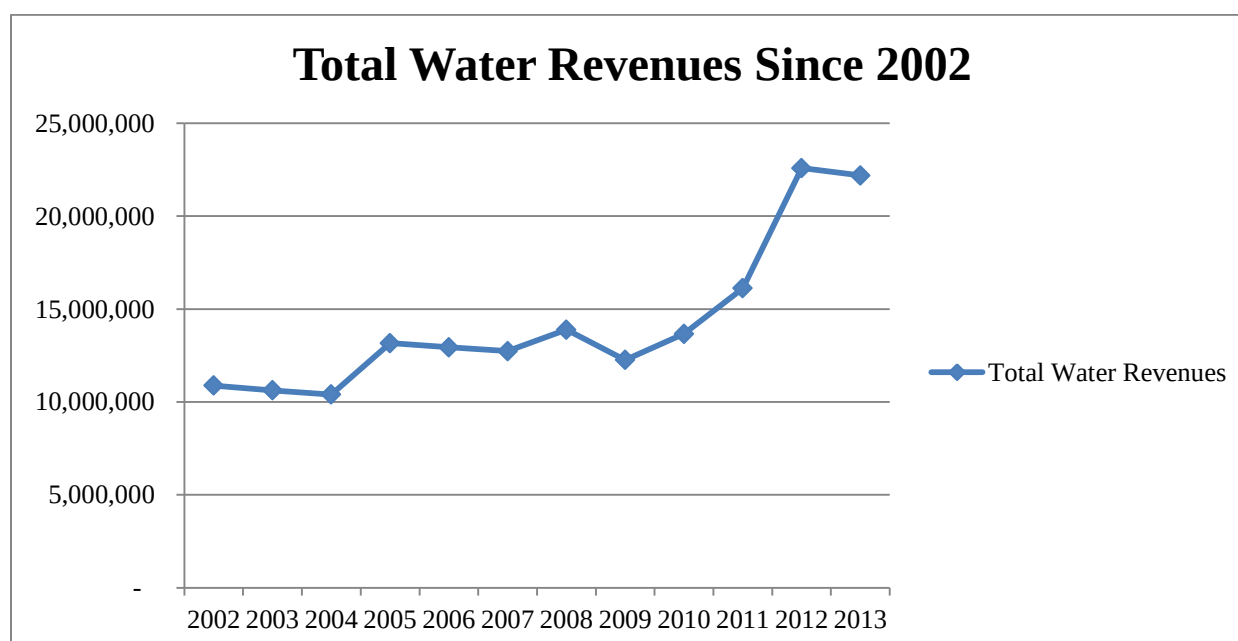
The Water Operations and Maintenance Fund's major revenue sources are charges based upon the size of the meter, "readiness-to-serve charges" and the quantity of water consumed "commodity charge". The net rate charged for treated and filtered water to consumers within the limits of the City is the sum of the readiness-to-serve and the commodity charge. Other revenue sources included 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 2012/2013, the Water Operations and Maintenance

Fund's revenues are projected to decrease \$401,751, or - 1.78% from the FY 2011/2012 approved budget. The reduction is a direct result of a reduction in the amount of monies appropriated to be use from retained earnings as well as the city did not increase their water rates for the year. To slightly offset the reduction in revenues, in FY 2012 the City received a \$10,570,000 Water Supply System Revenue Bond for the purpose of acquiring and constructing improvements to the City's Water Supply System. Funds from retained earnings will be appropriated for those projects.

SUMMARY OF REVENUES

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Grants	14,487	0	214	0	0	0	0
Services - Sales	12,097,581	13,504,686	14,778,846	14,453,470	14,514,969	14,425,237	15,414,000
Interest and Rents	257,900	154,016	175,038	141,000	141,000	139,274	141,000
Other Revenues	(106,642)	6,355	67,800	7,995,693	11,502,085	10,450,302	6,633,412
Total Revenues	12,263,326	13,665,057	15,022,168	22,590,163	26,158,054	25,014,813	22,188,412

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, and FY 2012 and 2013 Approved Budgets. The spike from FY 2010 that continued through FY 2011 is due in large part by the City increasing the residential, commercial, and industrial water 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 2012 the City 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 2013 with no rate increase.

DETAIL REVENUES ANALYSIS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
EPA Grant	14,487	0	0	0	0	0	0
Miscellaneous Federal Grant	0	0	214	0	0	0	0
Sale of Junk	980	11,392	17,813	4,000	65,499	74,219	20,000
Turn on Charges	3,588	3,553	2,652	3,000	3,000	2,652	4,000
Water	11,693,606	13,104,957	14,386,620	14,036,470	14,036,470	13,946,548	15,000,000
Water Connections	9,553	4,411	16,812	10,000	10,000	20,620	15,000
Materials & Services	389,854	380,373	354,949	400,000	400,000	381,198	375,000
Interest on Investments	135,447	34,734	24,062	30,000	30,000	(5,821)	30,000
Dividends	0	636	1,868	0	0	1,194	0
Interest on Spec. Asmts.	1,772	0	5,415	1,000	1,000	0	1,000
Interest and Penalties	120,681	118,646	143,963	110,000	110,000	143,902	110,000
Special Assessments	4,297	504	1,704	0	0	2,141	0
Surplus Receipts	127	210	169	0	0	135	0
Insurance Proceeds	0	5,990	0	0	0	54,379	0
Reimbursement	(111,066)	0	65,865	0	0	426	0
Gain/Loss on Invest.	0	(349)	62	0	0	310	0
Bond Proceeds	0	0	0	0	0	10,392,910	0
Use of Fund Equity	0	0	0	7,995,693	11,502,085	0	6,633,412
Total Revenues	12,263,326	13,665,057	15,022,168	22,590,163	26,158,054	25,014,813	22,188,412

WATER OPERATIONS AND MAINTENANCE

EXPENDITURE BUDGET SUMMARY

The total Water Operations and Maintenance Fund will decrease \$401,751, or -1.78% from the 2011/2012 approved budgeted levels. **Personnel Services** will increase \$304,991, or 46.81%. In 2013, the Water and Maintenance Operations Fund will realize significant increases to the following expenditures: MERS Pension, Standby Pay for two Right-of-Way (ROW) Foremen and Traffic Maintenance Foreman, a reallocation of .58 of a position to the Engineering Administration from the Major Street Fund and the addition of .50 of a part time Skilled Clerical position that was previously paid as an employment agency employee in FY 2012. This increase in personnel services will be offset by the elimination .50 of the Chief ROW Utilities Foreman, .25 of the Assistant City Engineer, .12 of the Surveying Technician I, and .25 of the Survey Assistant III, as well as the salary adjustment to the Director of Public Services and City Engineer. **Operating Expenses** are expected to decrease \$934,628, or -8.16% from FY

2011/2012. This reduction is primarily attributable to the reduction in repair and replacement projects budgeted in the Water Bond Construction Division. Additional decreases will be realized in fleet charges and engineering services. These reductions will be offset by increases to GIS Charges, Indirect Cost Allocation costs, Utilities, and Professional Service for the cost of surveying that was outsourced in FY 2012. **Capital Outlay** will decrease \$544,900 or -42.65%. This is attributable to a reduction in the number of projects planned for in FY 2013 as well as a decrease to the number of capital outlay purchases. The category of **Miscellaneous** will increase \$772,786, or 26.66% from the 2012 approved budgeted levels. This increase is due to a rise to the Saginaw Midland Municipal Water Supply Corporation payment for general operating expenses as well as the inclusion of the payment for a 2011A Water Bond Series.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3867 Cross Connection	110,136	249,632	123,773	97,420	104,305	100,558	59,256
4710 Water Administration	3,325,184	3,919,041	3,690,961	1,816,551	3,235,250	3,087,208	2,217,905
4711 Engineering Administration	(19)	176,010	303,341	324,329	342,188	309,248	333,005
4715 Process Control Systems	122,942	126,616	112,853	244,149	250,756	165,233	199,922
4720 Meter Maintenance and Service	351,986	380,379	449,644	542,786	570,116	471,828	472,036
4721 Maintenance and Services	1,717,889	1,966,763	1,904,078	2,578,494	2,673,185	2,088,084	2,610,547
4730 Treatment and Pumping	4,145,034	3,886,831	4,270,867	4,911,375	5,096,567	4,282,956	5,485,205
4735 Raw Water	1,081,289	1,138,246	1,236,454	1,226,289	1,226,289	1,260,090	1,326,289
4740 Water Surplus	324,860	39,990	15,807	1,250,854	1,351,903	415,319	1,673,400
4741 Water Bond Construction	0	18,413	59,818	7,036,968	8,722,502	2,764,973	4,446,000
4745 Debt Service	1,587,293	1,372,663	966,187	2,100,976	2,100,976	2,927,537	2,889,380
5310 Customer Accounting	368,234	379,252	381,692	435,597	459,642	447,420	466,710
9660 Transfers	37,633	37,633	38,123	24,375	24,375	19,062	8,757
Total Expenditures	13,172,461	13,691,469	13,553,598	22,590,163	26,158,054	18,339,516	22,188,412

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	5,043,098	6,173,328	6,266,210	6,256,610	6,588,348	5,926,842	6,561,601
Operating Expenses	6,163,918	6,063,139	6,205,125	12,385,602	15,573,209	8,674,110	11,450,974
Capital Outlay	340,519	44,706	77,953	1,822,600	1,871,146	791,965	1,277,700
Miscellaneous	1,624,926	1,410,296	1,004,310	2,125,351	2,125,351	2,946,599	2,898,137
Total Expenditures	13,172,461	13,691,469	13,553,598	22,590,163	26,158,054	18,339,516	22,188,412

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
3867 Cross Connection	2.00	2.00	1.00	1.00	1.00	1.00	0.50
4710 Water Administration	1.47	1.47	1.47	1.47	1.47	1.47	1.85
4711 Engineering Administration	2.99	2.99	2.46	2.49	2.49	1.87	3.07
4715 Process Control System	2.00	2.00	1.00	1.00	1.00	1.00	1.00
4720 Meter Maintenance. and Service	6.50	6.50	4.00	4.00	4.00	4.00	4.00
4721 Maintenance and Service	17.38	17.38	18.00	18.00	18.00	18.00	16.25
4730 Treatment and Pumping	36.00	36.00	33.25	33.25	33.25	33.25	34.10
Total Positions	65.90	68.34	68.34	60.96	60.96	60.59	60.77

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

The following "Expenditure Detail" pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET

591-3867 Cross Connection

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	22,171	Utilities Person III	0.50	22,171
Overtime	1,500.00			
Fringe Benefits	28,700	Total Personnel	0.50	22,171
TOTAL	52,371			
		Overtime		1,500
OPERATING EXPENSES				
		FICA		1,696
Supplies	150	Healthcare Benefits - Active		11,320
Internal Services	5,735	Healthcare Benefits - Retirees		0
Other Services		Pension		15,684
Professional Fees	0			
Maintenance Fees	1,000	Total Fringe Benefits		28,700
Other Contracted Fees	0			
TOTAL	6,885	TOTAL	0.50	52,371
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	59,256			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

591-4710 Water Administration

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	130,730	Director of Public Services	0.45 41,504
Overtime	0	Director of Water & Wastewater	
Fringe Benefits	683,882	Treatment	0.50 46,117
		Staff Professionals	0.90 43,109
TOTAL	814,612	Total Personnel	1.85 130,730
OPERATING EXPENSES			
		Overtime	0
Supplies	2,000		
Internal Services	1,188,652		
Other Services		FICA	8,977
Professional Fees	200,871	Healthcare Benefits - Active	61,729
Maintenance Fees	2,570	Healthcare Benefits - Retirees	552,471
Other Contracted Fees	9,200	Pension	60,705
TOTAL	1,403,293	Total Fringe Benefits	683,882
CAPITAL OUTLAY	0	TOTAL	1.85 814,612
TOTAL	0		
TOTAL APPROPRIATION	2,217,905		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

591-4711 Engineering Administration

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	151,417	City Engineer	0.20	15,617
Overtime	14,000	Engineering Office Super.	0.25	15,103
Fringe Benefits	145,656	Traffic Foreman	0.10	6,380
		Transportation Engineer Asst	0.10	4,810
TOTAL	311,073	Engineering Technician I	0.32	15,323
		Engineering Assistant	1.40	66,205
		Traffic Maint. Tech. II	0.15	6,355
		Traffic Maint. Tech. I	0.30	11,026
		Administrative Professional	0.25	10,598
OPERATING EXPENSES		Total Personnel	3.07	151,417
Supplies	0			
Internal Services	21,432	Overtime		14,000
Other Services				
Professional Fees	0			
Maintenance Fees	0	FICA		12,645
Other Contracted Fees	500	Healthcare Benefits - Active		35,564
TOTAL	21,932	Healthcare Benefits - Retirees		0
		Pension		97,447
		Total Fringe Benefits		145,656
CAPITAL OUTLAY	0			
TOTAL	0	TOTAL	3.07	311,073
TOTAL APPROPRIATION	333,005			

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

591-4715 Process Control Systems

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	57,644	Instrument & Control Admin.	0.50	35,388
Overtime	1,000	Instrument & Control Tech	0.50	22,256
Fringe Benefits	52,863			
		Total Personnel	<u>1.00</u>	<u>57,644</u>
TOTAL	<u>111,507</u>			
		Overtime		<u>1,000</u>
OPERATING EXPENSES				
Supplies	14,800	FICA		4,487
Internal Services	2,865	Healthcare Benefits - Active		19,058
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	50,000	Pension		29,318
Maintenance Fees	1,750			
Other Contracted Fees	7,000	Total Fringe Benefits		<u>52,863</u>
TOTAL	<u>76,415</u>			
		TOTAL	<u>1.00</u>	<u>111,507</u>
CAPITAL OUTLAY	<u>12,000</u>			
TOTAL	12,000			
TOTAL APPROPRIATION	<u><u>199,922</u></u>			

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

591-4720 Water Metering Maintenance & Service

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	192,647	Maint. & Service Admin.	0.25 19,223
Overtime	6,000	ROW Utilities Foreman	0.50 33,090
Fringe Benefits	215,873	Mech Equip Repairperson II	0.25 11,029
		Utilities Person III	0.25 11,111
		Utilities Person II	1.25 54,067
TOTAL	414,520	Crossover Operators	1.50 64,127
		Total Personnel	4.00 192,647
OPERATING EXPENSES			
Supplies	8,500	Overtime	6,000
Internal Services	15,266		
Other Services			
Professional Fees	20,000	FICA	15,255
Maintenance Fees	13,750	Healthcare Benefits - Active	74,655
Other Contracted Fees	0	Healthcare Benefits - Retirees	0
		Pension	125,963
TOTAL	57,516	Total Fringe Benefits	215,873
CAPITAL OUTLAY			
	0		
TOTAL	0	TOTAL	4.00 414,520
TOTAL APPROPRIATION	472,036		

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

591-4721 Maintenance & Service

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	581,649	Maint. & Service Admin.	0.25	19,223
Overtime	45,000	ROW Utilities Foreman	0.50	33,139
Fringe Benefits	683,186	Mech Equip Repairperson II	0.25	11,018
		Administrative Professional	0.50	21,016
TOTAL	1,309,835	Utilities Person III	1.00	44,503
		Utilities Person II	3.50	151,888
		Crossover Operator	6.25	266,256
OPERATING EXPENSES		Custodial Worker (PT)	1.00	18,720
		Skilled Clerical (PT)	1.00	8,190
Supplies	744,600	Laborer (Temp)	2.00	7,696
Internal Services	37,108			
Other Services		Total Personnel	16.25	581,649
Professional Fees	293,498			
Maintenance Fees	191,026			
Other Contracted Fees	17,580	Overtime		45,000
TOTAL	1,283,812			
		FICA		46,965
CAPITAL OUTLAY	16,900	Healthcare Benefits - Active		250,960
		Healthcare Benefits - Retirees		0
TOTAL	16,900	Pension		385,261
		Total Fringe Benefits		683,186
TOTAL APPROPRIATION	2,610,547	TOTAL	16.25	1,309,835

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

591-4730 Treatment & Pumping

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	1,461,928	Superintendent of Water Tmt	1.00	76,893
Overtime	74,500	Asst Super of Water Tmt	1.00	70,060
Fringe Benefits	1,715,710	Police Officer	0.10	5,217
		Chief Chemist	1.00	59,062
TOTAL	3,252,138	Operating Foreman	5.00	263,414
		Plant Mtce Foreman	1.00	57,200
		Biologist	1.00	49,108
OPERATING EXPENSES		Plant Mtce Electrician II	1.00	49,999
		Plant Mtce Electrician I	2.00	88,798
Supplies	650,350	Filtration Plant Mtce III	3.00	129,275
Internal Services	72,159	Filtration Plant Mtce II	3.00	114,717
Other Services		Plant Mtce Mechanic A	1.00	48,454
Professional Fees	241,292	Plant Operator A	5.00	214,230
Maintenance Fees	1,008,251	Equipment & Safety Specialist	1.00	43,020
Other Contracted Fees	44,715	Administrative Professional	1.00	41,672
TOTAL	2,016,767	Laboratory Technician	1.00	42,819
		Stock Clerk WT	1.00	39,994
CAPITAL OUTLAY	216,300	Custodial Worker A	1.00	35,092
		Skilled Clerical (PT)	1.00	16,380
TOTAL	216,300	Laborer (Temp)	3.00	16,524
		Total Personnel	34.10	1,461,928
TOTAL APPROPRIATION	5,485,205	Overtime		74,500
		FICA		117,602
		Healthcare Benefits - Active		431,751
		Healthcare Benefits - Retirees		119,782
		Pension		1,046,575
		Total Fringe Benefits		1,715,710
		TOTAL	34.10	3,252,138

EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET

591-5310 Customer Accounting

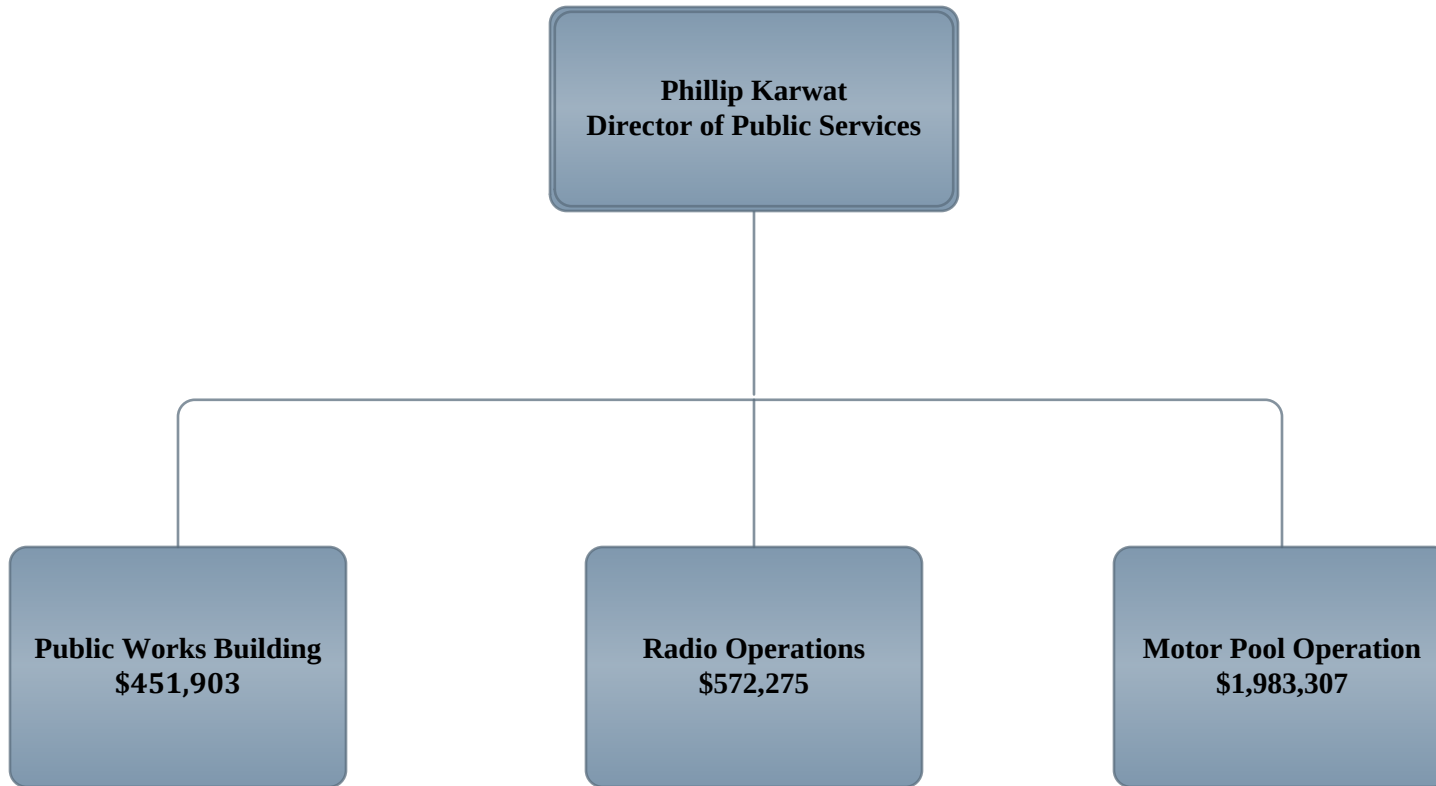
Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	133,042	Admin of Utilities Account	0.50	27,961
Overtime	0	Office Assistant III	2.00	70,206
Fringe Benefits	162,503	Customer Service Coordinator	0.37	11,359
		Customer Service Rep	0.74	23,516
TOTAL	295,545	Total Personnel	3.61	133,042
OPERATING EXPENSES		Overtime		0
Supplies	1,500			
Provision for Losses	83,000	FICA		10,044
Internal Services	24,065	Healthcare Benefits - Active		39,631
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	42,000	Pension		112,828
Maintenance Fees	19,650			
Other Contracted Fees	950	Total Fringe Benefits		162,503
TOTAL	171,165	TOTAL	3.61	295,545
CAPITAL OUTLAY				
	0			
TOTAL	0			
TOTAL APPROPRIATION	466,710			



INTERNAL SERVICE FUNDS

PUBLIC WORKS BUILDING
TECHNICAL SERVICES – GIS
TECHNICAL SERVICES – IS
RADIO OPERATIONS
MOTOR POOL OPERATIONS
SELF-INSURANCE
WORKERS' COMPENSATION

CITY OF SAGINAW
DEPARTMENT OF PUBLIC SERVICES – INTERNAL SERVICE FUNDS



PUBLIC WORKS BUILDING (641)
RESOURCE ALLOCATION
2012/2013 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	451,903	PUBLIC WORKS BUILDING	451,903
TOTAL RESOURCES	<u>451,903</u>	TOTAL APPROPRIATIONS	<u>451,903</u>

PUBLIC WORKS BUILDING FUND

REVENUE BUDGET SUMMARY

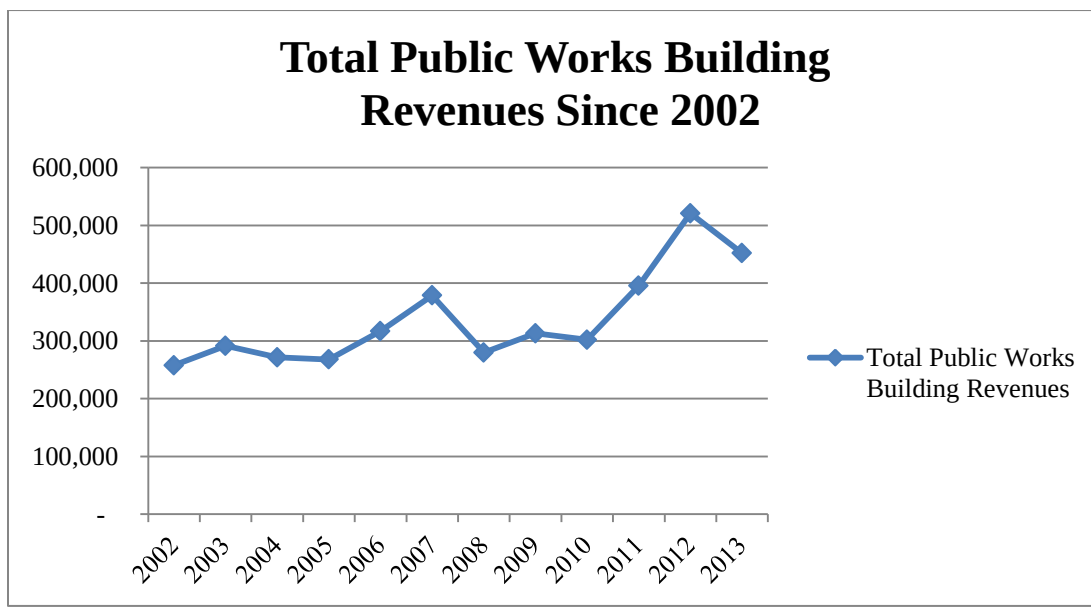
The Public Works Building Fund is considered an Internal Service Fund for the City of Saginaw. This means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The only source of revenue for this fund is "Charge for Services", which is anticipated to be \$451,903 in FY 2013. This fund was established to

account for all operating and capital expenditures to maintain the Public Works Service Center. Rent is charged to the departments occupying the building based on square footage. The Public Works Building will decrease by -13.24% or \$68,974 for FY 2013 Approved Budget due to reductions in expenditures for FY 2013.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Services - Sales	312,988	301,930	392,725	520,877	520,877	520,738	451,903
Interest and Rents	0	32	243	0	0	0	0
Other Revenues	0	23	2,562	0	0	0	0
Total Revenues	312,988	301,985	395,530	520,877	520,877	520,738	451,903

REVENUE TRENDS



The above graph reflects numerical data from FY 2008 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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. In FY 2013 revenues will decrease due to reductions in FY 2013 expenditures for the fund.

EXPENDITURE BUDGET SUMMARY

The total Public Works Building Fund expenditures will be \$451,903 for FY 2013. The fund will decrease by -\$68,974 or -13.24% from FY 2012 approved budget. **Personnel Services** will decrease by \$25,980, or -10.78% in FY 2013. The personnel complement will decrease by .35 of a position from the 2012 budgeted levels. This decrease is due to the reallocation of the Facilities Administrator, Labor Foreman, and Parks Maintenance Person II. **Operating Expenses** will be

\$226,108 for the upcoming year. This represents a \$42,468, or -15.81% decrease from FY 2012. These decreases can be attributed to the reductions in fleet charges, general liability insurance, and utilities. **Capital Outlay** will remain the same for FY 2013 as approved in the FY 2012 budget. The category of **Miscellaneous Expenditures** There are no miscellaneous expenditures in FY 2013, this represents a -100% reduction from FY 2012.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4439 Public Works Building	312,616	301,586	394,477	520,351	520,351	413,068	451,903
9660 Transfers	1,038	1,038	1,052	526	526	526	0
Total Expenditures	313,654	302,624	395,529	520,877	520,877	413,594	451,903

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	122,469	115,299	190,713	240,884	240,884	211,059	214,904
Operating Expenses	174,319	186,287	203,764	268,576	271,394	202,009	226,108
Capital Outlay	15,828	0	0	10,891	8,073	0	10,891
Miscellaneous	1,038	1,038	1,052	526	526	526	0
Total Expenditures	313,654	302,624	395,529	520,877	520,877	413,594	451,903

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4439 Public Works Building	2.50	2.50	3.00	3.50	3.50	3.50	3.15
Total Positions	2.50	2.50	3.00	3.50	3.50	3.50	3.15

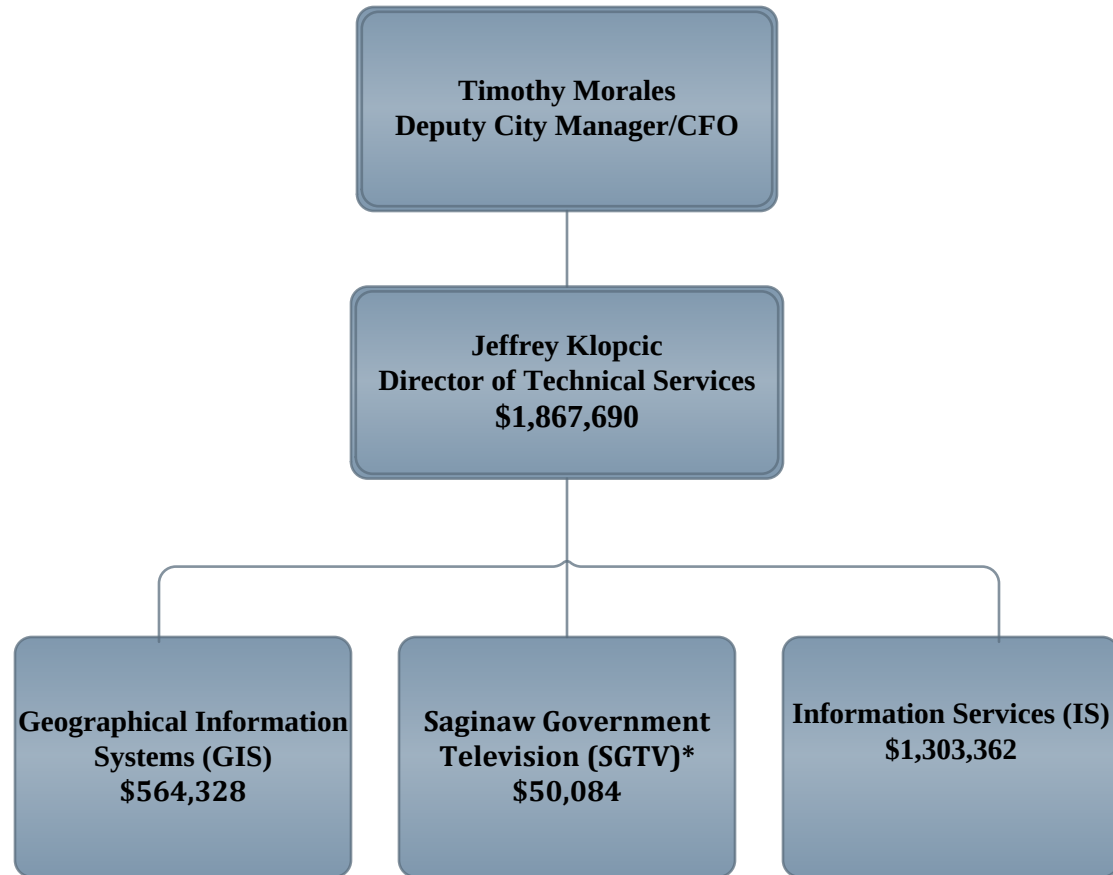
The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 by employee cost, operating expenses, capital outlay, and miscellaneous cost. Please refer to "How To Use the Budget Document" for better clarification for the Operating Expenses categories.

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

641-4439 Public Works Building

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	107,515	Facilities Administrator	0.30 19,463
Overtime	3,000	Labor Foreman	0.30 14,101
Fringe Benefits	104,389	Maintenance Person II	1.00 42,561
		Parks/Maint. Person II	0.15 6,117
		Custodial Worker (PT)	1.00 18,720
		Skilled Clerical (PT)	0.40 6,552
TOTAL	214,904	Total Personnel	3.15 107,515
OPERATING EXPENSES			
Supplies	19,175	Overtime	3,000
Internal Services	6,272		
Other Services			
Professional Fees	31,511	FICA	7,280
Maintenance Fees	169,150	Healthcare Benefits - Active	41,167
Other Contracted Fees	0	Healthcare Benefits - Retirees	0
		Pension	55,942
TOTAL	226,108	Total Fringe Benefits	104,389
CAPITAL OUTLAY	10,891		
		TOTAL	3.15 214,904
TOTAL	10,891		
TOTAL APPROPRIATION	451,903		

CITY OF SAGINAW
DEPARTMENT OF TECHNICAL SERVICES – INTERNAL SERVICE FUNDS



**SGTV is accounted for in the General Government division of the General Fund.*

DEPARTMENT OF TECHNICAL SERVICES (650)
GEOGRAPHICAL INFORMATION SYSTEMS
RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET

The TE-GIS 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.

RESOURCES		APPROPRIATIONS	
SERVICES - SALES	28,500	GEOGRAPHICAL INFORMATION SYSTEMS	503,988
CHARGE FOR SERVICES	494,130	CALL CENTER	47,207
OTHER REVENUES	41,698	TRANSFERS	13,133
TOTAL RESOURCES	<u>564,328</u>	TOTAL APPROPRIATIONS	<u>564,328</u>

DEPARTMENT OF TECHNICAL SERVICES – GEOGRAPHICAL INFORMATION SYSTEM (GIS)

REVENUE BUDGET SUMMARY

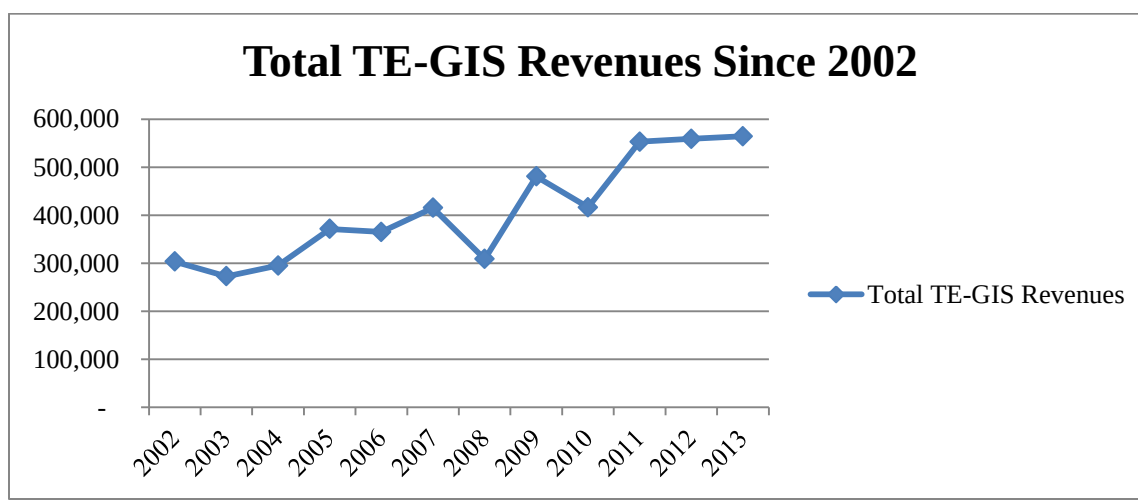
The Department of Technical Services - Geographical Information System (GIS) Fund is an Internal Service Fund of the city. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is “Charge for Services”, which is anticipated to be \$494,130 in FY 2013. 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 2013, the TE-GIS Fund’s total revenues will be \$564,328. This is an increase of \$5,305, or .94%, from the previous fiscal year. This increase is attributed to an increase in user fees to cover the cost of service as well as increase in a contract with Saginaw County for GIS Services.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Services - Sales	-578	74,944	84,656	53,000	53,000	22,698	28,500
Charges for Services	409,054	334,663	428,288	466,310	466,310	466,310	494,130
Other Revenues	72,062	6,627	39,846	39,713	39,713	40,054	41,698
Total Revenues	480,538	416,234	552,790	559,023	559,023	529,062	564,328

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approve Revenues, and the FY 2013 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. Revenues have remained fairly steady from 2011-2013.

EXPENDITURE BUDGET SUMMARY

The total TE-GIS Fund Expenditures will be \$564,328 for FY 2013. This is a budget increase of \$5,305 from FY 2012 approved budget level. **Personnel Services** are projected to increase by 14.19% or \$50,554 in FY 2013. The personnel complement will increase by one FTE, with the addition of a Skilled Clerical employee in the Call Center. **Operating Expenses** will be \$132,503 for the upcoming year. This represents a \$25,253, or 23.54% increase. This can be attributed to the inclusion of information management charges in the Call Center

and the addition of GIS Internal Charges for the GIS Division. These increases were mitigated by decreases in training, travel, utilities and public works building charges. **Capital Outlay** expenditures will remain the same. The category of **Miscellaneous Expenditures** will be \$13,133 for the upcoming year. This represents an - 80.07% decrease from the previous fiscal year. The decrease is due to a reduction in funds allocated towards GIS reserves.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1738 GIS	469,926	427,107	430,136	447,225	464,963	456,421	503,988
1739 Call Center	0	0	13,858	28,163	28,163	31,256	47,207
8559 Increase in Fund Equity	0	0	0	75,140	57,402	0	0
9660 Transfers	1,038	1,038	1,052	8,495	8,495	526	13,133
Total Expenditures	470,964	428,145	445,046	559,023	559,023	488,203	564,328

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	373,384	348,430	338,994	356,138	373,876	387,251	406,692
Operating Expenses	96,359	77,386	101,598	107,250	112,250	97,331	132,503
Capital Outlay	183	1,291	3,402	12,000	7,000	3,095	12,000
Miscellaneous	1,038	1,038	1,052	83,635	65,897	526	13,133
Total Expenditures	470,964	428,145	445,046	559,023	559,023	488,203	564,328

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1738 TE - GIS	4.00	4.00	3.50	3.50	3.50	3.50	3.50
1739 Call Center	0.00	0.00	0.00	1.00	2.00	2.00	2.00
Total Positions	4.00	4.00	3.50	4.50	5.50	5.50	5.50

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

650-1738 TE - GIS

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	187,921	Technical Services		
Overtime	5,000	Director	0.50	44,883
Fringe Benefits	178,505	GIS Analyst	1.00	56,004
		Info. Technology Analyst	1.00	46,217
		GIS Technician	1.00	40,818
TOTAL	371,426	Total Personnel	3.50	187,921
OPERATING EXPENSES				
Supplies	6,742	Overtime		5,000
Internal Services	83,932			
Other Services				
Professional Fees	23,938	FICA		14,254
Maintenance Fees	5,200	Healthcare Benefits - Active		50,021
Other Contracted Fees	2,750	Healthcare Benefits - Retirees		0
		Pension		114,230
TOTAL	122,562	Total Fringe Benefits		178,505
CAPITAL OUTLAY	10,000			
		TOTAL	3.50	371,426
TOTAL	10,000			
TOTAL APPROPRIATION	503,988			

**EXPENDITURE ANALYSIS DETAIL
2012/2013 APPROVED BUDGET**

650-1739 Call Center

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	32,760	Skilled Clerical (PT)	2.00	32,760
Overtime	0			
Fringe Benefits	2,506	Total Personnel	<u>2.00</u>	<u>32,760</u>
TOTAL	<u>35,266</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		2,506
Supplies	1,776	Healthcare Benefits - Active		0
Internal Services	4,915	Healthcare Benefits - Retirees		0
Other Services		Pension		0
Professional Fees	1,500			
Maintenance Fees	1,750	Total Fringe Benefits		<u>2,506</u>
Other Contracted Fees	0			
TOTAL	<u>9,941</u>	TOTAL	<u>2.00</u>	<u>35,266</u>
CAPITAL OUTLAY				
	2,000			
TOTAL	<u>2,000</u>			
TOTAL APPROPRIATION	<u><u>47,207</u></u>			

DEPARTMENT OF TECHNICAL SERVICES (658)
INFORMATION SERVICES
RESOURCE ALLOCATION
2012/2013 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	1,303,362	INFORMATION SERVICES	1,290,229
		TRANSFERS	13,133
TOTAL RESOURCES	<u>1,303,362</u>	TOTAL APPROPRIATIONS	<u>1,303,362</u>

DEPARTMENT OF TECHNICAL SERVICES –INFORMATION SERVICES (IS)

REVENUE BUDGET SUMMARY

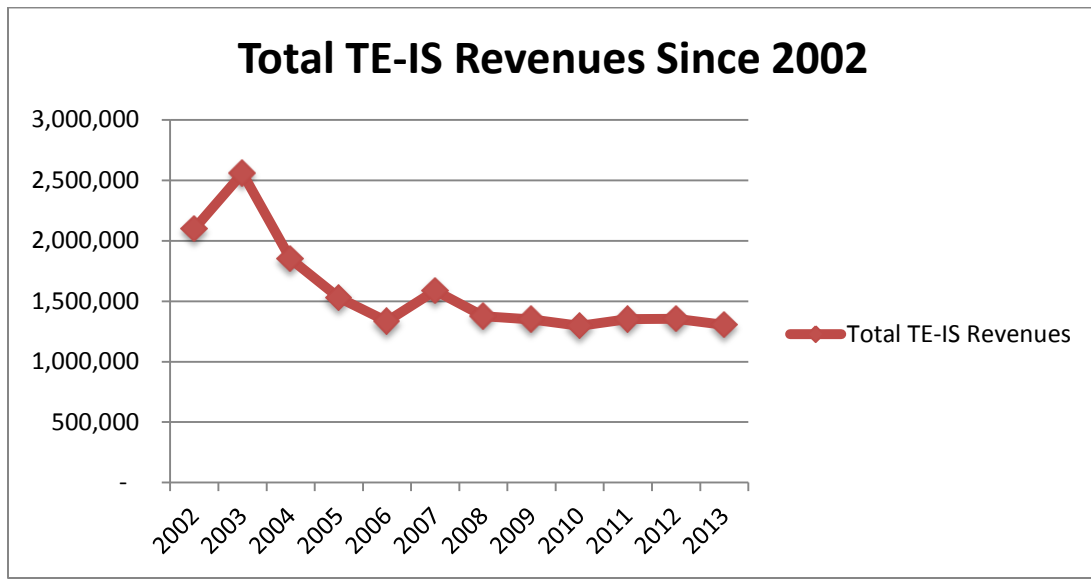
The Department of Technical Services - Information Services (IS) Fund is an Internal Service Fund of the city. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. The major revenue source for this fund is "Service - Sales", which is anticipated to be \$1,303,362 in FY 2013. 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 2013, the TE-IS Fund's total revenues will be \$1,303,362. This is a decrease of \$20,131 from the previous fiscal year.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Services - Sales	1,350,307	1,294,929	1,214,501	1,323,493	1,355,493	1,320,075	1,303,362
Interest and Rents	0	234	316	0	0	0	0
Charges for Services	0	0	0	0	0	0	0
Other Revenues	0	0	31,261	0	0	0	0
Total Revenues	1,350,307	1,295,163	1,246,078	1,323,493	1,355,493	1,320,075	1,303,362

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 2008-2013.

EXPENDITURE BUDGET SUMMARY

The total TE-IS Fund Expenditures will be \$1,303,362 for FY 2013. This is a budget decrease of \$20,131 from FY 2012 approved budgeted levels. **Personnel Services** is projected to decrease by -6.42% in FY 2013. This decrease can be attributed to elimination of the Information Technology Analyst position. **Operating Expenses** will be \$659,212 for the upcoming year. This represents a \$5,307, or -.79% decrease. This can be

attributed to reductions in training, travel, and computer software. **Capital Outlay** will be increased by 133% for FY 2013. This can be attributed to an increase in Maintenance Equipment costs for the purchase of network switches. The category of **Miscellaneous Expenditures** will be \$13,133 for the upcoming year. This increase is due to an increased transfer to Celebration Park for operations.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1720 Information Services	1,350,908	1,292,921	1,206,105	1,313,476	1,345,476	1,201,475	1,290,229
9660 Transfers	4,043	4,043	4,096	10,017	10,017	2,048	13,133
Total Expenditures	1,354,951	1,296,964	1,210,201	1,323,493	1,355,493	1,203,523	1,303,362

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	739,656	678,980	621,138	631,857	681,429	692,235	591,017
Operating Expenses	600,989	608,158	570,552	664,519	646,947	506,490	659,212
Capital Outlay	10,263	5,783	14,415	17,100	17,100	2,750	40,000
Miscellaneous	4,043	4,043	4,096	10,017	10,017	2,048	13,133
Total Expenditures	1,354,951	1,296,964	1,210,201	1,323,493	1,355,493	1,203,523	1,303,362

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1720 TE - IS	7.00	7.00	5.50	5.50	5.50	5.50	4.50
Total Positions	7.00	7.00	5.50	5.50	5.50	5.50	4.50

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

658-1720 TE - IS

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	260,978	Technical Services	
Overtime	10,000	Director	0.50 44,883
Fringe Benefits	320,039	Assistant Director of	
		Technical Services	1.00 70,777
TOTAL	591,017	Enterprise Analyst	1.00 59,892
		Tech. Support Specialist	2.00 85,426
		Total Personnel	4.50 260,978
OPERATING EXPENSES			
Supplies	43,500	Overtime	10,000
Internal Services	92,461		
Other Services			
Professional Fees	325,051	FICA	20,179
Maintenance Fees	177,000	Healthcare Benefits - Active	52,592
Other Contracted Fees	21,200	Healthcare Benefits - Retirees	70,460
		Pension	176,808
TOTAL	659,212	Total Fringe Benefits	320,039
CAPITAL OUTLAY	40,000		
		TOTAL	4.50 591,017
TOTAL	40,000		
TOTAL APPROPRIATION	1,290,229		

RADIO OPERATIONS (660)
RESOURCE ALLOCATION
2012/2013 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	111,888	RADIO OPERATIONS	572,275
INTEREST	1,000		
OTHER REVENUES	459,387		
TOTAL RESOURCES	<u>572,275</u>	TOTAL APPROPRIATIONS	<u>572,275</u>

RADIO OPERATIONS FUND

REVENUE BUDGET SUMMARY

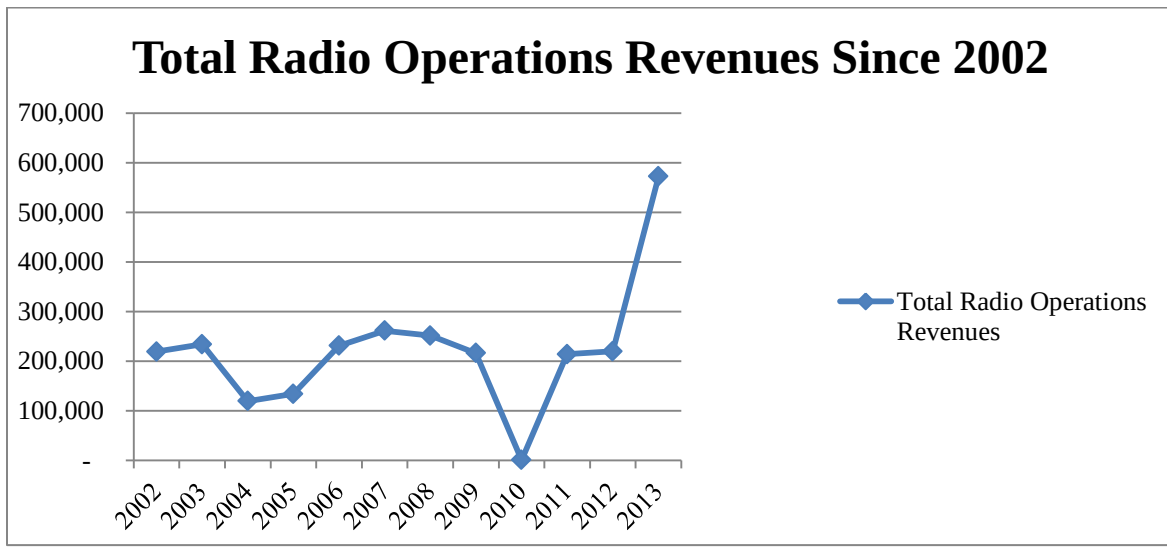
The Radio Operations Fund is considered to be an Internal Service Fund of the City. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. This fund provides radio repair and replacement to: Cemeteries, Community Public Safety – Police and Fire, Major and Local Streets, Rubbish Collection, Parking, Sewer, and Water Operations and Maintenance, and Motor Pool Operations. The major revenue source for this fund is “Charge for Services”, which is anticipated

to be \$111,888, in FY 2013. Other revenue sources for this fund are Interest on Investments and the appropriation of unrestricted and undesignated Fund Balance. In total for FY 2013, the Radio Operations Fund’s revenues will be \$572,275, which is an increase of \$352,435, or 160.31% from the previous fiscal year. The City will appropriate \$459,387 of the unrestricted and uncommitted fund balance for the purpose of replacing the radio system.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charge for Services	216,181	0	213,310	37,236	37,236	37,236	111,888
Interest and Rents	0	593	992	1,000	1,000	(1,578)	1,000
Other Revenues	86	0	11	181,604	181,604	109,943	459,387
Total Revenues	216,267	593	214,313	219,840	219,840	145,601	572,275

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. 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. For FY 2013, revenues reflect a steady incline due to the city appropriating uncommitted and unrestricted fund balance in order to purchase a new radio system.

EXPENDITURE BUDGET SUMMARY

The total Radio Operations Fund's expenditures will increase approximately \$352,435, or 61.58% from the FY 2012 Approved Budget. **Personnel Services** will increase approximately \$29,700, from the previous fiscal year. This increase is due to the reallocation of salary and benefits for .10 of the Traffic Foreman and .20 of the Traffic Electrician II. **Operating Expenses** is expected to decrease \$42,319 from FY 2012. This reduction is

attributable to the decreases in parts and supplies, operating services for maintenance fees, insurance cost, and general repair. This is possible because of the purchase of a new radio system. **Capital Outlay** will increase \$490,000 for FY 2013. This increase is due to the purchase of a new radio system.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4422 Radio Operations	87,174	57,009	53,150	94,894	94,894	20,655	572,275
9660 Transfers	910,517	517	524	124,946	124,946	124,946	0
Total Expenditures	997,691	57,526	53,674	219,840	219,840	145,601	572,275

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	8,203	5,138	3,573	3,230	4,919	3,314	32,930
Operating Expenses	78,971	51,871	6,194	81,664	79,975	17,341	39,345
Capital Outlay	0	0	9,675	10,000	10,000	0	500,000
Miscellaneous	910,517	517	524	124,946	124,946	124,946	0
Total Expenditures	997,691	57,526	19,966	219,840	219,840	145,601	572,275

SUMMARY OF POSITIONS:

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4422 Radio Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.30
Total Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.30

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

660-4422 Radio Operations

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	16,893	Traffic Foreman	0.10	6,380
Overtime	500	Traffic Electrician II	0.20	10,513
Fringe Benefits	15,537			
		Total Personnel	<u>0.30</u>	<u>16,893</u>
TOTAL	<u>32,930</u>			
		Overtime		<u>500</u>
OPERATING EXPENSES				
Supplies	5,500	FICA		1,326
Internal Services	5,519	Healthcare Benefits - Active		4,569
Other Services		Healthcare Benefits - Retirees		0
Professional Fees	20,226	Pension		9,642
Maintenance Fees	5,600			
Other Contracted Fees	2,500	Total Fringe Benefits		<u>15,537</u>
TOTAL	<u>39,345</u>			
		TOTAL	<u>0.30</u>	<u>32,930</u>
CAPITAL OUTLAY	500,000			
TOTAL	<u>500,000</u>			
TOTAL APPROPRIATION	<u><u>572,275</u></u>			

MOTOR POOL OPERATIONS (661)
RESOURCE ALLOCATION
2012/2013 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	1,221,382	GARAGE OPERATIONS	1,983,307
OTHER REVENUES	761,925		
TOTAL RESOURCES	<u>1,983,307</u>	TOTAL APPROPRIATIONS	<u>1,983,307</u>

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 \$1,221,382 in FY 2013. This fund provides for the acquisition, and maintenance of vehicles and other motorized equipment that is utilized by general city operations. The only exception is Community Public Safety – Fire, for this

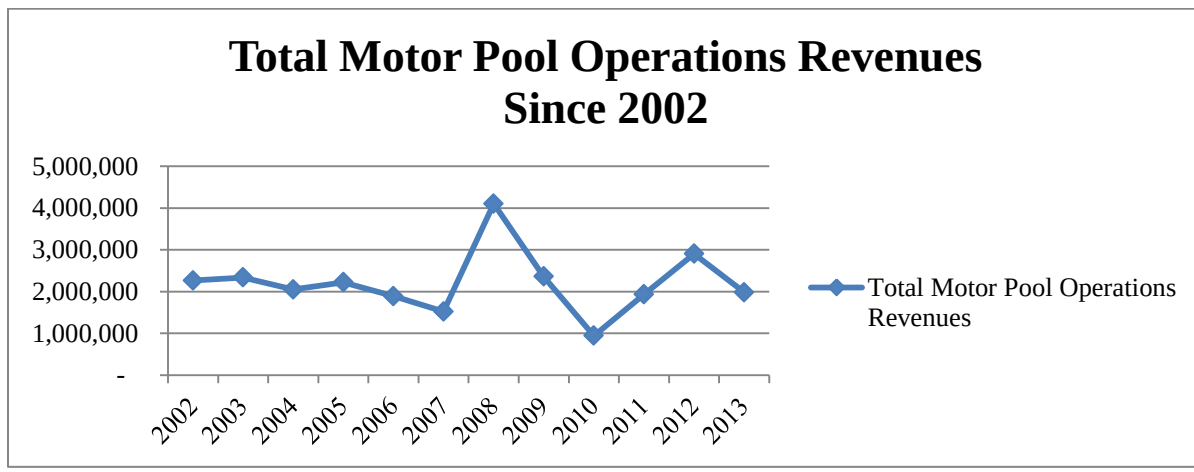
department has specialized equipment that must be handled by certified mechanics that are familiar with fire apparatuses. Other revenue sources for this fund are: sale of junk, fluids, surplus receipts, insurance proceeds, and the appropriation of fund equity.

For FY 2013, the Motor Pool Operations Fund’s revenues will be \$1,983,307. This is a decrease of \$923,669, or -53.37%, from the previous fiscal year. This decrease is primarily attributed to a reduction in the charge for services and the appropriation of fund equity.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charge for Services	2,051,202	728,593	792,729	1,694,379	1,694,379	1,672,027	1,221,382
Interest and Rents	0	1,185	317	0	0	(425)	0
Other Revenues	308,444	1,401,398	1,312,918	1,212,597	1,089,892	274,774	761,925
Transfers	0	0	20,000	0	0	0	0
Total Revenues	2,359,646	2,131,176	2,125,964	2,906,976	2,784,271	1,946,376	1,983,307

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. 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 structure 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. In FY 2013, the revenues reflect a downward trend. This reduction in the revenues is based on reduction in use of fund equity and the charges for services.

EXPENDITURE BUDGET SUMMARY:

The total Motor Pool Operations Fund Expenditures are projected to be \$1,983,307, for FY 2013. This budget will decrease \$923,669, or -53.37% from the FY 2012 Approved Budget. **Personnel Services** is projected to increase 1.58% in FY 2013. This is due to the addition of a Skilled Clerical position, which is offset by the elimination of .20 of an Administrative Professional. This position was reallocated to the Public Works Building Fund. Additionally, the city will realize an increase in the MERS Pension Liability. **Operating Expenses** will decrease approximately \$359,369, or -

30.41%. This fund will realize a reduction in Motor Vehicle Supplies, Parts and Supplies, Indirect Costs, rental fees for the Public Works Building space, Employment Agency Fees, a reduction in the Motor Vehicle Repairs and Motor Vehicle Charges. **Capital Outlay** will also decrease for FY 2013. This reduction is due to the lack of fund available for the replacement vehicles citywide. The category of **Miscellaneous Expenditures** will be zero for FY 2013. No Motor Pool funds will be transferred to other funds.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4480 Garage Operations	1,771,301	2,120,558	2,115,208	2,587,643	2,612,728	1,940,999	1,983,307
9660 Transfers	10,618	10,618	10,756	319,333	171,543	5,377	0
Total Expenditures	1,781,919	2,131,176	2,125,964	2,906,976	2,784,271	1,946,376	1,983,307

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	828,649	932,326	1,076,617	1,142,974	1,196,254	1,219,028	1,161,007
Operating Expenses	925,037	1,185,345	989,738	1,181,669	1,138,286	721,412	822,300
Capital Outlay	10,636	0	48,623	250,000	278,188	559	0
Miscellaneous	17,597	13,505	10,986	332,333	171,543	5,377	0
Total Expenditures	1,781,919	2,131,176	2,125,964	2,906,976	2,612,728	1,946,376	1,983,307

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
4480 Motor Pool Operations	9.20	10.20	9.20	9.20	9.20	9.20	10.00
Total Positions	9.20	10.20	9.20	9.20	9.20	9.20	10.00

The following "Expenditure Detail" page will outline the total amounts allocated in FY 2012/2013 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
2012/2013 APPROVED BUDGET**

661-4480 Motor Pool Operations

Allocation Plan		Position Control	
		JOB CLASSIFICATION	2012/ 2013 BUDGET ALLOCATION
PERSONNEL SERVICES			
Salaries	450,081	Fleet Administrator	1.00 72,294
Overtime	45,000	Labor Foreman	1.00 52,797
Fringe Benefits	665,926	Mech Equip RepairPerson III	1.00 46,151
		Mech Equip RepairPerson II	5.00 220,730
TOTAL	1,161,007	Parts Stock Clerk II	1.00 41,729
		Skilled Clerical (PT)	1.00 16,380
OPERATING EXPENSES		Total Personnel	10.00 450,081
Supplies	381,169		
Internal Services	215,585	Overtime	45,000
Other Services			
Professional Fees	90,368	FICA	37,825
Maintenance Fees	132,178	Healthcare Benefits - Active	156,298
Other Contracted Fees	3,000	Healthcare Benefits - Retirees	185,477
TOTAL	822,300	Pension	286,326
		Total Fringe Benefits	665,926
CAPITAL OUTLAY	0		
TOTAL	0	TOTAL	10.00 1,161,007
TOTAL APPROPRIATION	1,983,307		

SELF-INSURANCE FUND (677)
RESOURCE ALLOCATION
2012/2013 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	1,099,439	SELF-INSURANCE	1,099,439
TOTAL RESOURCES	<u>1,099,439</u>	TOTAL APPROPRIATIONS	<u>1,099,439</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 internal user fees for those departments that must have general liability insurance coverage on equipment and services. The city

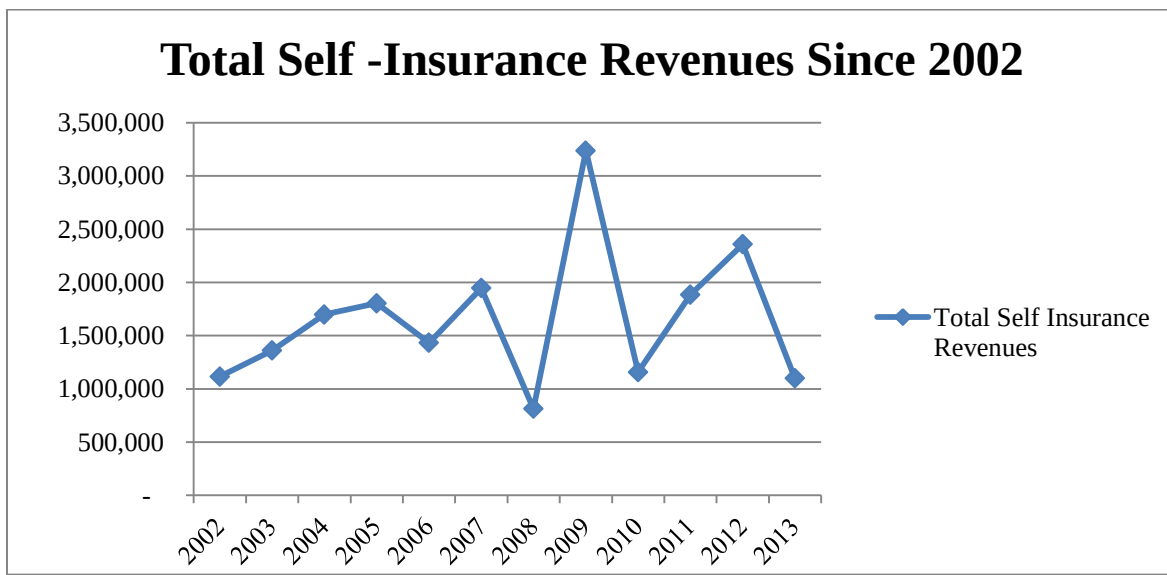
contracts with a third party administrator, Saginaw Bay Underwriters, who obtains the best insurance rates. The City's two policies are renewed twice a year, in February and July.

For FY 2013, the Self-Insurance Fund's revenues will be \$1,099,439. This is a decrease of \$1,258,338, or - 53.37%, from the previous fiscal year. This is based on an anticipated reduction in the general liability insurance fee from both renewals by Saginaw Bay Underwriters and a reduction in the appropriation of fund equity from the previous fiscal year.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charge for Services	3,097,522	1,157,024	1,453,362	1,179,633	1,179,633	1,179,633	1,099,439
Interest and Rents	0	493	(981)	0	0	(2,148)	0
Other Revenues	140,325	0	3,042,099	1,178,144	1,178,144	1,051,589	0
Total Revenues	3,237,847	1,157,517	4,494,480	2,357,777	2,357,777	2,229,074	1,099,439

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Revenues Budgets. 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. For FY 2013, revenues are expected to dramatically decrease due to the reduction in the renewal policies and the reduction in the appropriation of fund equity.

EXPENDITURE BUDGET SUMMARY

The total Self-Insurance Fund Expenditures will be \$1,099,439 for FY 2013, which is -114.45% less than the FY 2012 approved budgeted levels. **Operating Expenses** will be \$1,099,439, for the upcoming year. As

previously stated, this reduction in Operating Expenses is due to the reduction in the renewal policies. In the category of **Miscellaneous Expenditures**, the budget will be zero for FY 2013.

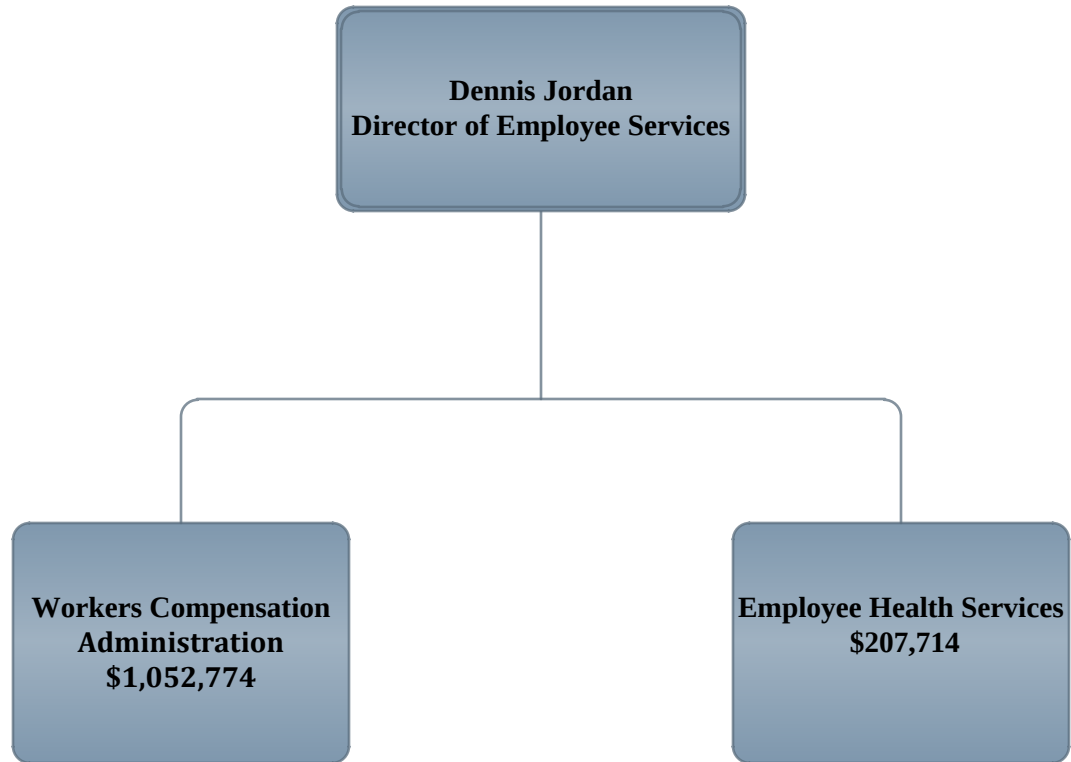
FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1762 Self Insurance	2,277,328	1,157,518	2,016,181	1,179,633	1,179,633	2,229,074	1,099,439
9660 Transfers	0	0	2,478,300	1,178,144	1,174,144	0	0
Total Expenditures	2,277,328	1,157,518	4,494,481	2,357,777	2,353,777	2,229,074	1,099,439

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	2,603	0	0	0	0	0	0
Operating Expenses	2,272,512	1,157,518	2,016,181	1,179,633	1,179,633	2,229,074	1,099,439
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	2,213	0	2,478,300	1,178,144	1,174,144	0	0
Total Expenditures	2,277,328	1,157,518	4,494,481	2,357,777	2,353,777	2,229,074	1,099,439

CITY OF SAGINAW
WORKERS COMPENSATION FUND – INTERNAL SERVICE FUND



WORKERS COMPENSATION (678)
RESOURCE ALLOCATION
2012/2013 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	1,052,774
INTEREST	4,850	EMPLOYEE HEALTH SERV.	207,714
OTHER REVENUES	6,253		
TOTAL RESOURCES	<u>1,260,488</u>	TOTAL APPROPRIATIONS	<u>1,260,488</u>

WORKERS COMPENSATION FUND

REVENUE BUDGET SUMMARY

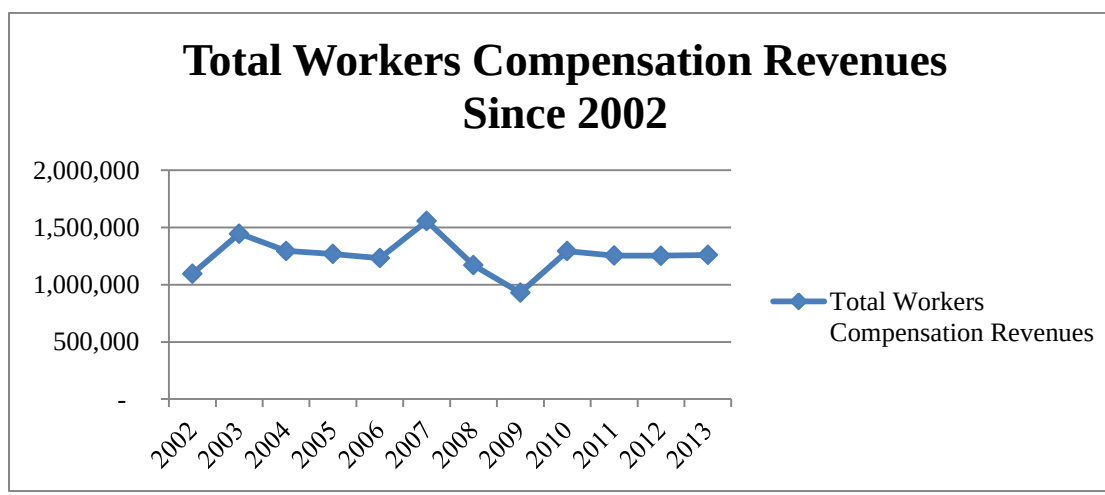
The Workers Compensation Fund is considered to be an Internal Service Fund of the city. That means that this fund accounts for goods and/or services provided to one department by another on a cost reimbursement basis. In the case of this fund, the workers compensation revenues are based on a percentage 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 \$1,260,488, for FY 2013. This is an increase of \$6,253, from the FY 2012 Approved Budget. This increase in revenues is attributable to the City receiving monies from the state for reimbursement on Workers Compensation Claims. This reimbursement is administered by Sedgwick, one of the city's third party providers.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
State Grants	0	2,416	0	0	0	0	0
Charge for Services	897,211	1,283,890	2,386,268	1,249,385	1,249,385	1,101,843	1,249,385
Interest and Rents	33,555	8,481	4,921	4,850	4,850	184	4,850
Other Revenues	0	0	7,228	0	0	40,785	6,253
Total Revenues	930,766	1,294,787	2,398,417	1,254,235	1,254,235	1,142,812	1,260,488

REVENUE TRENDS



The above graph reflects numerical data from FY 2001 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. 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. In addition, in FY 2013, the revenues for this fund are expected to remain steady.

EXPENDITURE BUDGET SUMMARY

The total Workers Compensation Fund Expenditures will be \$1,260,488, for FY 2013. This budget will increase .50%, from the FY 2012 approved budgeted levels. **Personnel Services** is projected to increase 13.37% in FY 2013. The personnel complement will remain the same as previous fiscal years. The increase in personnel services is attributed to higher pension expenditures. **Operating Expenses** is expected to decrease by a net \$68. The Workers Compensation Administration Division will decrease -5.72%. This

reduction is due to the reallocation of insurance cost to the Employee Health Services Division. However within this division, the following costs will offset the reduction: legal services for attorney costs, professional services for ancillary and other administrative fees, and claims and judgments. The Employee Health Service Division will increase 50.98% due to the inclusion of insurance costs. There will be no **Capital Outlay** purchases for FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1750 Workers Compensation Administration	841,172	1,172,175	2,279,863	1,116,658	1,052,532	1,249,262	1,052,774
1751 Employee Health Services	121,149	123,517	118,363	137,577	201,703	180,587	207,714
Total Expenditures	962,321	1,295,692	2,398,226	1,254,235	1,254,235	1,429,849	1,260,488

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	44,062	44,522	45,850	47,279	50,320	50,049	53,600
Operating Expenses	917,493	1,251,170	2,338,682	1,206,956	1,203,915	1,379,800	1,206,888
Capital Outlay	766	0	0	0	0	0	0
Total Expenditures	962,321	1,295,692	2,384,532	1,254,235	1,254,235	1,429,849	1,260,488

SUMMARY OF POSITIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1751 Workers Compensation	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 2012/2013 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
2012/2013 APPROVED BUDGET**

678-1751 Employee Health Services

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 BUDGET	ALLOCATION
PERSONNEL SERVICES				
Salaries	29,067	Administrative Assistant I	0.60	29,067
Overtime	0			
Fringe Benefits	24,533	Total Personnel	<u>0.60</u>	<u>29,067</u>
TOTAL	<u>53,600</u>	Overtime		<u>0</u>
OPERATING EXPENSES				
		FICA		2,338
Supplies	0	Healthcare Benefits - Active		2,927
Internal Services	20,924	Healthcare Benefits - Retirees		0
Other Services		Pension		19,268
Professional Fees	133,190			
Maintenance Fees	0	Total Fringe Benefits		<u>24,533</u>
Other Contracted Fees	0			
TOTAL	<u>154,114</u>	TOTAL	<u><u>0.60</u></u>	<u><u>53,600</u></u>
CAPITAL OUTLAY				
	0			
TOTAL	<u>0</u>			
TOTAL APPROPRIATION	<u><u>207,714</u></u>			



FIDUCIARY FUNDS

UNFUNDED LIABILITIES FUND
FOREST LAWN CEMETERY FUND
OAKWOOD CEMETERY FUND
POLICE AND FIRE PENSION FUND
BLISS PARK EXPENDITURE ENDOWMENT

UNFUNDED LIABILITIES FUND (674)
RESOURCE ALLOCATION
2012/2013 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	RETIREE HEALTH	919,876
OTHER REVENUES	889,876		
TOTAL RESOURCES	<u>919,876</u>	TOTAL APPROPRIATIONS	<u>919,876</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 2010, the total unfunded liability was estimated at \$215 million. The major revenue source for this fund is "Charge for Services". Each year, the Office of Management and Budget meets with the City Manager and determines how much is available in each fund to allocate toward the city's OPEB responsibility. Historically, this amount has been approximately \$470,000. A percentage of this established amount is allocated to each fund. This figure is based on the

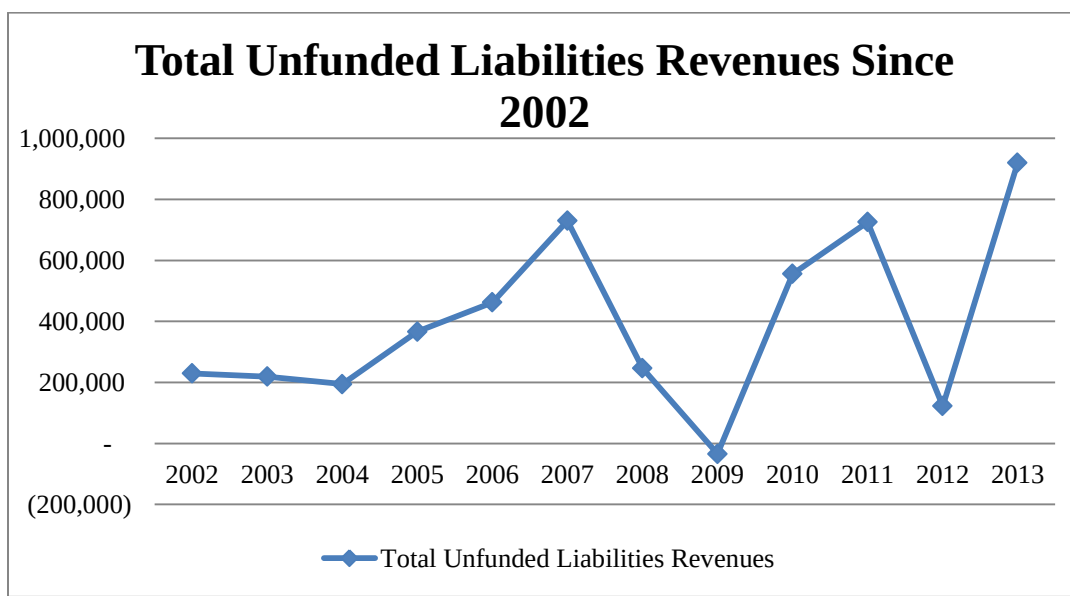
number of employees that retired from that fund. Another revenue sources for this fund are revenues received for interest on investments. Generally, this revenue is driven by market conditions and thereby fluctuating from year to year.

For FY 2013, the Unfunded Liabilities Fund's revenues will be \$919,876. This is an increase of \$797,003, from the previous fiscal year. This increase reflects the appropriation of fund equity to assist with the payment of retiree healthcare for the General and Motor Pool Operations Funds. These reserves represent funds apportioned from the General and Motor Pool Operation Funds since FY 2008. This appropriation is a one-time source.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Interest and Rents	51,490	19,802	35,242	30,000	30,000	55,257	30,000
Other Revenues	(555,700)	66,041	564,759	0	0	(101,169)	889,876
Charges to Other Funds	470,000	470,000	160,237	92,843	92,843	92,843	0
Total Revenues	(34,210)	555,843	760,238	122,843	122,843	46,930	919,876

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 and FY 2013 Approved Budgets. The dramatic fluctuation in revenues is primarily attributed to the market conditions that affect the Other Post Employee Benefit (OPEB) investment portfolio as well as the appropriation of reserve revenues to pay for retiree health care for the General and Motor Pool Operations Funds.

EXPENDITURE BUDGET SUMMARY

The total Unfunded Liabilities Fund Expenditures will be \$919,876 for FY 2013, which is \$797,033, higher than the FY 2012 Approved Budget. In the FY 2013 Approved Budget, the city has appropriated \$919,876 of

reserve monies for the payment of retiree healthcare cost for the General and Motor Pool Operation Funds. These funds represent amounts previously apportioned towards the OPEB Liability over the years both funds.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
8525 Retiree Health	0	0	0	0	0	0	919,876
8559 Increase Fund Equity	0	0	0	122,843	122,843	122,843	0
Total Expenditures	0	0	0	122,843	122,843	122,843	919,876

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	919,876
Operating Expenses	0	0	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	0	122,843	122,843	122,843	0
Total Expenditures	0	0	0	122,843	122,843	122,843	919,876

FOREST LAWN CEMETERY (711)
RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET

Forest Lawn Cemetery is 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	28,263	CEMETERIES	42,000
OTHER REVENUE	42,000	INCREASE IN FUND EQUITY	28,263
TOTAL RESOURCES	<u>70,263</u>	TOTAL APPROPRIATIONS	<u>70,263</u>

FOREST LAWN CEMETERY FUND

REVENUE BUDGET SUMMARY

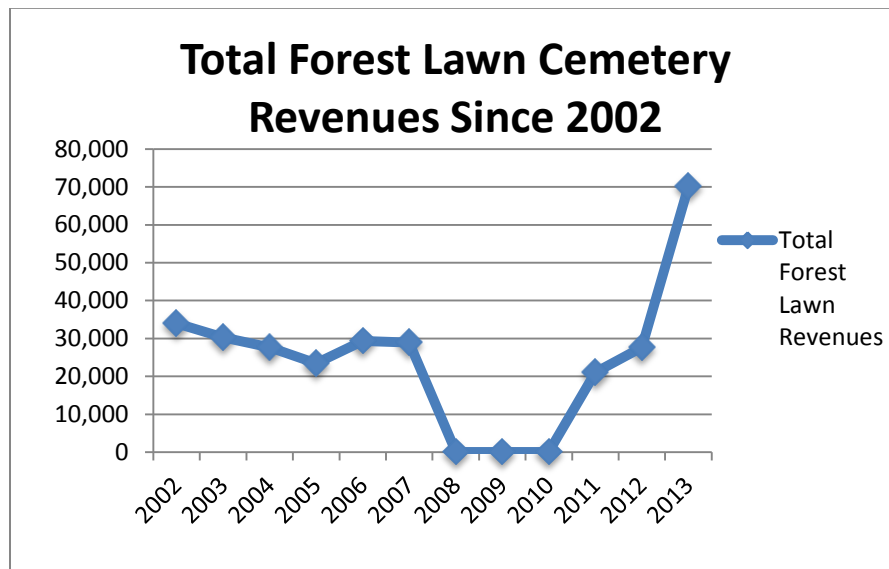
Forest Lawn Cemetery Fund is a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city's program. In accordance with Chapter XIII, Section 83 Cemetery Trust 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 2013, the Forest Lawn Cemetery Fund revenues will be \$70,263. This is an increase of \$42,638 from the previous fiscal year. This increase is due to an increase in the expected revenues for the sale of lots and single graves at the city-owned cemeteries and the inclusion of the reserves to cover FY 2013 cemetery expenditures.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charge for Services	0	0	21,047	27,625	27,625	25,750	28,263
Other Revenue	0	0	0	0	0	0	42,000
Total Revenues	0	0	21,047	27,625	27,625	25,750	70,263

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 – 2013 this misallocation was corrected and revenues are recognized in this fund.

EXPENDITURE BUDGET SUMMARY

Forest Lawn Cemetery Fund will be \$70,263 for FY 2013. This represents an increase of \$42,638, or 154.34% from the previous fiscal year. ***Operating Expenses*** were included for the first time in this fund to cover expenses for fuel, employment agency fees, and

operating services. 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

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1747 Cemeteries	0	0	0	0	0	0	42,000
8559 Increase Fund Equity	0	0	21,047	27,625	27,625	0	28,263
Total Expenditures	0	0	0	27,625	27,625	0	70,263

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	42,000
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	21,047	27,625	27,625	0	28,263
Total Expenditures	0	0	0	0	0	0	70,263

OAKWOOD CEMETERY (712)
RESOURCE ALLOCATION
2012/2013 APPROVED BUDGET

Oakwood Cemetery is 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	4,987	CEMETERIES	7,600
OTHER REVENUE	7,600	INCREASE IN FUND EQUITY	4,987
TOTAL RESOURCES	<u>12,587</u>	TOTAL APPROPRIATIONS	<u>12,587</u>

OAKWOOD CEMETERY FUND

REVENUE BUDGET SUMMARY

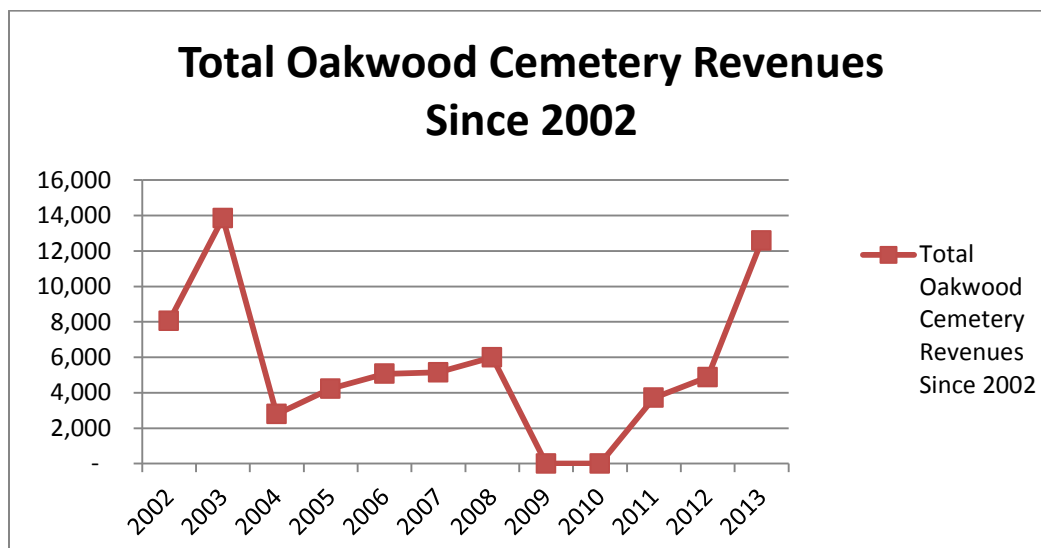
Oakwood Cemetery Fund is a Fiduciary Fund for the City of Saginaw. This fund is used to report resources that are legally restricted to the extent that only earnings may be used for cemetery care purposes in support of the city's program. In accordance with Chapter XIII, Section 83 Cemetery Trust Funds, 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 2012/13, the Oakwood Cemetery Fund revenues will be \$12,587. This is an increase of \$7,712 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. In addition, there was an inclusion of the reserves to cover FY 2013 cemetery expenditures.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charge for Services	0	0	3,714	4,875	4,875	4,544	4,987
Other Revenue	0	0	0	0	0	0	7,600
Total Revenues	0	0	3,714	4,875	4,875	4,544	12,587

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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 Controllers Office. In FY 2011 – 2013 this misallocation has been corrected and revenues will be recognized in this fund.

EXPENDITURE BUDGET SUMMARY

Oakwood Cemetery Fund will be \$12,587 for FY 2013. This represents an increase of \$7,712, or 158.19% from the previous fiscal year. **Operating Expenses** were included for the first time in this fund to cover fuel and employment agency fees. 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.

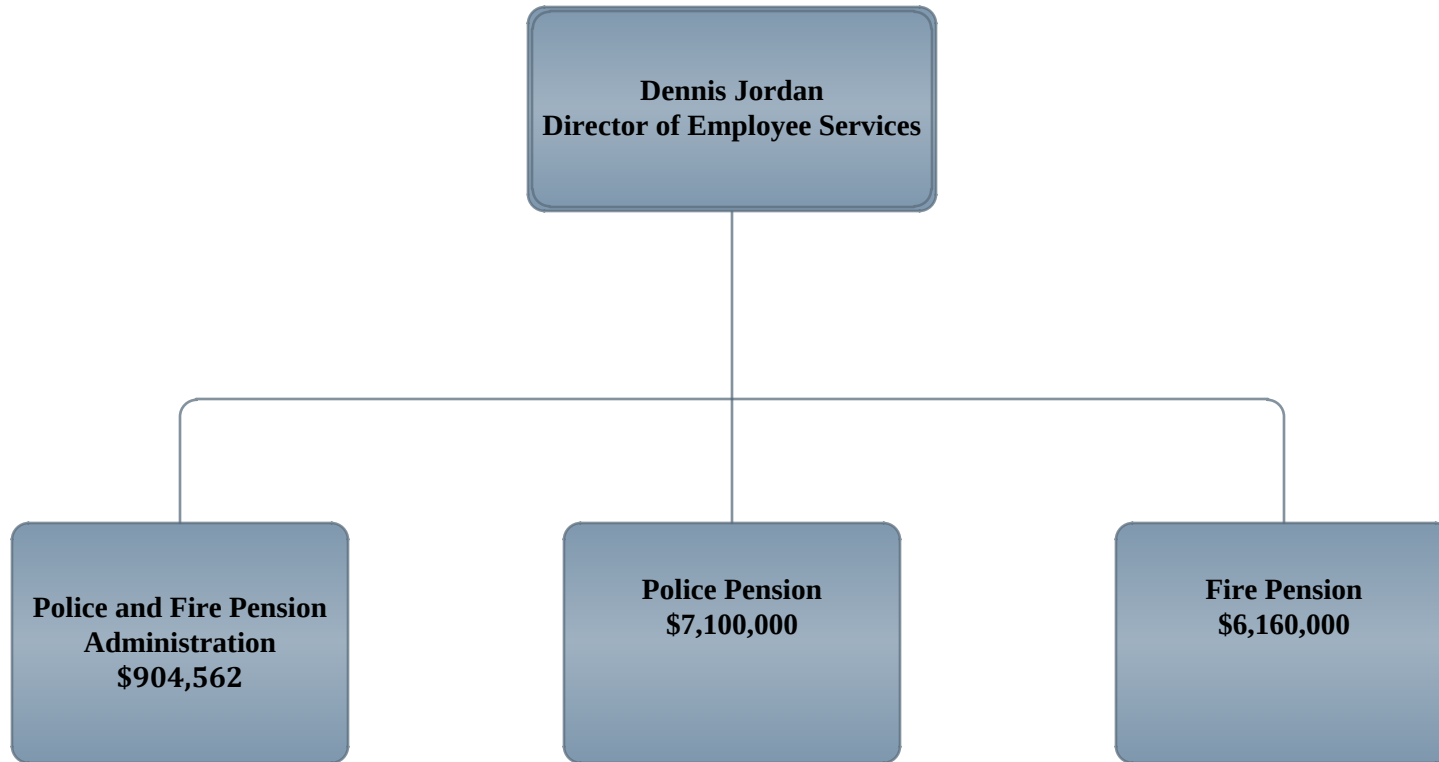
FUNDING LEVEL SUMMARY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
1747 Cemeteries	0	0	0	0	0	0	7,600
8559 Increase Fund Equity	0	0	3,714	4,875	4,875	0	4,987
Total Expenditures	0	0	3,714	4,875	4,875	0	12,587

FUNDING LEVEL BY CATEGORY

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	7,600
Capital Outlay	0	0	0	0	0	0	0
Miscellaneous	0	0	3,714	4,875	4,875	0	4,987
Total Expenditures	0	0	3,714	4,875	4,875	0	12,587

CITY OF SAGINAW
POLICE AND FIRE PENSION FUND – FIDUCIARY FUND



POLICE AND FIRE PENSION FUND (732)
RESOURCE ALLOCATION
2012/2013 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	6,000,000	POLICE AND FIRE PENSION	904,562
INTEREST AND RENTS	2,952,624	POLICE PENSION	7,100,000
OTHER REVENUES	5,211,938	FIRE PENSION	6,160,000
TOTAL RESOURCES	<u>14,164,562</u>	TOTAL APPROPRIATIONS	<u>14,164,562</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 were 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. Active members contribute to the pension system through payroll deductions. Annually, the City provides appropriation from the General and Public Safety Grant Funds. This allocation is determined and set by an annual actuarial valuation by Gabriel, Roeder, Smith, & Company. The Police and Fire Pension Board govern and administer this fund. This board is comprised of representatives from City Council, City Administration, Police and Fire Personnel

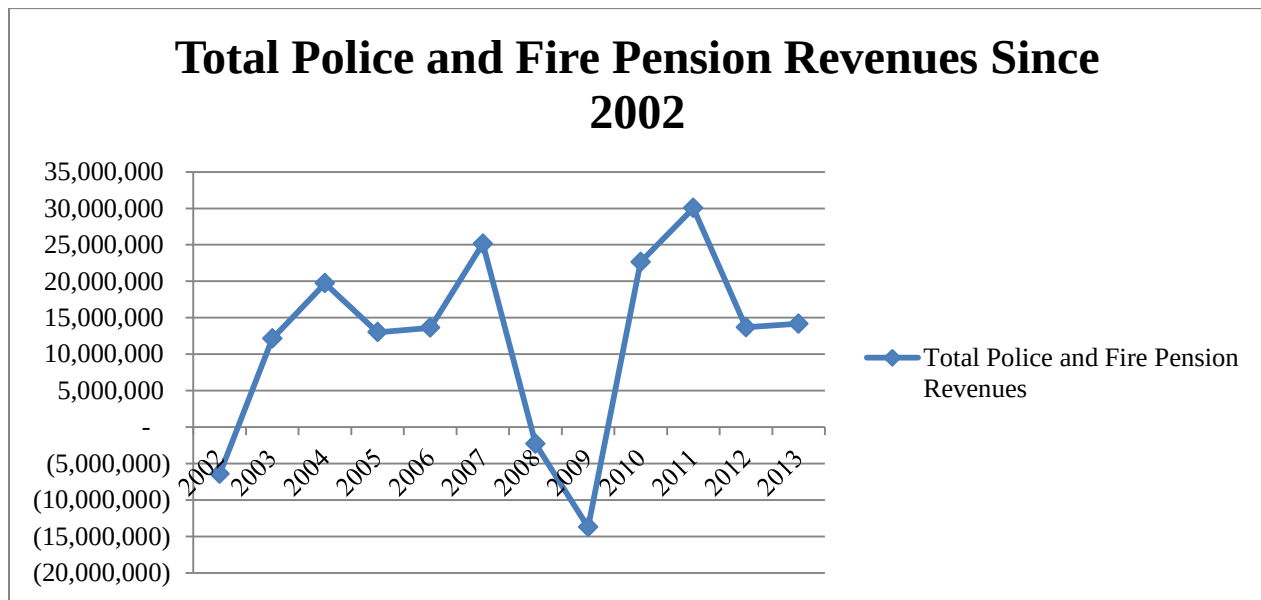
and Police and Fire Retirees. Although it is governed by a separate board, in accordance with City Charter, this fund by charter mandate must be reflected in its annual approved budget.

In FY 2013, the Police and Fire Pension Fund will be budgeted at \$14,164,562. This represents a \$472,204, or 3.45% increase from the FY 2012 Approved Budget. This increase in revenues is attributed to a rise 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 2010, wherein the City realized significant losses and began to rebound on its investments.

SUMMARY OF REVENUES

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Charge to Other Funds	4,931,700	4,453,364	4,469,001	5,369,001	5,369,001	5,473,418	6,000,000
Interest and Rents	3,485,175	2,922,290	3,058,914	2,952,624	2,952,624	2,711,437	2,952,624
Other Revenues	(22,154,327)	15,268,549	22,503,895	5,370,733	5,583,173	6,136,527	5,211,938
Total Revenues	(13,737,452)	22,644,203	30,031,810	13,692,358	13,904,798	14,321,382	14,164,562

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, and FY 2012 and FY 2013 Approved Budgets. The fluctuation in the revenues trends listed above is a direct result of fluctuations in market conditions. Although in FY 2009, the City realized a loss on investments of approximately \$22 million, from FY 2010 and FY 2011, the City begins to realize a net gain on investments. For the Approved 2012 Budget, revenue gain or loss has not been projected. This will be recognized in a budget adjustment at fiscal year-end. FY 2013 reflects that the portfolio will remain steady with a slight increase from FY 2012. However, the contributions from the General and Public Safety Grant Funds are estimates due to the lag in the completion of the pension valuations. Revenues reflect an upward trend depending on the completion of the actual valuation.

EXPENDITURE BUDGET SUMMARY

The total Police and Fire Pension Fund expenditures will be \$14,164,562 for FY 2013. This represents an increase of \$472,204, or 3.45%. **Personnel Services** will increase \$466,718, or 3.63% from FY 2012. This increase is due in large part to the increase in allocation for Police Pension and Fire Pension payments to the retirees due to the addition of employees to the

retirement system. Similarly, the **Operating Expenses** will increase approximately \$5,486, or .67% from the previous fiscal year. This increase can be attributed to a rise to the custodial fees for the various stock options/managers. The city did not budget for any **Capital Outlay** or **Miscellaneous Expenditures** in FY 2013.

FUNDING LEVEL SUMMARY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1765 Police and Fire Pension Administration	651,909	735,367	723,018	892,358	892,358	678,546	904,562
1766 Police Pension	6,614,020	6,724,468	6,853,374	6,800,000	6,927,464	7,331,871	7,100,000
1767 Fire Pension	5,792,959	5,875,027	5,937,927	6,000,000	6,084,976	6,310,965	6,160,000
Total Expenditures	13,058,888	13,334,862	13,514,319	13,692,358	13,904,798	14,321,382	14,164,562

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	12,445,457	12,640,981	12,836,982	12,871,410	13,088,215	13,718,093	13,338,128
Operating Expenses	613,431	693,881	677,337	820,948	816,583	603,289	826,434
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	13,058,888	13,334,862	13,514,319	13,692,358	13,904,789	14,321,382	14,164,562

SUMMARY OF POSTIONS

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
1765 Police and Fire Pension Administration	0.00	0.45	0.45	0.85	0.85	0.85	0.85
Total Positions	0.00	0.45	0.45	0.85	0.85	0.85	0.85

The following “Expenditure Detail” pages will outline the total amounts allocated in each division for FY 2012/2013 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
2012/2013 APPROVED BUDGET**

732-1765 Police & Fire Pension

Allocation Plan		Position Control		
		JOB CLASSIFICATION	2012/ 2013 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	33,387	Employee Services Support	0.15	3,245
TOTAL	78,128	Total Personnel	0.85	44,741
OPERATING EXPENSES		Overtime		0
Supplies	0			
Internal Services	40,236	FICA		3,479
Other Services		Healthcare Benefits - Active		7,623
Professional Fees	633,998	Healthcare Benefits - Retirees		0
Maintenance Fees	14,350	Pension		22,285
Other Contracted Fees	137,850			
TOTAL	826,434	Total Fringe Benefits		33,387
		TOTAL	0.85	78,128
CAPITAL OUTLAY	0			
TOTAL	0			
TOTAL APPROPRIATION	904,562			

BLISS PARK EXPENDITURE ENDOWMENT (737)
RESOURCE ALLOCATION
2012/2013 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	0	BLISS PARK MAINTENANCE	0
TOTAL RESOURCES	<u>0</u>	TOTAL APPROPRIATIONS	<u>0</u>

BLISS PARK EXPENDITURE ENDOWMENT

REVENUE BUDGET SUMMARY

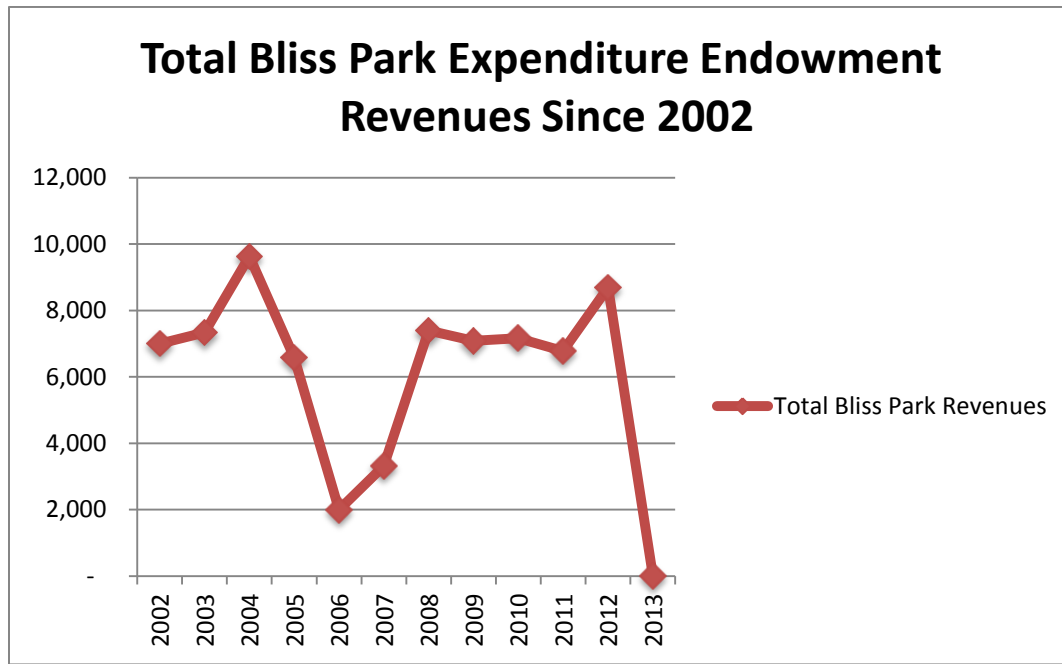
The Bliss Park Expenditure Endowment Fund is recorded as the only budgeted trust and agency fund. These funds are used to account for property taxes collected by the City for other units of government until the tax proceeds are remitted to them. Funds retained from contractors during construction projects and employee and employer payroll withholdings and

benefits are also recorded here. The fund will no longer be operational in FY 2013. In FY 2013, the Bliss Park Expenditure Endowment Fund will be inactive. The endowment has been exhausted and lawn services will be absorbed in under the General Fund's Facilities Division.

SUMMARY OF REVENUES

	2008/09	2009/10	2010/11	2011/12	2011/12	2011/12	2012/13
	Actual	Actual	Actual	Approved	Adjusted	Projected	Approved
Interest and Rents	166	44	-9	0	0	10	0
Other Revenues	6,921	0	0	8,700	5,800	5,790	0
Total Revenues	7,078	44	-9	8,700	5,800	5,800	0

REVENUE TRENDS



The above graph reflects numerical data from FY 2002 – FY 2011 Actual Revenues, FY 2012 Approved Revenues, and FY 2013 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. The revenue stream for this fund was exhausted in FY 2012.

EXPENDITURE BUDGET SUMMARY

The total Bliss Park Expenditure Endowment Fund expenditures will be zero for FY 2013. This is 100% less than the amount budgeted in the FY 2012 Approved Budget. **Personnel Services** There are no personnel

services expenditures for this fund. **Operating Expenses** will be zero 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

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
7545 Bliss Park Maintenance	9,150	7,209	7,694	8,700	5,800	5,800	0
Total Expenditures	9,150	7,209	7,694	8,700	5,800	5,800	0

FUNDING LEVEL BY CATEGORY

	2008/09 Actual	2009/10 Actual	2010/11 Actual	2011/12 Approved	2011/12 Adjusted	2011/12 Projected	2012/13 Approved
Personnel Services	0	0	0	0	0	0	0
Operating Expenses	9,150	7,209	7,694	8,700	5,800	5,800	0
Capital Outlay	0	0	0	0	0	0	0
Total Expenditures	9,150	7,209	7,694	8,700	5,800	5,800	0



CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN

FY 2012/13 – FY 2016/17

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 2012/13 to FY 2016/17 is \$51,396,957. The FY 2012/2013 Capital Improvement Plan consists of Capital purchase requests in the amount of \$15,602,388, of which only \$3,257,900 have been included in the 2012/13 Budget. The Office of Management and Budget (OMB) 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 Capital Improvement Plan is vital to the city because it provides for equipment acquisition, enables new construction or upgrades of public facilities and infrastructure, and has a positive impact on the local economy. In addition, this plan is a necessary step in an organized effort to strengthen the quality of public facilities and services as well as provide a framework for the realization of community goals and objectives. It also provides a sound basis on which to build a

healthy and vibrant community. Recognition of this importance prompted city administration to propose additions to, and finance continuation of, the existing CIP.

CAPITAL IMPROVEMENT PROCESS

The Capital Budget Process follows the same preparation schedule as the Operating Budget Process. The following details the three steps in developing a capital improvement plan.

Departments

The capital budget process begins at the department level. Department directors are responsible for the development of a functional plans and long-term capital improvement schedules for the next five years. Departments are also responsible for the development of project requests prepared on a standard computer template that is provided to them from the Office of Management and Budget. This data is then sent to the OMB for review.

Office of Management and Budget

The OMB is responsible for creating the capital budget for the city. This office develops the necessary procedures with the departments. At the onset of the budget development process, staff provides instructions for the input of the proposed project into the capital improvement plan electronic format. At the same time a schedule of due dates are provided to departments. Once the departments has updated the electronic forms and submitted to the OMB. OMB 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 projects should be undertaken. The capital projects are then presented to City Council and the City's Planning Commission along with a capital financing strategy

for review and approval. If City Council approves the action presented, then it is legally enacted through the passage of an ordinance.

FUNDING RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGETS

The operating budget includes expenditures that generally recur annually and are appropriated for a single year. These include personnel, utilities, professional services, supplies, and maintenance costs. It provides for all city services, but does not result in major physical assets in the city. Major sources to fund the operating budget are generated in taxes, state revenue sharing monies, grants, user fees, fines and forfeitures, intergovernmental payments, one-time revenue sources, and appropriations of uncommitted or unrestricted fund equity.

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 to the city. Wide fluctuations are expected in the capital budget from year to year depending on the phasing of projects and resources available to fund these projects. Resources for the capital budget generally come from the issuance of General Obligation Bonds or Revenue Bonds, Federal or State aid programs, grants, or foundations, service groups, business and private donations.

Regardless of the differences, the operating budget assumes the cost of maintaining and operating new or renovated facilities that involve capital investment. In many instances, the operating budget would have to be adjusted on an ongoing basis. Capital Improvement Budgets, on the other hand, will result in 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 2012/13 – FY 2016/17

Total capital project requests for FY 2013 are projected to be \$51,396,957 of which \$15,602,388 is designated for FY 2013 Budget. However, due to financial constraints of the city, only \$3,257,900 of capital improvement requests will be appropriated in the FY 2012/2013 Approved 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 2013. For the purpose of this discussion section, a major capital project is defined as any projected budgeted at \$500,000 or more in FY 2013. A five year summary report is provided after this section for all projects included in the Capital Improvement Plan.

City-wide Radio Communication System

In FY 2013, the city allocated \$500,000 for a new radio system for the city's non-public safety funds. The project is to replace the existing 280 plus public services radio communication system with a digital communication system. The public services radios were last replaced in 2001 and have surpassed their expected useful life of ten years. The new system will be compatible with the Public Safety radios which were replaced in 2008 by E911. These radios will be purchased through the reserves established by the users of the system.

Michigan Avenue Water Main Project

In FY 2013, the city will be undertaking the Michigan Avenue Water Main Project. This project is to replace 12,500 feet of 36 inch to 6 inch water main on Michigan Avenue between Stephens Street (M-46) and State Street (M-58) and on W. Genesee Avenue between Schaefer Street and Michigan Avenue as part of a road resurfacing project. Water main replacement will include the replacement of valves, fire hydrants and water services. \$1,600,000 is budgeted in Water and Sewer Operations and Maintenance Surplus Division's Construction Project Account and \$200,000 is budgeted in the Water and Sewer Operations and Maintenance Bond Construction Division's Construction Account to cover the construction costs.

Fordney Street Water Main Project

In FY 2013 the city will be undertaking the Fordney Street Water Main Project. This project is

to replace 2,000 feet of 12 inch water main on Fordney Street from Rust Avenue (M-46) and Ezra Rust Street as part of the road reconstruction of Fordney Street. Project and will include the replacement of valves, fire hydrants, and water services. \$200,000 is budgeted in Water Operations and Maintenance Surplus Division's Construction Account to cover construction costs.

Automated Meter Reading System

The Automated Meter Reading System will be used in the Water and Sewer Operations and Maintenance Fund's Maintenance and Service Division to replace the existing antiquated manual and phone line read system for the City of Saginaw wholesale and residential customers. The City of Saginaw selected Etna Supply Company for this project at a cost of \$2,238,265. The entire project will be completed in five fiscal years and will be paid for by \$1,152,000 from the Water Operations and Maintenance Fund's Water Refunding Bond Account and \$1,086,265 from the Sewer Operations and Maintenance Fund's Surplus Account. The amount of funding budgeted for this project will be \$500,000.

36" Water Main Loop Project

The 36" Water Main Loop Project will be completed in the FY 2013 Approved Budget. The allocation of fund for this project will allow for the city to complete the engineering and design of a connecting/ looping transmission water main from the Aqua Pumping Station on Stoker Drive to the 36" Center Road transmission main near the

intersection of Tittabawassee and Center Roads. This water main is to be designed to alleviate low pressures under high demand periods that have been identified in previous engineering studies and to provide reliability to our wholesale customers that receive their water from this water main.

Aqua Ground Storage Tank Painting Project

In FY 2013 the City will undertake the Aqua Ground Storage Tank Painting Project. The 4.0 MG Steel Ground Storage Tank located at the Aqua Booster Pump Station will be spot blast, cleaned and painted. The painting project, when completed, will limit and control corrosion of the metallic components and extend the service life of the tank.

Wash Water Tower Project

The Wash Water Tower Project will be completed during the course of FY 2013. This project includes the masonry repairs to portions of the water treatment plant that encloses the 120,000 gallon wash water tank as well as tuck-pointing and sealing.

Back-up Generator Projects

In FY 2013, the city has budgeted to complete the Back-up Generator Projects. These projects include pad mount generators and/or portable generator connections at several booster pump stations and connection of a backup power generator at the Kochville Raw Water Pumping Station. The generators will provide added reliability to the water system during electrical outages.

Kochville Water Blending Project

Another project to be completed for the Water Operations and Maintenance Fund is the Kochville Water Blending Project. This project includes piping, appurtenances, and pump modifications to allow blending of reservoir water with Saginaw-Midland pipeline water for delivery to the water treatment plant. This project will allow for greater versatility and treatment options depending on raw water quality.

Influent Bar Screen Project

Over \$2,000,000 has been budgeted for the Influent Bar Screen Project in the FY 2013 Approved Budget. This project includes modifications to the Wastewater Treatment Plant Influent Pump Station. The modifications will include replacement of the bar screens, an automated cleaning mechanism, access and ventilation improvements.

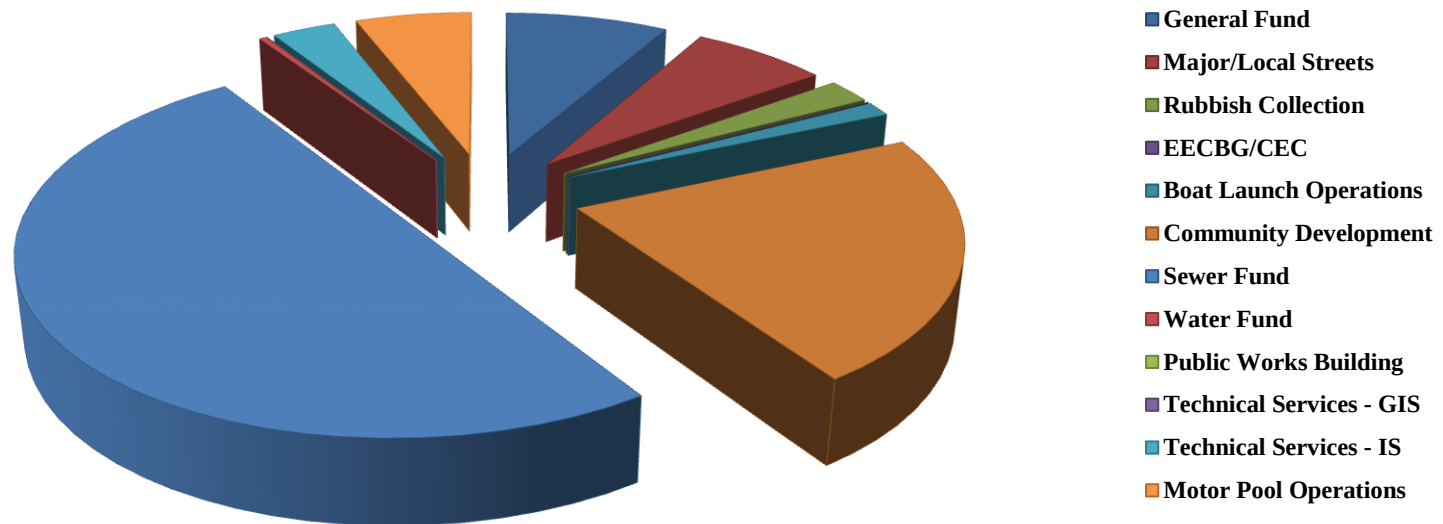
CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF REVENUES AND EXPENDITURES
FY 2013 - FY 2017

Projected Revenues	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
General Fund	1,286,888	795,290	774,136	679,247	685,631	4,221,192
Major/Local Street	293,000	587,500	647,000	385,000	82,500	1,995,000
Rubbish Collections	345,000	175,000	250,000	0	0	770,000
Boat Launch Operations	0	45,000	0	0	0	45,000
Sewer Fund (user fees/bond)	3,432,500	973,000	915,000	393,265	120,000	5,833,765
Water Fund (user fees/bond)	7,717,500	6,810,500	7,325,000	4,967,500	1,445,000	28,265,500
Public Works Building	56,000	180,000	0	0	0	236,000
Technical Services - GIS	0	72,000	65,000	0	0	137,000
Radio Operations	500,000	0	0	0	0	500,000
Motor Pool Operations	918,000	244,000	355,000	188,000	186,000	1,891,000
Federal Grant	852,000	3,103,000	1,150,000	1,360,000	30,000	6,495,000
Federal (CDBG)	201,500	201,500	201,500	201,500	201,500	1,007,500
TOTAL RESOURCES	15,602,388	13,186,790	11,682,636	8,174,512	2,750,631	51,396,957
Estimated Expenditures	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
General Fund	1,286,888	795,290	774,136	679,247	685,631	4,221,192
Major/Local Streets	1,065,000	3,690,500	1,797,000	1,745,000	112,500	8,410,000
Rubbish Collection	345,000	175,000	250,000	0	0	770,000
Boat Launch Operations	0	45,000	0	0	0	45,000
Community Development	201,500	201,500	201,500	201,500	201,500	1,007,500
Sewer Fund	3,432,500	1,223,000	1,215,000	393,265	120,000	6,383,765
Water Fund	7,797,500	6,560,500	7,025,000	4,967,500	1,445,000	27,795,500
Public Works Building	56,000	180,000	0	0	0	236,000
Technical Services - GIS	0	72,000	65,000	0	0	137,000
Radio Operations	500,000	0	0	0	0	500,000
Motor Pool Operations	918,000	244,000	355,000	188,000	186,000	1,891,000
TOTAL APPROPRIATIONS	15,602,388	13,186,790	11,682,636	8,174,512	2,750,631	51,396,957

CITY OF SAGINAW
CIP PROJECTS FOR FY 2013 - 2017

PROJECTS	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
General Fund	1,286,888	795,290	774,136	679,247	685,631	4,221,192
Major/Local Streets	1,065,000	3,690,500	1,797,000	1,745,000	112,500	8,410,000
Rubbish Collection	345,000	175,000	250,000	0.00	0.00	770,000
Community Development	201,500	201,500	201,500	201,500	201,500	1,007,500
Sewer Fund	3,432,500	1,223,000	1,215,000	393,265	120,000	6,383,765
Water Fund	7,797,500	6,560,500	7,025,000	4,967,500	1,445,000	27,795,500
Public Works Building	56,000	180,000	0.00	0.00	0.00	236,000
Technical Services - GIS	0.00	72,000	65,000	0.00	0.00	137,000
Technical Services - IS	0.00	0.00	0.00	0.00	0.00	0.00
Radio Operations	500,000	0.00	0.00	0.00	0.00	500,000
Motor Pool Operations	918,000	244,000	355,000	188,000	186,000	1,891,000
TOTAL APPROPRIATIONS	15,602,388	13,186,790	11,327,636	8,174,512	2,750,631	51,396,957

CIP Projects for FY 2013



CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN
SUMMARY OF EXPENDITURES BY TYPE AND PROJECT
FY 2013 - FY 2017

Expenditure Types	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Architecture/Engineering	2,772,000	3,106,000	4,032,000	3,007,000	20,000	12,937,000
Construction/Acquisition	6,402,728	5,902,000	4,052,500	2,271,265	295,000	18,923,493
Equipment	1,396,000	657,000	577,000	70,000	112,000	2,812,000
Vehicles	2,295,280	765,290	983,136	932,247	895,631	5,871,584
Other	2,736,380	2,756,500	2,038,000	1,894,000	1,428,000	10,852,880
	15,602,388	13,186,790	11,682,636	8,174,512	2,750,631	51,396,957

Project Type	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total
Routine Replacement	791,668	978,000	380,000	384,000	289,000	2,822,668
Rehabilitation or Enhancement	6,812,440	9,161,500	8,089,500	5,238,265	130,000	29,431,705
Efficiency Project	842,000	353,000	120,000	0	0	1,315,000
New/Expansion	4,861,000	1,929,000	2,110,000	1,620,000	1,536,000	12,056,000
Vehicles	2,295,280	765,290	983,136	932,247	795,631	5,771,584
	15,602,388	13,186,790	11,682,636	8,174,512	2,750,631	51,396,957

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

SGTV

1711	SGTV Equipment Replacement	GF	0	0	10,000	20,000	0	0
If deferred:	Scheduled for 2014 and beyond	Priority	1					
TOTAL PROJECT COST								<u>30,000</u>

Analysis and Explanation:

The first part of the equipment upgrade would be to install a mounted projector and screen in Council Chambers for improved presentation capabilities. This would also include labor and installation costs. Approx. \$10,000.00. The second part of the upgrade would be to replace the aging SGTV cameras and computer used for video editing as well as possible video engineering support. Approx. \$20,0000.

Operational Impact

The projector would improve the quality of the meetings held in council chambers. The SGTV Camera would be rebotic which would improved the quality of filming and broadcasting of the meeting held.

TOTAL SGTV	<u>30,000</u>

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
<u>COMMUNITY PUBLIC SAFETY - POLICE</u>								
3512	Rebuilt Bullet Trap at Gun Range	GF	30,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2					
TOTAL PROJECT COST								<u>30,000</u>
Analysis and Explanation:								
The CPS Police firing range has a Detroit Armor Venetian Blind style bullet trap. The bullet trap was last rebuilt in 1996, and new in 1978. Due to the use of heavier ammunition (40 call), this has created more wear and tear on the backstop. The impact of the heavier bullets has repeatedly broken welds, which have been rewarded numerous times. Additionally, Police Officers upon hiring must qualify their fire arms by State Regulations. This firing range has been in service for thirty-three years and is the only one in the area.								
Operational Impact								
The state mandates that each office has to qualify with their firearm to maintain certification as a police officer. The range at CPS - Police is the only indoor range in the county. Without this range, CPS-Police would have a difficult time qualifying officers per state standards and certification would be pulled for each officer at the SPD.								
3514/7575	Replace Entire Roof on Police Department	GF	85,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>85,000</u>
Analysis and Explanation:								
The roof on the CPS - Police building has become irreparable and is in need of replacement. The roof has considerable wear due to aging and is causing interior damage to offices on all three floors, and also interior wall damage which could lead to mold infestation. In 2011 a new server was installed by Technical Services. This server is connected to video cameras in patrol vehicles. Recently, water from the roof leaked critically close to the server which could cause serious issues if the server was damaged. Temporary roof repairs (10'x50' sections) have cost as much as \$4,300.00.								
Operational Impact								
The roof on the Community Public Safety - Police is leaking badly every time it rains. The potential for damage to computers and computer servers is very high. Without this equipment, our technical services division would not be able to provide reports, record or view in car video, not to mention the paper reports such as officer daily logs could be destroyed with no possibility to ever get them back. The building itself has a huge potential for black mold, causing a loss of work hours due to illness.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
3514/7575	Install New Fire Alarm System in the Police Department	GF	65,000	0	0	0	0	0
If deferred:	Other alternatives are being sought.	Priority	1					
TOTAL PROJECT COST								65,000
Analysis and Explanation:								
The current fire detection system at Community Public Safety Police is old and has not functioned for the passed three (3) years. The City is no longer able to get parts to repair the existing system. The fire alarm system is not monitored by any alarm company which makes the building a danger to operate.								
Operational Impact								
Fire alarm system is critical for the safety of employees and protection of the facility. If fire occurs, it is believed that there is a fire suppression system, but notification of fire is still critical for deployment of fire department and also to be in accordance with Fire codes.								
3514/7575	Replace Elevator and Operating System in Police Department	GF	80,000	0	0	0	0	0
If deferred:	Other alternative are being sought.	Priority	1					
TOTAL PROJECT COST								80,000
Analysis and Explanation:								
During 2011 CPS - Police has had to make repeated service calls to Kone Elevator to make repairs to the elevator. Service calls are required due to the age of the elevator. The elevator's control system and door equipment have to be rebuilt. This cost nearly 80% of the total cost of a new elevator.								
Operational Impact								
Without this elevator, the Community Public Safety - Police will no longer be "handicapped accessible." It is the only access that is available to the second floor of the department for anyone confined to a wheelchair. This would violate state law.								
4480	Police Patrol Vehicles	GF	286,280	0	294,868	303,714	312,825	322,209
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								1,519,896
Analysis and Explanation:								
CPS - Police fleet consists of 33 vehicles. Fourteen (14) of the vehicles were purchased between 2002 & 2005. The average mileage is 100,000 miles. The aging fleet creates officer safety issues and requires greater repair costs. Due to the high mileage, maintenance costs have risen dramatically for the vehicles. On a weekly basis it is not unusual for 6-7 vehicles to be out of service for repairs. This has an operational impact, by creating the need to double officer's up, which reduces visibility, and may slow response times.								
Operational Impact								
If patrol vehicles are not purchased on an annual basis, the fleet becomes old very quickly requiring many more vehicles to be purchased at once. Without new cars, the fleet will soon diminish to where officers will not have a car to check into service.								
TOTAL COMMUNITY PUBLIC SAFETY - POLICE								1,779,896

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

COMMUNITY PUBLIC SAFETY - FIRE

3551	Replace Air Compressor Station	GF	40,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								<u>40,000</u>

Analysis and Explanation:

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.

Operational Impact

This cascade unit is the most important piece of safety equipment that we have. It provides the air firefighters breathe when inside of an immediately dangerous to life and health environment such as structure fires. It is a MIOSHA regulation that firefighters wear a self contained breathing apparatus when in these IDLH environments. The current unit is approximately 30 years old and has a continuous hydraulic oil leak, coupled with the fact that parts are very difficult to obtain due to the age of the unit. If purchased this unit will provide a critical link in our chain of safety for firefighting personnel.

3551	Repair and Paint Fire Training Tower	GF	53,560	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	3					
TOTAL PROJECT COST								<u>53,560</u>

Analysis and Explanation:

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.

Operational Impact

The training tower is a vital and irreplaceable training location for CPS-Police and Fire, along with several local fire departments. This location also decreases the city's cost to host the physical agility testing every two years. If it were to become unusable, or unsafe, we would be forced to hold our physical agility testing at another site, with increased costs for that site. It is also utilized by CPS-Police SWAT teams, and CPS-Fire for monthly mandated training. It is imperative that this location remain intact and in a safe and usable state. In addition, since outside departments are utilizing this location, we need to maintain the safety and upkeep to keep our liability at a minimum. There are several grant opportunities coupled with corporate sponsors that are willing to provide donated monies to perform some aesthetic restoration in exchange for advertisement on the structure itself. These companies are in agreement that this is a part of Saginaw's history, that it serves as a landmark and historical location, not to mention its prominence to vehicular traffic on the Holland/Remington Street bridge and pedestrian traffic on the riverwalk.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

3551	Purchase Ladder Tender Quad, Replace Engine 2 and Truck 3	GF	0	0	126,956	126,956	126,956	126,956

If deferred: Scheduled for 2014 and beyond Priority 1

TOTAL PROJECT COST 507,824

Analysis and Explanation:

Purchase fire pumper to replace Engine 2 and Truck 3 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 2 as submitted by ACM-PS Ludos 100 Day Plan for reinventing public safety in Saginaw.

Operational Impact

This apparatus is an integral part of ACMPs Ludos plan to reorganize CPS-Fire. The current apparatus is nearing the 15 year front line usage that is considered the maximum national standard for front line service. In addition to that fact, the current apparatus, Truck-2 is being utilized in a manner it is not intended and the amounts and expenses for repair continue to mount. For last fiscal year 2012, \$25,662 was expended for various repairs on this vehicle. This is believed to be caused by the additional calls T-2 is being forced to take with the closure of Engine 2, in July 2011. This is the only auxiliary that CPS-Fire can use to backup the current apparatus Truck-1. This purchase would allow CPS-Fire to extend the life of T-2 to continue to maintain it as an auxiliary and provide a better, safer response to the community that it serves.

3551	Purchase Fire Pumper, Replace Engine 5	GF	0	0	92,733	92,733	92,733	92,733

If deferred: Scheduled for 2014 and beyond Priority 1

TOTAL PROJECT COST 370,932

Analysis and Explanation:

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.

Operational Impact

Engine-5 is currently been in service for 22 years which far exceeds the recommended front line usage. Engine 5 was purchased in 1990 and was in service as a front line apparatus for 12 years. It should also be mentioned that this was originally classified as Engine One and during that time was consistently listed as one of the top 50 busiest engines in the United States. Therefore, this vehicle has endured a large amount of general wear, coupled with the fact that it is becoming more and more difficult to procure parts and tires for this vehicle. Replacement of this vehicle would provide a safe apparatus and also allow CPS-Fire to reduce repair costs and extend the longevity on existing pumper #'s one, three, and four.

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CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		
						FY 15	FY 16	FY 17
3551	Repair and Resurface Fire Station #4 Parking Area	GF	10,800	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	3					
TOTAL PROJECT COST							10,800	
Analysis and Explanation:								
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.								
Operational Impact								
This site is one of CPS-Fire's more popular tour sites and is subject to multiple trips by Engine four. If this project were to be completed it would reduce our public liability and provide a safe and usable area for our CPS-Fire apparatus.								
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.	Priority	3					
TOTAL PROJECT COST							21,600	
Analysis and Explanation:								
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.								
Operational Impact								
This site is one of CPS-Fire's more popular tour sites and is subject to multiple trips by one of our heaviest apparatus Truck-2. Station two's location by the local park draws numerous visits and station tours. If this project were to be completed it would reduce our public liability and provide a safe and usable area for our CPS-Fire apparatus.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

3551	Replace Roof fire Station #1 (2-year project)	GF	16,400	0	19,200	0	0	0

If deferred:	Deferred due to fiscal constraints.	Priority	1					
							TOTAL PROJECT COST	<u>35,600</u>

Analysis and Explanation:

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 distinct 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.

Operational Impact

As mentioned in the description this project is probably one of the most important to provide a clean, safe and mold-free environment for firefighting personnel to live, eat and sleep in. There has been evidence to support that mold is already present in interior walls and ceiling due to the leakage that has occurred over several years. Portions of the interior ceiling fall onto the apparatus floor periodically, exposing the ceiling to view. Plumbers that have done interior repairs in the second floor mens bathroom area have stated that there is indeed mold present. If this project were to be completed, in the two phases mentioned we could provide a safe, clean and mold-free environment for firefighting personnel to live, eat and sleep in.

3551	Purchase Fire Pumper, Replace Engine 6	GF	0	0	92,733	92,733	92,733	92,733

If deferred:	Scheduled for 2014 and beyond	Priority	1					
							TOTAL PROJECT COST	<u>370,932</u>

Analysis and Explanation:

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.

Operational Impact

Engine 6 has also been in service for 22 years, 12 of those in front line service. This was previously classified as Engine 3 and went to every fire in the city during that time period. This apparatus has also gone beyond its recommended reserve status of 2010. Engine 6 has been driven for emergency response at high rates of speed with heavy braking, and carrying approximately 4165 additional pounds of water weight the entire time. Replacement of this emergency response vehicle would provide a faster, better and safer service to the community that CPS-Fire serves.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
3551	Purchase 4x4 Pickup with Snow Plow, Replace 1996 Pickup with Snow Plow	GF	35,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								35,000
Analysis and Explanation:								
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.								
Operational Impact								
This project enables the CPS-Fire department to maintain its own snow removal, salt spreading and ability to shuttle personnel to and from fire scenes when necessary. It is a cost savings to the city overall that CPS-Fire has the ability to provide its own snow removal and transportaion to and from fire scenes. This vehicle was scheduled for replacement in 2006 and has recently been incurring various repairs due to the 16 years of service it has provided.								
3551	Replace Roof Station #2	GF	17,868	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2					
TOTAL PROJECT COST								17,868
Analysis and Explanation:								
Numerous large and small patches have been applied to repair leaks. Roof leaks continue to cause damage to interior ceiling and walls and could lead to mold infestation.								
Operational Impact								
This project will save money in the long run. The longer we allow the leaks to continue, the more expensive, and in depth the repairs will be. There is also the consideration of health issues, with the development of mold over a long period of time. Our personnel actually live, eat, and sleep in these facilities and should be able to expect a clean safe, mold-free work environment.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
3553	Purchase Suburban Type Vehicle, Replace Fire Prevention Vehicle	GF	39,000	0	0		0	0
If deferred:	Deferred due to fiscal constraints.	Priority	2					
TOTAL PROJECT COST							39,000	
Analysis and Explanation:								
Purchase suburban type vehicle to replace 2005 model with 109,100 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.								
Operational Impact								
The Fire Marshal responds to alarms 24 hours a day whenever necessary. It is of utmost importance that he has a reliable, functioning vehicle to respond with. In addition, this is one of our most prominent vehicles that is viewed by the public as a representation of our CPS-Fire and our city, and should be in working condition at the very least. We have recently begun to incur various repair expenses that are to be expected with an emergency response vehicle that is seven years old. A new vehicle will reduce repair expenses, fuel cost, and provide a dependable vehicle for this key position in our organization.								
TOTAL COMMUNITY PUBLIC SAFETY - FIRE							1,503,116	

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

CEMETERIES

1747	Repair Building and Upgrade Electrical and Security System to Storage Building	GF	18,000	0	18,000	0	0	0

If deferred: Priority 1

TOTAL PROJECT COST 36,000

Analysis and Explanation:

This structure was built in 1987, it is a pole barn frame with metal side walls and no interior walls or insulations. It is used to house top soil to fill in graves and for equipment storage during winter. The walls have been forced outward from fill dirt pressing against them and weakening the structure. The roof leaks, the siding is falling off the exterior, letting in snow and rain. Repairing walls and roof as well as installing electrical power to this building will provide power for heat and a security system and security lighting.

Operational Impact

The cost of repairing walls and roof as well as installing electrical power to this building will provide power for heat and a security system and security lighting. This will enhance the security of the facility.

1747	Replace Chapel Roof, Interior Walls, Ceiling, and Cooling System	GF	0	0	25,000	10,000	0	0

If deferred: Scheduled for 2014 and beyond Priority 1

TOTAL PROJECT COST 35,000

Analysis and Explanation:

Forest Lawn Chapel roof is badly leaking resulting in the interior walls and floor to crack and stay wet and mold problems. Installing a dehumidifier and gutters around the building will reduce water damage.

Operational Impact

Currently, the chapel at Forest Lawn is not operational. If the proposed repairs are made it would help us to provide a service to funeral homes and grieving families. It will also help us when we have multiple services as we can dismiss the families right from the chapel instead of having the family at graveside. Repairs to the chapel are crucial to get it operational, currently no one is utilizing the chapel.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
1747	Repair Forest Law Maintenance Building	GF	15,000	0	20,000	0	0	0
If deferred:		Priority	1					
						TOTAL PROJECT COST	35,000	
Analysis and Explanation:								
Repairs to Forest Lawn Maintenance shop. Replace furnace with a new HVAC system. Metal walls are rusted and no insulation which has resulted in higher heating expenses.								
Operational Impact								
The furnace is so outdated that it is a potential fire hazard. If a new heating system were install this would allow for lower heating bills also.								
4480	4x4 Pickup and 2 Ton Grew Cab Pickup Trucks for Plowing	GF	0	0	34,000	42,000	42,000	0
If deferred:	Scheduled for 2014 and beyond	Priority	1					
						TOTAL PROJECT COST	118,000	
Analysis and Explanation:								
Foreman truck and two support crew trucks were purchased in 1998. None of these trucks were designed to run with snow plows, which ahs caused front-end problems and significant down time. Salt and off-road travel has caused the body to rust and are becoming dangerous to operate.								
Operational Impact								
Our trucks are in constant need of costly repairs. If the proposed trucks are purchased they would be equipped to handle the wear and tear of a plow. Our trucks are front suspension and were not designed to carry a plow. Also, the foreman's truck has two fifty gallon gas tanks in the bed and when the truck is not operational he is forced to use five gallon gas tanks, which is very dangerous.								
						TOTAL CEMETERIES	224,000	

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

DEVELOPMENT - INSPECTIONS

4480	Vehicle for Inspections	DEV	28,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST							28,000	

Analysis and Explanation:

Replace the oldest two vehicles in the inspections division. Vehicles have exceeded their useful life.

Operational Impact

There are several vehicles that are in need of replacement. These vehicles are not safe for trips of any distance or for lengthy time periods. Having them in the fleet with reduced capacity often requires staff to drive personal vehicles for training. Another problem with these vehicles is that they often break down, thereby reducing the number of usable vehicles in the inspection fleet.

TOTAL DEVELOPMENT	28,000

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

PARKING OPERATIONS AND MAINTENANCE

3868	Right-Hand Vehicle for Parking Enforcement Officer		20,000	0	0	0	0	0
If deferred:	Under consideration based on revenues	Priority	1					
TOTAL PROJECT COST							<u>20,000</u>	

Analysis and Explanation:

Purchase of a right-hand vehicle for the Parking Enforcement Officer to issue tickets throughout the city.

Operational Impact

This purchase of this vehicle is important in order to improve both the efficiency as well as the safety of the parking enforcement officer. With the right-hand vehicle, the officer will be able to identify more vehicles without getting out of the vehicle, which will also provide a safer work environment. While the issuance of tickets is not the primary goal of this request, the removal of illegally parked vehicles is a safety issue and will be positively impacted with the purchase of the right-hand vehicle, as the officer will be able to inspect more areas in the City on a daily basis.

TOTAL PARKING O&M 20,000

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

WEED ABATEMENT

4480	Replacement of Flail Mowers (TRF-75C)	GF	27,000	0	0	9,000	0	9,000
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>45,000</u>

Analysis and Explanation:

Purchase of three (3) replacement flail mower attachments in FY13 and one every other year to stay ahead of breakdowns and repairs. Each year weed abatement sightings and number of cuts increases between 6% to 8%.

Operational Impact

With over 7,000 property cuts annually, it is critical to the operation of the parks to provide compliance with the noxious weed ordinance and cut properties to keep the blight to a minimum as it relates to noxious weeds and keep safety at intersections for corner clearances.

4480	Replacement of Utility Tractor	GF	24,000	0	12,000	0	12,000	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>48,000</u>

Analysis and Explanation:

Purchase two replacement diesel utility tractors for FY12/13 for cutting lots that are in violation of City high weed abatement codes. The current tractors were purchased in 1999 and are old and unreliable costing more to keep repaired. Additional purchases are needed in FY13/14 and FY15/16 to maintain reliable equipment and services.

Operational Impact

With over 7,000 property cuts annually, it is critical to the operation of the parks to provide compliance with the noxious weed ordinance and cut properties to keep the blight to a minimum as it relates to noxious weeds and keep safety at intersections for corner clearances. If the existing tractors are no longer serviceable, the City will be unable to keep up with the cuts required.

4480	4x4 Heavy Duty Pickup Trucks	GF	68,000	0	0	36,000	0	36,000
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>140,000</u>

Analysis and Explanation:

Purchase 2 new weed abatement support trucks in FY13 and one new truck every other year thru FY17. These new trucks are should have heavy duty suspension and snow plows to remove snow during the winter season.

Operational Impact

The City requires these pick ups to provide monitoring and citing for noxious weed ordinances and snow removal in the winter. If the City does not have operational vehicles it will not be able to monitor grass cutting and cite property owners. Also, the City may not be able to provide snow removal services.

TOTAL WEED ABATEMENT 233,000

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CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

BUILDING AND GROUND MAINTENANCE

7575	Replacement of 2nd City Hall Boiler Heating System	GF	75,000	0	0	0	0	0
If deferred:	Other alternatives are being sought.	Priority	1					
TOTAL PROJECT COST							75,000	

Analysis and Explanation:

Replacement of the second city hall boiler heating system. The first one of the two twin boilers was replaced in FY2010-11. The second boiler is unreliable and as a backup.

Operational Impact

Remaining Boiler needs replacement. If not replaced, could cause potential failure and inability to heat City hall thru the winter. Existing Boilers and steam traps were replaced in 2011.

7575	Replacement of City Hall Roof	GF	85,000	0	0	0	0	0
If deferred:	Other alternatives are being sought.	Priority	1					
TOTAL PROJECT COST							85,000	

Analysis and Explanation:

The current roof on City Hall is a rubber membrane material and was installed in 1990 and it's 20 year warranty expired in 2010. The rubber has been repaired many times and continues to leak. Patching seams and repairing burned holes from fireworks are not under warranty. It is estimated that this roof will continue to cause internal damage if it is not replaced.

Operational Impact

Repair of leaking roof will keep existing ceiling tiles and interior damage from occurring. Otherwise other damage related expenses will be more than likely.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
7575	Replace Ojibway Island Stage, Roof, and Stage Lighting	GF	0	0	50,000	35,000	0	0
If deferred:	Scheduled for 2014 and beyond	Priority	1					
TOTAL PROJECT COST								<u>85,000</u>
Analysis and Explanation:								
This facilities was repaired 15 years ago and need to be replace with new wood stage, handicap ramp and hand railing, remodel concession stand, dressing rooms and make all bathrooms ADA complaint by FY14. Replace metal roof and gutter system by FY15. In 2009 the building was vandalized for its copper causing major damage to the inside masonry walls and plumbing.								
Operational Impact								
The stage received minor repairs in 2012, i.e., painting and replacing stage boards. But the overall structure of the stage needs repairs and painting. The grounds around the stage area are uneven and the decorative bricks needs repair. There has been inquiry from the outside sponsors to rent the island for their outdoor concerts. We need to maintain Ojibway Island to continue to bring annual events and concerts to the island to generate revenue for the City and provide recreational activities for the community.								
4480	FM Chevy 4x4 and 3/4 Ton Trucks	GF	36,000	0	36,000	36,000	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								<u>108,000</u>
Analysis and Explanation:								
These vehicle will be used by Building maintenance and Parks for hulling and towing riding mower trailers and used by facilities foreman. Vehicles were purchased in 2001 and well past their working useful life. Because of the age of these vehicles, constant repairs are required.								
Operational Impact								
Currently the truck bed has rusted out to the point that it is becoming unsafe to attached the salter to the vehicle presenting a safety hazard to other vehicles on the road and to personnel. The salter is used in the winter to salt City Hall, Public Works, Police, Hoyt Park, Japanese Tea House, Andersen Enrichment Center and Hamilton Street parking lots.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4480	FM Three Chevy 3500 Crew Cab Utility Trucks	GF	48,000	0	48,000	48,000		0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
						TOTAL PROJECT COST	144,000	
Analysis and Explanation:								
Purchase three 3500 series utility maintenance trucks. The current two trucks were purchased in 1990 and 1991 and requires frequent repairs. This division also has the added responsibility of maintaining the CPS - Police Facility.								
Operational Impact								
There are currently four full time maintenance personnel. The exception is that one is also the parks mechanic who would be preparing the parks equipment for next season. Each remaining maintenance personnel (except in the summer) could be split off, so that each person would be responsible for a certain facility, i.e., City Hall, Public Works and the Police alternating periodically to ensure that each has a working knowledge of working of each facility.								
4480	FM Case Loader	GF	0	0	54,000	0	0	0
If deferred:	Scheduled for 2014	Priority	1					
						TOTAL PROJECT COST	54,000	
Analysis and Explanation:								
A new loader is required in order to install and remove the two sets of flooding docks, snow removal and fence installation for special events. Currently this division has to count on other department's vehicles for assistance, which at many times are not available or are in the city garage awaiting repairs.								
Operational Impact								
If not replaced could have negative impact by not allowing for removal and replacement of docks at Rust Street Boat Launch and also inability to provide snow removal services and other special projects as required.								
4480	Purchase Three Large 580D Wing Mowers	GF	0	0	68,000	68,000	68,000	0
If deferred:	Scheduled for 2014 and beyond	Priority	1					
						TOTAL PROJECT COST	204,000	
Analysis and Explanation:								
Parks Operations has only one dependable large (580D) wing mower and a second older 580D mower that is 10 plus years old. The newest 580D mower is 6 years old. Parks cut approximately 380 acres of park land each cutting rotation. It is becoming more and more difficult to keep up with grass cutting with the current old and unreliable equipment.								
Operational Impact								
Parks needs to replace these existing three mowers, otherwise within the next couple of years the City will be unable to cut parks or contract at a higher expense without having the equipment availability to provide the service.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4480	Replace Two Park Mowers	GF	36,000	0	38,000	17,000	0	0
If deferred:	Deferred due to fiscal constraints.	Priority	1					
TOTAL PROJECT COST								91,000

Analysis and Explanation:

It is requested that the City purchase two (2) trim mowers for FY12/13 as well as two (2) in FY14/15. Currently there are four (4) trim mowers all purchased in 1996. Parks currently only has 3 trim mowers available for FY12 season, two of which have to be used on city boulevards.

Operational Impact

Parks needs to replace these existing four mowers, otherwise within the next couple of years or so the City will be unable to cut boulevards, cul-de-sacs, etc., or contract at a higher expense without having the equipment availability to provide the service.

TOTAL BUILDING AND GROUND MAINTENANCE **846,000**

STREETS (MAJOR AND LOCAL)

4650	Crack Filling Unit	M/LS	0	0	0	50,000	0	0
If deferred:	Scheduled for 2015	Priority	1					
TOTAL PROJECT COST								50,000

Analysis and Explanation:

Crack filling is used when pavement cracks is developed and helps prevent further pavement deterioration, and extend useful life of pavement.

Operational Impact

Crack filling and joint sealing on streets is considered routine maintenance necessary to eliminate locations where moisture can infiltrate the road surface and damage a road sub base. The lack of an active crack filling and joint sealing program will cause City streets to deteriorate more rapidly and shorten the life span of a road. Moisture that has infiltrated the road surface freezes and thaws creating potholes and requiring emergency road repairs. The existing crack filling machine is unreliable and routine crack filling and joint sealing is sporadic. The purchase of a new crack filling machine will allow the City to perform routine annual joint and crack filling, allowing the new roads to reach their expected life span, increasing the life span of existing roads, and reducing costs associated with providing

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4480	Streets Plow Truck Replacement	M/LS	450,000	0	0	150,000	0	150,000
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								<u>750,000</u>
Analysis and Explanation:								
Streets has three specialize trucks that was purchase in 2000. These trucks had multiple electrical and transmission issues. They also are not capable of being mounted with front plow. 2012-2013 - Replace three specialize trucks. The ability to replace one salt truck every other year will have will help update a plow fleet that is aged and deteriorating. Streets maintains a fleet of 12 plow trucks.								
Operational Impact								
Three of our existing plow trucks cannot be uses to remove heavy snow because they are unable to have front plows mounted and must be paired with other trucks. This reduces flexibility and slows down the snow removal and salting process on City streets and MDOT trunk lines. The salting equipment cannot be removed so these three trucks cannot be used for other work activities. The purchase of these three trucks would reduce the time needed to remove snow thus cutting overtime and equipment maintenance costs. These trucks could also be used during the summer for tree removal and other summer activities, allowing streets to operate in a more efficient manner.								
4480	Mini Dump	M/LS	0	0	0	0	120,000	0
If deferred:	Scheduled for 2016	Priority	1					
TOTAL PROJECT COST								<u>120,000</u>
Analysis and Explanation:								
One ton dump trucks are needed for pothole repair, assist in plowing dead end, and cul-de-sac, and several other miscellaneous duties.								
Operational Impact								
The existing mini-dump trucks are 13-years old and have reached the end of their expected useful life. These vehicles are used for a variety of different duties to provide both winter and summer maintenance. The mini-dump trucks are used to plow snow where the larger vehicles are unable. They are also used to pull the pothole trailers, the crack filling trailer, and other equipment to the job sites. The purchase of the mini-dump truck would increase reliability, and lower maintenance costs and response time.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
Grant	2 Hi-Ranger	M/LS	280,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								280,000

Analysis and Explanation:

Replace a Hi-Ranger that is 25 years old and add one to compliment to have a total 3. For the ongoing demand of removing hazardous trees that has become a great danger to the public.

Operational Impact

Streets is responsible for maintaining approximately 60,000 trees within the Right of Way, with approximately 15% of the trees being Ash trees infected with the Emerald Ash Borers. These trees create a safety hazard and should be removed before they fall and injure the public. The City currently has only one operational and one non-operational hi-ranger. The purchase of an additional hi-ranger and the replacement of the non-operational hi-ranger would allow the City to aggressively and proactively remove ash trees damaged by the Emerald Ash Borer. This would also allow us to plan a right of way tree trimming program, reducing the overall safety risk to the public.

TOTAL STREETS **1,200,000**

RUBBISH COLLECTION

4585	Loader	RC	95,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								95,000

Analysis and Explanation:

In order to become more efficient in the Compositing Operations, it is important that the city replaces its twelve-year old compost grinder.

Operational Impact

Adding this loader will allow an additional crew to pick-up brush and logs during storm events. This will decrease response time to storm events and reduce the amount of time needed to clean up after an event. This equipment would also allow us to start a routine tree trimming program and help reduce our backlog of tree removal work orders. This would improve public safety as most trees scheduled for removal in the right of way that are considered to be hazardous. This purchase could also decrease overtime costs since a proactive tree trimming and removal program would decrease tree damage from a storm event.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4585	Brush Chipper	RC	0	0	75,000	0	0	0
If deferred:	Schedule for 2014	Priority	1					
TOTAL PROJECT COST								75,000
Analysis and Explanation:								
The brush chipper is a necessary equipment that is needed to keep up with the demand for curb side brush collection, tree trimming, and tree removal.								
Operational Impact								
The City currently has one chipper and adding another one would allow us to target areas with another tree crew to keep up with the growing demand for removal of tree debris. Another chipper would also provide chipping services for the tree trimming program. A second tree crew would allow the Streets Section to be proactive instead of reactive in the rapidly growing public safety issue that dead and diseased trees in the right of way create.								
4587	Compost Site Loader	RC	250,000	0	0	250,000	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								500,000
Analysis and Explanation:								
Replace a 31-year old loader								
Operational Impact								
It moves the compost and materials so that the compost will breakdown properly for processing. The current loader is unreliable causing the compost operations to not be able to process the material from Mid Michigan Solid Waste Authority (MMWA) as per contract. This purchase will allow the compost to be processed, screened, and loaded more efficiently to service purchasing customers. This will cut down on the unscheduled overtime required to make up the time to process and move the material while the equipment is not in service.								
4587	Compost Screener	RC	0	0	100,000	0	0	0
If deferred:	Scheduled for 2014	Priority	1					
TOTAL PROJECT COST								100,000
Analysis and Explanation:								
Remove trash, sticks, and debris from compost to produce a final product.								
Operational Impact								
The hopper feeder connected to the screener does not currently work, requiring the compost to be fed to the screener by using a front end loader which takes more time. The front end loader is used for other work activities and is not always available for use. The replacement of this equipment would provide a more efficient and safe operation and provide a more consistent supply of screened material that is sold for \$14 a cubic yard as screened compost as opposed to being unscreened which is given away free.								
TOTAL RUBBISH COLLECTION								770,000

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

BOAT LAUNCH

7546	Lee Street Boat Launch Repairs	BL	0	0	45,000	0	0	0
If deferred:	Scheduled for 2014	Priority	1					
TOTAL PROJECT COST								45,000

Analysis and Explanation:

Upgrade boating access to the Saginaw River for the public to include handicap access. Redesign the parking lot to prevent flooding and to repair three (3) boat docks.

Operational Impact

Needed to keep boat launch operational and in good condition to continue to provide access for recreational activities to the community.

TOTAL BOAT LAUNCH **45,000**

SEWER OPERATIONS AND MAINTENANCE

4830	Replace Rotork Valve Actuators	SF	20,000	20,000	20,000	20,000	20,000	20,000
If deferred:		Priority	1	1				
TOTAL PROJECT COST								120,000

Analysis and Explanation:

Replacement of 2 Rotork valve actuators used throughout the plant. There are 14 Rotork actuators used in the plant that are 40+ years old. This is a systematic replacement program of the outdated not repairable actuators.

Operational Impact

This project involves replacement of Rotork valve actuators on an annual basis to maintain scheduled replacement plan.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4840	Replace/repair roofs at Retention Treatment Basins and Plant	SF	50,000	50,000	25,000	25,000	25,000	25,000
If deferred:		Priority	1	1				
TOTAL PROJECT COST							150,000	
Analysis and Explanation:								
Replace not repairable roofs at RTBs and plant - repair others if possible.								
Operational Impact								
The roofing systems at the remote treatment basins are being repaired as needed to prevent damage to equipment from leaks.								
4840	Replace Sodium Hypochlorite Feed Pumps at RTBs	SF	25,000	25,000	25,000	25,000	25,000	25,000
If deferred:		Priority	1	1				
TOTAL PROJECT COST							125,000	
Analysis and Explanation:								
Sodium Hypochlorite feed pumps are used to feed chlorine solution at the RTBs. The existing pumps have outlived their service life and need to be replaced. Costs of repairs exceeds cost of replacement. Plans are to replace pumps at one RTB each year.								
Operational Impact								
Chlorination of sewage prior to discharge from the remote treatment basins is required and replacement will assure continued regulatory compliance.								
4840	Final Settling Tank Substructure Replacement	SF	125,000	125,000	125,000	125,000	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST							375,000	
Analysis and Explanation:								
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.								
Operational Impact								
The project will enhance reliability of the final settling tank.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17	
						FY 15	FY 16		
4840	Update Heating System Return Activated Sludge Building	SF	30,000	30,000	30,000	0	0	0	
If deferred:		Priority	1	1	TOTAL PROJECT COST				60,000
Analysis and Explanation:									
Repair heating and air conditioning system. Upgrade for efficiency and energy savings. (Original system 1969-70)									
Operational Impact									
Air conditioning units have proven to be somewhat unreliable the last few years. The improvements would prevent the necessity of costly repairs and long periods of downtime.									
4840	Replace Primary Settling Tank Weirs & Baffles (2 each year)	SF	50,000	50,000	60,000	0	0	0	
If deferred:		Priority	1	1	TOTAL PROJECT COST				110,000
Analysis and Explanation:									
Replacement of deteriorated steel weirs and baffles on the 60 year old original primary settling tanks. Current weirs and baffles have outlasted projected 30 year life span.									
Operational Impact									
Weirs and baffles are used to change the rate and direction of flow into and out of various processes to enhance treatment efficacy.									
4840	Accusonic Flow Meter Replacement at Remote Facilities	SF	80,000	80,000	80,000	80,000	85,000	50,000	
If deferred:		Priority	1	1	TOTAL PROJECT COST				375,000
Analysis and Explanation:									
Replace where necessary the Accusonic flow meters at retention treatment basins. FY 2016-17 update sensors and repair older units.									
Operational Impact									
Accurate measurement of flow is crucial to the treatment process. Flows are used to determine adequate chemical dosages for the treatment process.									

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		
						FY 15	FY 16	FY 17
4840	Forklift Replacement Purchase	SF	25,000	25,000	0	0	0	0
If deferred:		Priority	2	2				
TOTAL PROJECT COST								25,000
Analysis and Explanation:								
Replace 1998 Nissan forklift with a larger 10,000 - 12,000 lb. capacity used/reconditioned forklift. Much of the equipment at the WWTP is heavier than our current forklift can safely lift.								
Operational Impact								
The purchase of a larger capacity forklift would allow for easier offloading of equipment and supplies. It would also allow for easier transportation of large parts to different areas of the plant.								
4840	Clean, Test, & Calibrate Plant & RTB Electrical Substations	SF	40,000	40,000	40,000	40,000	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								120,000
Analysis and Explanation:								
Clean, test and calibrate electrical substations at the WWT Plant and the Retention Treatment Basins.								
Operational Impact								
The wastewater treatment plant does not have a back-up power supply. This annual maintenance assures reliable delivery of powered to the plant and remote treatment basins.								
4840	Reconstruction/repair floor incinerator area	SF	30,000	30,000	20,000	0	0	0
If deferred:		Priority	3	3				
TOTAL PROJECT COST								50,000
Analysis and Explanation:								
Repair/install floor where incinerators were removed. (Currently open from basement to second floor.) Add structural steel & install.								
Operational Impact								
This project would increase usable square footage space. The area could be utilized as needed by the wastewater staff.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4840	Replace Influent Bar Screen	SF	2,000,000	2,000,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>2,000,000</u>
Analysis and Explanation:								
Replace Influent bar screen with automatically cleaned screen. Current screen is 60+ years old and requires personnel to enter the confined space wet well to manually clean it. The screen is 50' below grade.								
Operational Impact								
The project will reduce the number of permit required confined space entries into the wet well to once per year and make entry safer with improvements to the stairwell. The cleaning of the bar screens will be automated.								
4840	Truck Replacement	SF	25,000	25,000	0	0	0	0
If deferred:		Priority	2	2				
TOTAL PROJECT COST								<u>25,000</u>
Analysis and Explanation:								
Replace WWTP truck 222 Dodge Dakota which is badly rusted and difficult to maintain due to it's age. Replace with 2wd Std Cab truck.								
Operational Impact								
Transportation to various remote treatment basin require use of reliable transportation.								
4840	Replacement Vactor jet Sewer Rodder	SF	450,000	450,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>450,000</u>
Analysis and Explanation:								
Replace 15 year old Vactor Truck that is requiring more and more repairs. This truck will be ordered in FY 2012.								
Operational Impact								
Need to plan for replacement of 2003 Model over the next 5 years. Projected cost in 5 years \$450,000.00								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4840/4740	Install Hi-Rise Lights with Integrated Camera System	SF/WF	120,000	120,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>120,000</u>
Analysis and Explanation:								
Parking and yard lighting for crime prevention with camera equipment.								
Operational Impact								
Security Project. Necessary for employee safety and security of Maintenance and Service Main Building and Yard.								
4840/4740	Replacement Pickup Trucks	SF/WF	75,000	75,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>75,000</u>
Analysis and Explanation:								
Replacement Pickups for Division, newer trucks will be cycled down to meter readers or others.								
Operational Impact								
Replacement of worn out vehicles that are requiring more service to stay on the road. These are meter service trucks, foreman trucks, and shop trucks that are necessary to deliver service every day. Meter servicemen will have reliable transportation to and from each work order address, foremen can respond with confidence. The current shop truck is 1999 four wheel drive that doubles as a plow and salt truck for Water Shop.								
4840	Aerator Replacement	SF	325,000	0	0	0	0	0
If deferred: Deferred due to financial constraints		Priority	1					
TOTAL PROJECT COST								<u>325,000</u>
Analysis and Explanation:								
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.								
Operational Impact								
This project involves replacement of aerator on an annual basis to maintain scheduled replacement plan.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4840	Clean, Test, and Calibrate Plant & RTB Electrical Substations	SF	40,000	40,000	40,000	40,000	0	0
If deferred:		Priority	1					
TOTAL PROJECT COST							120,000	
Analysis and Explanation:								
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.								
Operational Impact								
The wastewater treatment plant does not have a back-up power supply. This annual maintenance assures reliable delivery of powered to the plant and remote treatment basins.								
4840	Accusonic Flow Meter Repair at RTB 14th Street and Salt-Fraser	SF	30,000	0	0	0	0	0
If deferred:		Deferred due to financial constraints	Priority	1				
TOTAL PROJECT COST							30,000	
Analysis and Explanation:								
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.								
Operational Impact								
Accurate measurement of flow is crucial to the treatment process. Flows are used to determine adequate chemical dosages for the treatment process.								
4840	Structural Repair - Aeration Tanks	SF	473,466	0	0	0	0	0
If deferred:		Deferred due to financial constraints	Priority	1				
TOTAL PROJECT COST							473,466	
Analysis and Explanation:								
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.								
Operational Impact								
This project involves replacement of aerator on an annual basis to maintain scheduled replacement plan.								

TOTAL SEWER OPERATIONS AND MAINTENANCE: **6,866,731**

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

WATER OPERATIONS AND MAINTENANCE

4740	Security Card Access at Aqua, Gratiot, and Kochville	WF	40,000	40,000	0	0	0	0
If deferred:		Priority	3	3				
TOTAL PROJECT COST								<u>40,000</u>

Analysis and Explanation:

Addition of Card Reader Access at Aqua, Gratiot, & Kochville Pump Stations for access monitoring.

Operational Impact

The purchase of this equipment will allow for card access entry at remote pumping stations and provide for greater security to drinking water infrastructure.

4840/4740	AMR and CSO Tower	SF/WF	40,000	40,000	0	0	0	0
If deferred:		Priority	2	2				
TOTAL PROJECT COST								<u>40,000</u>

Analysis and Explanation:

Tower for CSO Basin Radio and Automatic Meter Reading Radio Projects.

Operational Impact

The purchase of this equipment will allow for radio communication between the wastewater treatment plant and retention treatment basins. It would also enhance the automated meter reading infrastructure. There would be a considerable cost savings from the canceling of the analog phone lines.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4740	Water System Master Plan	WF	68,000	0	0	0	0	0
If deferred:	Deferred due to other projects	Priority	2					
								68,000
Analysis and Explanation:								
Completion of Master Plan Projects								
Operational Impact								
The completion of the master plan will allow for better prioritization of capital improvement projects and a greater understanding of overall water system needs for the next 20 years.								
4740	Aqua Ground Storage Tank Painting Project	WF	205,000	205,000	0	0	0	0
If deferred:		Priority	1	1				
								205,000
Analysis and Explanation:								
Repairs to overcoat/paint protection of 4 MG steel ground storage tank for finished water.								
Operational Impact								
The painting project will provide for corrosion control of the steel tank and longer useful life expectancy of the structure.								
4741	Water System Remote Station Back Up Generator Project	WF	772,000	772,000	323,000	0	0	0
If deferred:		Priority	1	1				
								1,095,000
Analysis and Explanation:								
Project to add backup power generation to remote facilities of water system.								
Operational Impact								
The additional back-up power generation will increase reliability of the delivery of drinking water to the customers serviced by those stations.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4741	Kochville Booster Station Pump and Piping Improvements	WF	25,000	25,000	545,500	170,000	0	0
If deferred:		Priority	1	1				
						TOTAL PROJECT COST	740,500	
Analysis and Explanation:								
Raw water blending and corrosion control projects for Kochville raw water storage and boosting.								
Operational Impact								
These improvements will provide for corrosion control of the piping & apperturnances. It will also allow for greater flexibility and efficacy of the raw water pumping station.								
4741	36" Raw Water Transmission Main Analysis and Improvement	WF	0	0	55,000	270,000	807,000	0
If deferred:	Scheduled for 2014 and beyond	Priority	2	2				
						TOTAL PROJECT COST	1,132,000	
Analysis and Explanation:								
Projects for condition analysis and improvements to prepare for reconversion to raw water service.								
Operational Impact								
This project will provide more detailed analysis of the condition of a major transmission main and provide for better planning of future capital needs.								
4741	36" Finished Water Transmission Main Loop Improvement	WF	0	0	1,500,000	3,500,000	2,200,000	0
If deferred:	Scheduled for 2014 and beyond	Priority	2	2				
						TOTAL PROJECT COST	7,200,000	
Analysis and Explanation:								
Looping improvements for 36" finished water transmission main Davis to Center Roads.								
Operational Impact								
This project will provide for better looping of the finished water transmission system and increased reliability by providing adequate system pressure and flexibility.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4740	Train Shed Structural Beam Repairs	WF	0	0	100,000	0	0	0
If deferred:	Scheduled for 2014 and beyond	Priority	2	2				
TOTAL PROJECT COST								100,000
Analysis and Explanation:								
Repair of deteriorating structural support beams for train shed floor support.								
Operational Impact								
Due to the age of the water treatment plant there are some structural issues that need to be evaluated. The beams in the respective areas provide support to areas of significant use at the treatment plant.								
4740	Variable Frequency Flocculator Drive	WF	0	0	0	80,000	0	0
If deferred:	Scheduled for 2015 and beyond	Priority	2	2				
TOTAL PROJECT COST								80,000
Analysis and Explanation:								
Flocculation improvements for more effective particulate removal processes.								
Operational Impact								
The addition of this equipment would provide for enhanced coagulation thus increasing treatment efficacy.								
4740	WTP Window and Masonry Evaluation and Design	WF	0	0	0	80,000	0	0
If deferred:	Scheduled for 2015 and beyond	Priority	2	2				
TOTAL PROJECT COST								80,000
Analysis and Explanation:								
Evaluations to determine water leakage mitigation through windows and masonry.								
Operational Impact								
Water intrusion to aged areas of the plant is creating significant damage thus evaluation, design and repair of these issues will prevent further damage to the water treatment plant façade. The water treatment plant is located in a historic district and the plant is 83 years old and is of great historical value in the community.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4740	Arc Flash Analysis	WF	0	0	0	20,000	0	0
If deferred:	Scheduled for 2015 and beyond	Priority	3	3				
TOTAL PROJECT COST								20,000
Analysis and Explanation:								
Electrical power systems evaluation to determine required safe distance for arc flash safety.								
Operational Impact								
The operations and maintenance staff would gain greater knowledge in the safety of working around the electrical switchgear.								
4740	Structural Water Intrusion Evaluations	WF	0	0	0	20,000	0	0
If deferred:	Scheduled for 2015 and beyond	Priority	3	3				
TOTAL PROJECT COST								20,000
Analysis and Explanation:								
Evaluations to determine mitigation of water building intrusion through structural support areas.								
Operational Impact								
This project should be combined with the window and masonry evaluation. The operational impact would be the same.								
4741	Clarified Water Pressure Chamber Improvement	WF	0	0	0	20,000	90,500	0
If deferred:	Scheduled for 2015 and beyond	Priority	3	3				
TOTAL PROJECT COST								110,500
Analysis and Explanation:								
Repairs to deteriorating pressure manhole concrete structure.								
Operational Impact								
This chamber is showing some signs of deterioration and must be repaired due to its importance in the transit of water throughout the treatment train. This structure is crucial to flow of water throughout the plant and failure prove extremely detrimental to the delivery of water to customers.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		
						FY 15	FY 16	FY 17
4741	Gatehouse Cross Connection Mitigation	WF	0	0	0	0	40,000	285,000
If deferred:	Scheduled for 2016 and beyond	Priority	3	3				
TOTAL PROJECT COST								325,000
Analysis and Explanation:								
Gatehouse potential cross connection/single wall construction mitigation.								
Operational Impact								
Investigation of this structure will help determine if a major renovation project will be needed in the future to address a potential regulatory compliance issue.								
4740	Screen Room Overhead Crane Repairs	WF	0	0	0	0	0	100,000
If deferred:	Scheduled for 2017	Priority	3	3				
TOTAL PROJECT COST								100,000
Analysis and Explanation:								
Repairs to structural support of overhead crane located in screen room.								
Operational Impact								
Currently the overhead crane in the screen room cannot be operated due to the structural support issues. If a large piece of equipment needs to be removed for repair from this area, we would have to rent a crane to remove it.								
4740	WTP Parking Lot Evaluations and Design	WF	0	0	0	0	0	20,000
If deferred:	Scheduled for 2017	Priority	3	3				
TOTAL PROJECT COST								20,000
Analysis and Explanation:								
Repairs or replacement evaluations for parking lot areas.								
Operational Impact								
The parking areas are in need of major repair. In addition due to the security system and chemical feed upgrades, the configuration of the parking areas needs to be redesigned to allow for more vehicle storage.								

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4740	Replacement Sludge Collection Drive Chain	WF	0	0	0	0	0	40,000
If deferred:	Scheduled for 2017	Priority	3					
TOTAL PROJECT COST								<u>40,000</u>
Analysis and Explanation: Sludge collection system drive chain replacement parts.								
Operational Impact Removal of sludge from the settling basins is imperative to the treatment process. The aged sludge collection system is becoming more expensive to maintain, thus cost efficiencies and greater reliability can be gained with the replacement of the system.								
4840/4741	Radio Reads for Water Meters (AMR System)	SF/WF	500,000	500,000	500,000	500,000	238,265	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>1,738,265</u>
Analysis and Explanation: Upgrade all water meters to radio reads. Total project cost is \$2,238,265 of which \$500,000 was spent in FY 2012.								
Operational Impact Current Reading system for wholesale customers is obsolete research into a fixed base network yielded the Sensus Flex Net system as the reading system for the next twenty years. Project will update the current touch read system to a fixed base network that can provide hourly reads for the wholesale customers and will reduce employees exposure in the field when reading water meters.								
4740	Clean, Line, and Replace Low Flowing Water Mains	WF	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
If deferred:		Priority	2	2				
TOTAL PROJECT COST								<u>5,000,000</u>
Analysis and Explanation: Clean, line, or replace low flow water mains as identified in the master plan and ISO study.								
Operational Impact 80% of the City's water main system is 80 years or older the city needs to develop plans to replace water mains that have been identified as being insufficient to deliver fire flows and water quality issues. Developing a long range valve exercise program to identify and delineate problem water mains and replace.								

**CITY OF SAGINAW
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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4840/4740	Replacement Tandems	SF/WF	300,000	300,000	0	0	0	0
If deferred:		Priority	2	2				
TOTAL PROJECT COST								<u>300,000</u>
Analysis and Explanation:								
Replacement Tandem Trucks for Water Shop older trucks will be cycled to Streets.								
Operational Impact								
2003 model year trucks are showing signs of corrosion and wear and tear and should be replaced next budget year. Two Tandem trucks at \$125,000.00 each without these the excavating crews will experience more down time as the older trucks will need more and more frequent repairs .								
4740	Replace 16" Weiss Street Water Main	WF	3,000,000	0	0	0	0	0
If deferred:	Deferred to do other projects	Priority	1					
TOTAL PROJECT COST								<u>3,000,000</u>
Analysis and Explanation:								
Replacement of 3 miles of Problem 16" water main on Weiss Street.								
Operational Impact								
This project has been put on hold due to other projects having a higher priority. It is advisable that this project is continues or until funding can be budgeted due to the frequency of failures within the City.								
TOTAL WATER OPERATIONS AND MAINTENANCE:								<u>21,454,265</u>

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

PUBLIC WORKS BUILDING

4439	Replace Five Roof Top Heating Units at Public Services Center	PSC	84,000	0	0	42,000	0	42,000
If deferred:	Other alternative source have been sought.	Priority	1					
TOTAL PROJECT COST								<u>168,000</u>

Analysis and Explanation:

Replace five gas roof top heater units which are over 30 years old. These units heat streets paint room inside parking and the City vehicle repair garage. Each year winter heating cost increases due to these inefficient heating units. Purchase two (2) units in FY 2013 and one every other year thru FY 2017.

Operational Impact

Need replacement prior to failure and causing emergency purchase. Also need more energy efficient heating efficient units to reduce annual operating expenses.

4439	Public Service Office Area Roof Replacement	PSC	56,000	0	0	0	0	0
If deferred:		Priority	1					
TOTAL PROJECT COST								<u>56,000</u>

Analysis and Explanation:

Replace room over front office area. This roof is over 20 years old and the warranty has expired. The constant leaking is causing damage to office ceiling, walls and light fixtures.

Operational Impact

Repair of leaking roof will keep existing ceiling tiles and interior damage from occurring. Otherwise other damage related expenses will be more than likely.

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4439	Resurface Employee Parking Lot and Replace 200 Feet of Entrance Sidewalk	PSC	0	0	180,000	0	0	0
If deferred:	Scheduled for 2014	Priority	1					
TOTAL PROJECT COST								180,000
Analysis and Explanation:								
Replace cracked and damaged employee parking lot, storm drains (south side of building), replace sidewalk of main entrance and walkway. (Estimated to be around 200 ft). Each year winter vehicular and pedestrian damages increase making plowing dangerous.								
Operational Impact								
The parking lot is not only cracked but has become a safety hazard. There are several sink holes. The plow trucks continue to remove asphalt and gravel from the parking lot. If not replaced, damage may occur to vehicles and continue to deteriorate parking lot.								
TOTAL PUBLIC WORKS BUILDING:								404,000
TECHNICAL SERVICES								
1738	Web Server Replacement	TE GIS	0	0	15,000	0	0	0
If deferred:	Scheduled for 2014	Priority	1					
TOTAL PROJECT COST								15,000
Analysis and Explanation:								
Due to the aging existing web server, it is vitally important that the city be able to swap out its oldest server (10 years old). The Technical Services - GIS division runs many applications on its servers, including the city's website, SAGA, and SONAR.								
Operational Impact								
The purchase of the web server will allow the city to continue to run its many applications to include the city's website, SAGA, and SONAR.								
1738	Large Format Plotter Replacement	TE GIS	0	5,000	12,000	0	0	0
If deferred:	Scheduled for 2014	Priority	2	2				
TOTAL PROJECT COST								12,000
Analysis and Explanation:								
The Technical Services - GIS division is responsible for mapping request from many City departments and depends on its one existing plotter. The existing plotter is now four years old, with a working life expectancy of five years.								
Operational Impact								
The purchase of the large format plotter would improve the mapping of all city and county areas.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
1720	Switch/Firewall Replace	TE IS	0	0	60,000	50,000	0	0
If deferred:	Scheduled for 2013 and beyond	Priority	2					
TOTAL PROJECT COST								110,000

Analysis and Explanation:

Replacement of multiple switches and firewall. 2010/2011 - Replacement of Cisco PIX to a Cisco ASA Firewall - PCI compliance. 2011/2012 - Replacement of main Cisco Switch at City Hall and some outlying switches. 2012/2013 - 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 at least 10 times what it is currently.

Operational Impact

Currently the city leases the switch/firewall. This allows the city to transform data from each city operation. By not replacing these switches the city would not be able to communicate between each department.

TOTAL TECHNICAL SERVICES: 137,000

TRAFFIC ENGINEERING AND ENGINEERING SERVICES

4741	Court Street Resurfacing and Water Main Replacement	ENG	100,000	100,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								100,000

Analysis and Explanation:

Court Street resurfacing / reconstruction and ADA ramp installation from Bay Street to the Court Street Bridge. Water main replacement from Bay Street to Oakley Street and Fayette Street to Michigan Avenue. The total project is \$2,100,000 of which \$100,000 remains to be paid.

Operational Impact

This request is necessary to complete the Court Street Reconstruction project and to pay the last of the major MDOT invoices for the project. Water main would not have been done in conjunction with this road reconstruction project without this funding, leaving 1880's water main in place over a newly reconstructed road.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

4740/4741/ 4614/4840	Michigan Avenue Rehabilitation, Sewer Repairs and Water Main Replacement	ENG	2,450,000	2,450,000	2,720,000	725,000	0	0

If deferred:	Priority	1	1		TOTAL PROJECT COST	<u>5,895,000</u>

Analysis and Explanation:

Michigan Avenue resurfacing and ADA ramp installation from Stephens to State Street; isolated pavement repairs; new signals at Michigan and Genesee; water main replacement; manhole adjustment and catch basin and catch basin lead replacements (isolated). Project will be completed in two construction seasons and three fiscal years, April 2012 thru October 2013. Total Estimate is \$5,872,136, of which \$1.3 million is Federal STP, \$320,000 is Federal Safety hazard elimination funds, \$405,000 is City Act51 Funds, 3.075 million is City Water Bond funds, \$300,000 is City water surplus funds and \$500,000 is City Sewer surplus funds. Project is to start in FY 12.

Operational Impact

This ACT 51 request is necessary to provide match money for the Michigan Avenue road reconstruction project. This allows us to utilize \$1,300,000 in federal STP and \$320,000 in Safety Enhancement funds for the reconstruction. Without the ACT 51 funding we would not reconstruct Michigan Avenue and would lose \$1,300,000 in federal STP funds. The water and sewer funding allows us to replace 1880's water main and repair the sewer system at the same time the road is reconstructed, decreasing the chances of digging up a new road for utility issues.

4614	East Genesee Avenue at Hess Street	ENG	70,000	0	0	0	0	0

If deferred:	Deferred due to fiscal constraints	Priority	1		TOTAL PROJECT COST	<u>70,000</u>

Analysis and Explanation:

Upgrade existing signal to box span signal with new pedestrian crossing signals and install new sidewalk and ramps where required. The total project is \$250,000 of which \$70,000 remains to be paid.

Operational Impact

This ACT 51 request is necessary to provide match money for \$208,000 in federal STH funds received to improve the intersection of E Genesee and Hess. This project was has been completed but not all invoices from MDOT have been received. Without these funds we would not be able to make our final MDOT payments.

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4614	Bay Street from Court Street to Genesee Street	ENG	30,000	0	0	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								<u>30,000</u>
Analysis and Explanation:								
Add center left-turn lane on Bay Street from Court Street to State Street, by removing existing pavement markings and remarking; replace traffic signals at Bay and Congress and Bay and Genesee; install ADA sidewalk ramps at all intersections on Bay Street between Court Street and State Street. The total project is \$280,000 of which \$30,000 remains to be paid.								
Operational Impact								
This ACT 51 request is necessary to provide match money for \$250,000 federal STH funds received to make safety improvements to Bay Street between Court Street and State Street (M-58). This project was has been completed but not all invoices from MDOT have been received. Without these finds we would not be able to make our final MDOT payments.								
6511	Community Development Block Grant Ramps	ENG/ CDBG	29,000	0	29,000	29,000	29,000	29,000
If deferred:		Priority	1					
TOTAL PROJECT COST								<u>145,000</u>
Analysis and Explanation:								
Reconstruction of existing intersection ramps to make ADA compliant. City has over 12,000 ramps of which over 6600 have been converted to ADA.								
Operational Impact								
This funding allow us to continue our yearly program to install ADA compliant sidewalk ramps in the Covenant Neighborhood area. Without this funding the ADA sidewalk ramp installation program would be discontinued.								
6511	Community Development Block Grant Resurfacing	ENG/ CDBG	172,500	0	172,500	172,500	172,500	172,500
If deferred:		Priority	1					
TOTAL PROJECT COST								<u>862,500</u>
Analysis and Explanation:								
Resurfacing of the City of Saginaw's over 270 miles of major and local streets, including ADA ramp improvements.								
Operational Impact								
This funding allow us to continue our yearly program to resurface local streets in the CDBG defined Covenant and St Mary's Revitalization areas. Without this funding local streets in these CDBG areas would be resurfaced.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4740/4614	Ezra Rust from M-13 to Court Street Bridge to Washington	ENG	300,000	0	962,500	37,500	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
						TOTAL PROJECT COST	1,300,000	
Analysis and Explanation:								
Mill and resurface existing pavement 2-4 inches, construct isolated full-depth pavement repairs, replace curb and gutter, replace water main and install new catch basins as needed.								
Operational Impact								
This ACT 51 request are necessary to provide match money for the Ezra Rust Street reconstruction project. These funds allows us to utilize \$560,000 in federal STP funds for the reconstruction. The water funds allow us to replace a 12" water main in front of the Anderson Enrichment Center, install a fire hydrant and adjust water valves and manholes as part of the project. Without this funding we would not reconstruct Ezra Rust and utilize \$560,000 in federal STP funds.								
4740/4614	Fordney Street from M-46 to Ezra Rust	ENG	300,000	300,000	1,393,000	97,000	0	0
If deferred:		Priority	1	1				
						TOTAL PROJECT COST	1,790,000	
Analysis and Explanation:								
Reconstruct Fordney Street between Rust Avenue (M-46) and Ezra Rust Street to a two-lane concrete roadway; install streetscape amenities including new street lights, trees and decorative stamped sidewalk; install new water main; and, install new catch basins where necessary.								
Operational Impact								
This ACT 51 request is necessary to provide match money for the Fordney Street reconstruction project. These funds allows us to utilize \$640,000 in federal STP funds for the reconstruction. The water funds allow us to replace a water main that dates to 1892, 1912, and 1955 as part of the project. Without the ACT 51 funding we would not reconstruct Fordney and would lose \$640,000 in federal STP funds. Utilizing water funds to reconstruct the water main at the same time decreases our chances of having to dig up the new road in the future because of utility issues.								

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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4740/4614	East Genesee Avenue - Harold to Hess	ENG	0	0	420,000	1,660,000	50,000	0
If deferred:	Scheduled for 2014 and beyond	Priority	1					
TOTAL PROJECT COST								<u>2,130,000</u>
Analysis and Explanation:								
Mill and resurface pavement with 2 inches of asphalt; construct full depth pavement repairs as needed; construct ADA sidewalk ramps; and, construct new water main on E. Genesee Avenue from Harold Street to Hess Avenue. Construct in 2015.								
Operational Impact								
This ACT 51 request is necessary to provide match money for the E. Genesee Avenue road reconstruction project. This allows us to utilize \$440,000 dollars in federal STP funds for the reconstruction. Without the ACT51 funding we would not reconstruct E. Genesee Avenue and we would lose \$440,000 in federal STP funds. The water funding allows us to replace 1920's water main at the same time the road is reconstructed, decreasing the chances of digging up a new road for utility issues.								
4740/4614	Hamilton Street - Lyon to Court	ENG	0	0	325,000	1,087,500	37,500	0
If deferred:	Scheduled for 2014 and beyond	Priority	1					
TOTAL PROJECT COST								<u>1,450,000</u>
Analysis and Explanation:								
Mill and resurface 2 inches of pavement; construct isolated full-depth pavement repairs; construct ADA sidewalk ramps; install streetscape amenities including new street lights, decorative stamped sidewalk and trees; and, construct new water main on Hamilton Street from Lyon Street to Court Street.								
Operational Impact								
This ACT 51 request is necessary to provide match money for the Hamilton Street road reconstruction project. This allows us to utilize \$440,000 in federal STP funds for the reconstruction and \$360,000 in federal STP-TE funds, if awarded. Without the ACT 51 funds we would not reconstruct Hamilton Street and would lose \$440,000 in federal STP funds. The water funding allows us to replace 1920's water main at the same time the road is reconstructed, decreasing the chances of digging up a new road for utility issues.								
4614	Weiss Street at Hermansau Street Signal Installation and Right Turn Lane	ENG	0	0	0	200,000	0	0
If deferred:	Scheduled for 2015	Priority	1					
TOTAL PROJECT COST								<u>200,000</u>
Analysis and Explanation:								
Install left-turn lane on Hermansau at Weiss Street and add traffic signals at this intersection. This will be a joint project with Saginaw County.								
Operational Impact								
This ACT 51 request is necessary to provide match money for \$160,000 in federal STP funds to improve the intersection of Hermansau and Weiss. Without the ACT51 funds we would not complete the intersection improvements, and would lose \$160,000 in federal STP funds.								

**CITY OF SAGINAW
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Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4614	Treanor Street from Williamson to Dixie Highway	ENG	0	0	800,000	0	0	0
If deferred:	Scheduled for 2014	Priority	1					
TOTAL PROJECT COST								800,000
Analysis and Explanation:								
Crush and shape existing roadway. Joint project with Saginaw County - match split 75% County, 25% City.								
Operational Impact								
This ACT 51 request is necessary to provide the City's portion of a match for a joint project with the Saginaw County Road Commission to reconstruct Treanor Street. The County is providing 75% of the required match and the City is providing 25%. Without the ACT51 funds we would not complete the Treanor Street road reconstruction project and would lose \$640,000 in federal STP funds. We would also jeopardize future joint construction project with the County.								
4740	Niagara Street from Railroad Tracks to Davenport	ENG	0	0	170,000	350,000	1,842,500	37,500
If deferred:	Scheduled for 2014 and beyond	Priority	1					
TOTAL PROJECT COST								2,400,000
Analysis and Explanation:								
Reconstruct roadway and replace water main on Niagara Street from RR Tracks to Davenport; replace catch basins as needed; and, install ADA ramps where required. Design engineering to be contracted thru MDOT process and 80% of cost paid by feds.								
Operational Impact								
This ACT 51 request is necessary to provide match money for the Niagara Street road reconstruction project. This allows us to utilize \$1,120,000 in federal STP funds for the reconstruction. Without the ACT51 funds we would not reconstruct Niagara Street and would lose \$1,120,000 in federal STP funds. The water funding allows us to replace 1930's and 1950's water main at the same time the road is reconstructed, decreasing the chances of digging up a new road for utility issues.								
4614	Mackinaw Street - State Street to Weiss Street	ENG	0	0	0	0	300,000	0
If deferred:	Scheduled for 2016	Priority	1					
TOTAL PROJECT COST								300,000
Analysis and Explanation:								
Reconstruct roadway between State (M-58) and Davenport (M-58). Mill and resurface and construct full depth pavement repairs between Davenport (M-58) and Weiss.								
Operational Impact								
This ACT 51 request is necessary to provide match money for \$240,000 in federal STP funds to resurface Mackinaw Street. Without the ACT51 funds we would not complete the Mackinaw Street road resurfacing, and would lose \$240,000 in federal STP funds.								

**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 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

1790/1795	Interchange at I-675 and Warren Avenue	ENG	50,000	0	0	0	0	0

If deferred:	Priority	1	TOTAL PROJECT COST				<u>50,000</u>

Analysis and Explanation:

Reconstruction of existing I-675 bridges at Warren, Fifth and Sixth Avenues; removal of the 2nd and Weadock bridges and surface roadway under the freeway; installation of new freeway ramps at Warren Avenue; and relocation of existing water main on 2nd Avenue between Fitzhugh and Wadsworth and the replacement of water main on Fitzhugh between 2nd Avenue and Fifth Avenue. Project also includes landscaping amenities along the freeway embankments and new LED under bridge lighting at Warren, Fifth and Sixth. The total project is \$12,711,600 of which \$50,000 remains to be paid.

Operational Impact

This request is necessary to pay the last of the major MDOT invoices for the I-675 and Warren Avenue Interchange project. This project was completed in 2011; however, the City , MDOT and the contractor have not agreed to final water main quantities. Water main construction on this project was necessary to relocate a 24 inch water main in order to remove the I-675 bridge structure over 2nd Avenue and lower the overall project costs. 1880's water main on Fitzhugh was also replaced to decrease the possibility of digging up the newly constructed road for utility issues.

4740/4741	Interchange at I-675 and Veterans Memorial Parkway	ENG	10,000	10,000	0	0	0	0

If deferred:	Deferred due to fiscal constraints	Priority	1	TOTAL PROJECT COST				<u>10,000</u>

Analysis and Explanation:

Deck Replacement, substructure repairs, paint and approach work on Veterans Memorial at I-675. The total project is \$1,858,300 of which \$10,000 remains to be paid.

Operational Impact

This project was has been completed but not all invoices from MDOT have been received. Without these funds we would not be able to make our final MDOT payments.

4480	Replace Half Ton Pickup	ENG	0	0	20,000	0	0	0

If deferred:	Schedule for 2014	Priority	1	TOTAL PROJECT COST				<u>20,000</u>

Analysis and Explanation:

This will replace a half ton pickup purchased in 1993, assigned to engineering, used for permit inspection and construction inspection.

**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 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

Operational Impact

This pick-up truck will be 21 years old at the time of replacement and has reached the end of its useful service life, requiring frequent maintenance. Replacement of this vehicle would allow permit, construction and sidewalk complaint inspections to continue with less interruption to work flow because of transportation availability.

4480	Replace Dodge Dakota Club Cab	ENG	0	0	0	20,000	0	0
If deferred:	Schedule for 2015	Priority	1					
TOTAL PROJECT COST							20,000	

Analysis and Explanation:

This will replace a Dodge Dakota Club Cab purchased in 2001, assigned to engineering, used for permit inspection and construction inspection.

Operational Impact

This pick-up truck will be 14 years old at the time of purchase and will have reached the end of its useful service life, requiring frequent maintenance. Replacement of this vehicle would allow construction and inspections to continue with less interruption to work flow because of transportation availability.

4480	Replace Chevy Express Van	ENG	0	0	0	0	35,000	0
If deferred:	Schedule for 2016	Priority	1					
TOTAL PROJECT COST							35,000	

Analysis and Explanation:

This will replace a Chevy Express Van purchased in 2000, assigned to traffic engineering, and used to conduct site visits for traffic engineering studies.

Operational Impact

This van will be 16 years old at the time of purchase and will have reached the end of its useful service life, requiring frequent maintenance. Replacement of this vehicle would allow utility and contract traffic control reviews, traffic studies and traffic counts to be conducted with less interruption to work flow because of transportation availability.

4480	Replace Aerial Truck	ENG	0	0	0	0	0	75,000
If deferred:	Schedule for 2017	Priority	1					
TOTAL PROJECT COST							75,000	

Analysis and Explanation:

This would replace a 2002 Aerial Truck (vehicle 30-0201) used for traffic signal and street light maintenance and repair.

Operational Impact

**CITY OF SAGINAW
CAPITAL IMPROVEMENT PLAN**

(please note that only those items that were budgeted or has request for multiple years are reflected in the report)

Dept.	Project	Funding	Request FY 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

This vehicle will be 14 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow continued maintenance of the City's street lighting system and traffic signal system. It would also allow the City to continue to maintain MDOT's traffic signals within the City of Saginaw and receive revenue for providing this service. It would also allow us to continue to assist the Streets Section in providing electrical services during storm events.

4480	Replace Aerial Truck	ENG	0	0	0	0	110,000	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>110,000</u>

Analysis and Explanation:

This would replace a 1999 Aerial Truck (vehicle 30-0845) used for traffic signal and street light maintenance and repair.

Operational Impact

This vehicle will be 16 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow continued maintenance of the City's street lighting system and traffic signal system. It would also allow the City to continue to maintain MDOT's traffic signals within the City of Saginaw and receive revenue for providing this service. It would also allow us to continue to assist the Streets Section in providing electrical services during storm events.

4480	Replace 1 Ton Rack Truck	ENG	0	0	0	35,000	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
							TOTAL PROJECT COST	<u>35,000</u>

Analysis and Explanation:

This would replace a 2001 1 ton Rack Truck (vehicle 30-0638) used for barricade set-ups and pavement marking installations.

Operational Impact

This vehicle will be 13 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow Traffic Maintenance to continue to provide traffic control and detour signing for all City Departments, including Police and Fire during emergencies and for the 30+ Special Events held every year. Replacement of this vehicle would also allow continued maintenance of the City's pavement marking system for traffic safety.

**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 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	
4480	Replace Half Ton Pickup Truck	ENG	0	0	20,000	0	0	0
If deferred:	Deferred due to fiscal constraints	Priority	1					
TOTAL PROJECT COST								<u>20,000</u>
Analysis and Explanation:								
This would replace a 2001 half ton Pickup Truck (vehicle 30-0651) used by the Traffic Foreman.								
Operational Impact								
This vehicle will be 12 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow the Traffic Foreman Maintenance to continue to monitor work crews, investigate complaints, review construction job sites and respond to emergencies.								
4480	Replace 1 Ton Pickup Truck	ENG	35,000	35,000	0	0	0	0
If deferred:		Priority	1	1				
TOTAL PROJECT COST								<u>35,000</u>
Analysis and Explanation:								
This would replace a 1998 1 ton Pickup Truck (vehicle 30-0209) used for barricade set-ups and pavement marking installations.								
Operational Impact								
This vehicle will be 14 years old at the time of replacement and will have reached the end of its useful service life and will require frequent maintenance. Replacement of this vehicle would allow Traffic Maintenance to continue to provide traffic control and detour signing for all City Departments, including Police and Fire during emergencies and for the 30+ Special Events held every year. Replacement of this vehicle would also allow continued maintenance of the City's pavement marking system for traffic safety.								

**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 13	Manager Approved FY 13	FY 14	Future Years		FY 17
						FY 15	FY 16	

4811/4711	CIP Pole Mount GNSS/GIS Data Collector, Software and Receiver	ENG	40,000	40,000	0	0	0	0

If deferred:	Priority	1	1		TOTAL PROJECT COST	<u>40,000</u>

Analysis and Explanation:

Pole Mount GNSS/GIS Data Collector, Software and Receiver will be used by construction inspectors to document as-built locations and elevations of new underground water mains and sewers and appurtenances such as valves, crosses, tees, reducers horizontal bends, vertical bends, services, curb stops, sewer inverts, manholes, catch basins, service connections and cleanouts.

Operational Impact

The purchase of this equipment would allow the construction inspectors to document water main, services, connections and filling locations and elevations electronically. This would make documentation and reproduction of water main as-built more efficient by decreasing the amount of time necessary to document as-built information in the field and draw in the office (electronic file can be downloaded with point and line work already drawn in.) The use of this equipment would also decrease the possibility of human error created by transferring data from one handwritten drawing to another.

TOTAL TRAFFIC AND ENGINEERING: 17,922,500

RADIO OPERATIONS FUND

4422	Public Services Radio Upgrade/Replacement	RDO	500,000	500,000	0	0	0	0

If deferred:	Priority	1	1		TOTAL PROJECT COST	<u>500,000</u>

Analysis and Explanation:

Replace existing 280 plus public services radio communications system with a digital radio communications system. The public service radios have been replaced in 2001 and have surpassed their expected useful life of ten years. The new system will be compatible with the Public Safety Radios replaced in 2008.

Operational Impact

The radio system will be 11 years old at the time of replacement and will have surpassed its expected useful life of 7-10 years. The replacement of the radio system will allow the City to maintain reliable communications throughout the Public Services Department and maintain compliance with all FCC regulations.

TOTAL RADIO OPERATIONS: 500,000

FY 2013

City of Saginaw

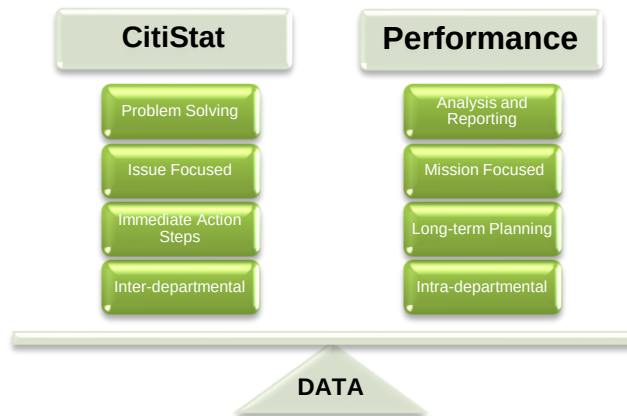


"What gets measured gets done, what gets done well gets rewarded, and what gets rewarded gets repeated." - Unknown

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. The proceeding pages in this section will 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 has just completed the first year of a revised performance measurement system and some measures have been replaced with other measure that reflects the operation.

Each department's performance on their KPIs is measured twice a year: at the 6-month period and at the end of the fiscal year in a city-wide performance management evaluation. Each KPI is evaluated in this document and rated. A green rating  indicates full achievement, a  yellow rating indicates partial achievement, a  red rating indicates no achievement or goal not met and a  grey rating indicates no data reported on the specific key performance indicator.

Rating of the Key Performance Indicators Criteria

A 10% factor was applied to all indicators to illustrate whether the indicator was achieved or partially achieved when compared to the KPI target for FY 2012. Additionally, a 50% or fewer factors is applied to all indicators to illustrate that the KPI target was not met. Explanations of variance have been provided for all measures that are rated yellow and red.

City Council Goals and KPI Matrix

The matrix below provides the number of KPI per department. This matrix reflects the number of KPI by department as they relate to the City Council goals. In FY 2012, there were 93 total indicators. For FY 2013, this number has been adjusted to 95 total indicators.

<u>Department</u>	<u># of KPIs</u>	Crime and Public Safety	Neighborhood Beautification	Recreation & Youth Activities	Revenue Enhancement	Organizational Development
City Attorney	4					4
City Clerk	3				1	2
CPS-Fire	6	3			1	2
CPS-Police	8	7				1
Development	12	2	7		3	
Employee Services	5	2				3
Fiscal Services	12	1			10	1
Public Services	31	8	11	1	3	8
Technical Services	6				2	4
Water and Wastewater Services	8	8				
<u>Total</u>	<u>95</u>	<u>31</u>	<u>18</u>	<u>1</u>	<u>20</u>	<u>25</u>

City Attorney

Andre Borrello, City Attorney

Mission

The mission of the City Attorney, who is a contracted third party, is to sound and sufficient provide legal services to the City Council, Manager, all departments, and officers of the City.

Performance Objectives

1. Provide consistent sound and appropriate legal advice.
2. Efficiently process requests for legal services.
3. Review contracts in a timely and proficient manner.

Division 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 is an appointed office of the City Charter and recognized by ordinance as the Department of Law. Unless specified otherwise, the appointed City Attorney initially reviews requests for legal services and conducts review of City contracts. Generally, ordinance prosecution, labor relations, economic development and most litigation matters are referred to other outside counsel. Legal services are coordinated through the Law and Legal Affairs Team and counsel is provided by attorneys appointed by the City to perform specified services.

Key Performance Indicator	Baseline	FY13 Target	FY14 Projection
Law and Legal Affairs Team shall maintain sufficient oversight of the provision of legal services and coordinate all legal affairs of the City by meeting weekly	N/A	45 weekly meetings	50 weekly meetings
Provide initial review of all legal requests (including contracts) within five (5) business days	N/A	80%	90%
Provide response to all legal requests (including contracts) by the designated due date	N/A	80%	95%
Track the number of legal requests submitted and responded to by the due date, with a goal of achieving timely responses.	Est. 300 Legal Requests	300/ 85%	300/ 90%

 City Attorney services were contracted mid-way through FY 2012 and this is the first year of performance measures of this area. As a result there are no FY 2012 actual results, but baseline data.

Office of the City Clerk

Janet Santos, City Clerk

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 Service

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
% of proposed minutes made available to the public within 8 business days after the meeting	50%	64%	60%	70%
% of past due notices for licensing and registration mailed w/in 30 business days of violation	35%	26%	40%	50%

Explanation of variances:

 The % of past due notices for licensing and registration mailed within 30 business days of violation was partially achieved at 26% instead of the goal of 35% for FY 2012. This partial achievement can be attributed to the vacancies within the Office of the City Clerk. In FY 2013, the office is at full complement.

Elections – (summary of services)

The Elections Division conducts local, county, state and federal elections assuring there is compliance with the applicable laws, rules and regulations. This involves maintenance of voter registration files, election statistics, ballot preparation, issuance of absent voter ballots, delivery and set-up of voting equipment and supplies, election board appointments and their proper training.

Key Performance Indicator	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
% of precincts without errors as noted by the Receiving Board	30%	50%	50%	55%

Community Public Safety – Fire

Phillip Ludos, Assistant City Manager for Public Safety

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 Service

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 conducts pre-fire planning surveys. In addition, Fire Suppression maintains fire facilities and grounds and coordinates fire apparatus maintenance and repairs.

Key Performance Indicator	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase pre-fire planning inspections by 25%	420	36	45	57
Incrementally increase fire code inspections over three years	480	0	0	0

Explanation of variances:

 The key performance indicator to “Increase pre-fire planning by 25%” was not achieved at 36 compared to the targeted goal of 420 for FY 2012. This was not tracked due to the anticipation of new software system. This KPI would be merges with the Fire Prevention indicators. For FY 2013, the department has changed their KPI to reflect what is realistic.

 The key performance indicator to “Incrementally increase fire code inspections over three years” was zero for FY 2012. This represent that the indicator was not achieved. This was not tracked due to the anticipation of new software system. This KPI would be merges with the Fire Prevention indicators resulting in zeros for the subsequent years.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Train all Command Staff, Fire Captains, and Fire Prevention Staff in Executive Edge*	12	1	1	1
Number of fire operations staff who complete high angle and confined space rescue training classes	6	1	1	1

*Position/Classification transition training; KPI measures # of staff who completed Executive Edge Training.

Explanation of variances:

 The key performance indicator to “Train all Command Staff, Fire Captains, and Fire Prevention Staff in Executive Edge” was 1 compared to the KPI target goal of 12 for FY 2012. This represent that the indicator was not achieved. This indicator reflects that one person completed the training during FY 2012. Training for CPS – Fire is on a voluntary basis and is also very cost prohibitive. The entire training budget is only \$3,000. Since these classes are usually held at an out of town venue, it is difficult to get personnel to attend the training. For FY 2013 and beyond, the KPI target and projection has been changed to 1 in order to be in line with available funding and personnel.

 The key performance indicator to account for “Number of fire operations staff who complete high angle and confined space rescue training classes” was 1 compared to the KPI target of 6 for FY 2012. This represent that the indicator was not achieved. Similar to the previous indicator, training for CPS – Fire is on a voluntary basis and is also very cost prohibitive. The entire training budget is only \$3,000. Due to financial constraints, the confined space/high angle rescue is not a high priority at this time.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase Fire and Life Safety Public Presentations by 20%	170	108	204	249
Increase Business and Industrial Fire Code Inspections and Re-inspections by 15%	840	413	1,008	1,210

Explanation of variances:

 The key performance indicator to “Increase Fire and Life Safety Public Presentation by 20%” was 108 for FY 2012. When compared to the 2012 targeted goal of 170, this represent that the indicator was partially achieved. CPS – Fire experience a loss in personnel during the months of May and June. Additionally, the department changed the manner in which they tracked the information. For FY 2013, the department will create a spreadsheet to track the activity.

 The key performance indicator to “Increase Business and Industrial Fire Code Inspections and Re-inspection by 15%” not achieved at 413 for FY 2012. This represent that the indicator was not achieved. During FY 2012, the department expected that the entire fire crews would assist inspections. However, due to training of the Fire Suppression crews and the creation of the software program to track the information, the department was not able to achieve the targeted goals. The FY 2012, actual only represents the efforts of two employees.

Community Public Safety – Police

Brian Lipe, Acting 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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase the percentage of response times for priority one* calls at or below 4.5 minutes	50%	50%	55%	60%
Increase the level of proactive police activities by 10% **	10,698	10,229	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.

Explanation of variances:

 The key performance indicator to “Increase the level of proactive police activities by 10%” was 10,229 for FY 2012. This represents that the indicator was partially achieved. In FY 2012, CPS – Police experienced a high level of retirement. Due to the current fiscal conditions, these positions have not been filled immediately.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Complete the development of a performance evaluation program for all levels of the police department.*	71%	43%	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%)

Explanation of variances:

 The key performance indicator to “Complete the development of a performance evaluation program for all levels of the police department” was 43% for FY 2012. This represent that the indicator was not achieved. The steps are still pending senior management approval. CPS - Police is actively seeking this approval.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
To increase the case closure rate for the division of 70% or greater	70%	66.33%	70%	70%

Explanation of variances:

 The key performance indicator “To increase the case closure rate for the division of 70% or greater” was 66.33% for FY 2012. This represent that the indicator was partially achieved. In FY 2012, CPS – Police experience a high level of retirement in senior positions. Due to the current fiscal conditions, these positions have not been filled immediately.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Decrease MiCR* violations by 10% each year	126	243	113	101
Eliminate LEIN** violations for department	0	0	0	0

*MiCR – Michigan Crime Reports

**Law Enforcement Information Network

Explanation of variances:

 The key performance indicator to “Decrease MiCR” was 243 compared to the KPI target of 126 for FY 2012. This represent that the indicator was not achieved. The reason for the lack of achievement is directly associated to the manner in which the information is data entered into the system as well as continuous software upgrades completed at the State.

Community Policing – (summary of services)

The Community Policing division provides services which include, but are not limited to the following: conducting warrant sweeps for parole violators, verifying residents on the State Sex Offender Registry and visiting schools within their CPO districts. The Community Police division directly interacts with the members of the community to enhance communication and trust and to maintain a cooperative and supportive relationship between the police department and the citizens of Saginaw.

Key Performance Indicator	FY 2012 Goal	<i>FY 2012 Actual</i>	FY 2013 Target	FY 2014 Projection
Complete three problem oriented policing initiatives* per quarter	3	5	3	3
Track the number of Citizen Association meetings attended by community police officers**	183	264	290	319

*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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	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	12	15	15

*There are 15 neighborhood associations. The goal is to attend at least one meeting per neighborhood association each year.

Explanation of variances:

 The key performance indicator for, “Attend at least one neighborhood association meetings monthly” was 12 compared to the goal of 15 for FY 2012. This partial achievement can be attributed to the fact that 12 meetings are attended monthly and that 3 meetings are attended sporadically.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase the Issuance of City initiated code enforcement citations	5,000	5,201	5,250	5,500
Register all residential rental property with the City	100%	85%	100%	100%

Explanation of variances:

 The key performance indicator to obtain 100% registration of all residential rental properties within the city was partial achieved in fiscal year 2012. The Department of Development achieved 85% of their goal. This partial achievement can be attributed to change in ownership and conversion of owner-occupied to rental, which often are not registered in the first year.

Parking Operations and Maintenance – (summary of services)

The Parking Operations and Maintenance Division manage the municipal parking structures and enforce the City's parking ordinances. Activities include the issuance of tickets to illegally parked vehicles and inspections of the City's parking lots. This division also ensures that the lots are free of debris and there are no maintenance or safety concerns for the patrons using the facilities.

Key Performance Indicator	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase the number of citations issued for parking violations by five percent (5%)	9,100	8,290	9,000	9,500
Complete two monthly inspections of each municipal parking lot monthly	80%	100%	85%	90%

Explanation of variances:

 The key performance indicator to “Increase the number of citations issued for parking violations by five percent (5%)” with a goal of 9,100 was partially achieved at 8,290 for FY 2012. This partial achievement can be attributed the lack of staff and reliable right-hand vehicle. For FY 2013, the city restructured the manner in which it enforces parking violations by adding two part-time parking enforcement officers as well as utilizing a third party parking ticket management group.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Respond to citizens' complaints within 10 working days	100%	Not tracked	100%	100%
Remove debris from residential property	700 tons	522 tons	700 tons	700 tons

Explanation of variances:

 The key performance indicator to “Respond to citizens’ complaints within 10 working days” was not achieved during FY 2012. The Department of Development was not able to acquire the necessary reports from the city’s enterprise system.

 The key performance indicator to “Remove debris from residential property” was partially achieved at 522 tons compared to the goal of 700 tons for FY 2012. While there was an increase in the amount of debris removed, the goal of 700 tons was partially achieved due to several reasons. First, the demolition of vacant buildings throughout the City resulted in the removal of several known dumping places. This reduced the amount of debris city crews removed. Second, the environmental crew was given additional responsibilities. Third, a crew member of the environmental team did not have his CDL, which reduced the availability of CDL drivers for the removal of trash on residential property.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase the total number of rehabilitated houses w/in the city funded by CDBG and HOME funds	34	45	44	54
Obligate 75% of total funds appropriated by HUD for business loans through SEDC	75%	60%	80%	80%
Increase affordable housing opportunities within targeted neighborhoods utilizing NSP funds	50	47	25	TBD
Track the number of demolished vacant, dangerous structures within line of sight of all newly created housing opportunities	N/A	46	N/A	N/A

Explanation of variances:

 The key performance indicator to “Obligate 75% of total funds appropriated by HUD for business loans through SEDC” was partially achieved at 60% compared to the goal of 75% for FY 2012. The SEDC was very active this past year. While active, the amount of loans were smaller in nature, thus reducing the amount awarded. Also, in an effort to reduce the amount of delinquent loans, staff did more background checks and research prior to the award of loans. Lastly, even though the number of loan applications continues to increase, that alone does not guarantee that the number of qualified loans will increase. More work is done prior to the approval of loans, which takes more staff time.

 The key performance indicator to “Increase affordable housing opportunities within targeted neighborhoods utilizing NSP Funds” was 47 for FY 2012. This is a partial achievement of the departmental goal. The number of homes was an estimate based on certain construction costs. Several homes exceeded the early estimates and the department did not have sufficient funds to do additional homes.

*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.

Office of Employee Services

Dennis Jordan, Director

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing	75%	No Data Provided	80%	85%
Process all enrollment changes within 30 business days of notification from employee	90%	90%	95%	100%

Explanation of variances:

 The key performance indicator for “Percentage of positions filled with highly qualified candidates within 75 business days of the announcement closing” was not achieved in FY 2012. The Office of Employee Services filled over 50 jobs in FY 2012. The data required is not a part of the tracking system. This office began to track the measure manually; however, due to the time constraints of the staff was unable to continue the monthly record. The Office of Employee Services will begin tracking this data in FY 2013.

Workers Compensation – (summary of services)

The Workers Compensation Division provides supporting and administrative services that encourage a safe and healthy work environment for all City of Saginaw employees. These services include processing and monitoring workers compensation claims, coordinating bi-weekly payments, scheduling post-injury examinations, filing state and federal compliance reports, and managing litigation claims collaboratively with outside legal counsel.

Key Performance Indicator	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Submit all Workers Compensation claims w/in 24 hours of receiving the completed paperwork	85%	90%	95%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Percentage of times agenda materials and meeting minutes are provided at least two days prior to the date of the upcoming meeting	50%	92%	95%	100%
Complete the annual pension valuation reports within six months of the fiscal year ending	No Data Available	New KPI	Compliance	Compliance

Explanation of variances:

 The key performance indicator to “Complete the annual pension valuation reports within six months of the fiscal year ending” reflects to be data not reported FY 2012. This is a new measure beginning with FY 2013, no baseline data available.

Department of Fiscal Services

Tim Morales, Deputy City Manager/CFO

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase the City's GFOA Distinguished Budget Award Rating to 3.5 in each area	3.50	3.20	3.50	4.0
% of budget to actual reports completed w/in 10 business days of the period closing	80%	25%	85%	85%
Percentage of General Fund Revenues and Expenditures projections to adjusted budget	92%	98%	94%	94%

Explanation of variances:

 The key performance indicator to "Increase the City's GFOA Distinguished Budget Award Rating to 3.50 in each area" reflects as partially achieved for FY 2012. This partial achievement is due primarily to the "Does not satisfy" ratings in the impact of capital investment on operating budgets as well as some performance measures outlined in the performance management plan. For the FY 2013 Approved Budget, both items have been addressed.

 The key performance indicator as a "% of budget to actual reports completed within 10 business days of the period closing" reflects as not achieved. This indicator was not achieved due to the reports not being provided directly to the City Manager as well as the time in which the trial balances are received in the OMB. For FY 2013, the indicator will be adjusted to the length of time that it is given to the Deputy City Manager.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Percent of month-end closes completed by target date	91%	82%	91%	91%
Percent of correcting accounting entries to total accounting entries	5% or less	4.4%	5%	5%

Explanation of variances:

 The key performance indicator as a "Percent of month of month end closes completed by target date" is 82% for FY 2012 compared to the departmental goal of 91%. This partial achievement for the year is due to the ability of the staff to complete the month-end closes during the time that the audit is required to be completed. Additionally in April, there were numerous problems with the fleet management charges which required additional research. For the FY 2013 the department will attempt to meet the target goal of 91%.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase the percentage of city bids posted on joint venture procurement websites (MITN)	70%	95%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Percent of correcting entries to total entries	5%	5%	5%	5%
Send out NSF notifications to customers within 5 business days of receiving the notice from the bank	85%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Review 25% of real property w/in the city per year	6,400	4,271	5,000	5,500

Explanation of variances:

 The key performance indicator to “Review 25% of real property within the city per year” reflects to be partially achieved for FY 2012. This partial achievement is due primarily to the complexity of the commercial reappraisals compared to the residential properties as well as the unexpected absence of one of the appraisers. The city is in the process of converting commercial reappraisals from a manual system to an automated system. This requires constant verification of the data and a slower processing time. Therefore, in the subsequent year, the target was decreased from 6,400 to 5,000. The Assessing Office is expecting to have all commercial reappraisals completed within three years.

Income Tax – (summary of services)

The Income Tax Division administers and processes the collection of all income tax revenue for the city according to Saginaw's Uniform Income Tax Ordinance. The division processes payments and individual tax returns, corporate and partnership tax returns, and reconciles employer withholding accounts with w-2's. In addition, the division prepares and files delinquent income tax warrants with the city prosecutor.

Key Performance Indicator	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Total collection of delinquent income taxes as a percentage of total income tax revenue	10%	11%	10.5%	11%
Increase the number of income tax warrant files completed	9.0%	10.16%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Decrease the number of days between meter reads and billing by 30%	7 days	15 Days	10 days	7 days

Explanation of variances:

 The key performance indicator to “Decrease the number of days between meter reads and billing by 30%” reflected as not achieved for FY 2012. The department was unable to meet its stated KPI target of 7 days due to the change over and lack of staff during the fiscal year.

Department of Public Services

Phillip Karwat, Director

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 Service

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Number of EECBG and CEC projects completed annually	3	3	3	3
Lane miles of pavement reconstructed or resurfaced	4	7	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
% of Traffic signs upgraded to New Federal mandate for sign retro reflectivity (each)	50%	55%	75%	100%
No. of Street light bulbs replaced (each) - scheduled	1,000	0	1,500	1,500
% of Traffic study requests completed	100%	78%	75%	75%
% of street light complaints addressed within 7 business days	100%	50%	100%	100%

Explanation of variances:

 In FY 2012, the indicator “Number of Street light bulbs replaced (each) - scheduled” was not achieved. No relamping of street lights was done this spring because of the vacant Traffic Electrician position. Priorities for the remaining Traffic Electrician were set to cover the day-to-day activities of the electrician function. This also allowed for the city to maximize revenue from MDOT, continue working to decrease the City’s energy costs and provide services required by law.

 In FY 2012, the indicator “% of Traffic study request completed” was partially achieved. This partial achievement is directly associated to the time of year in which traffic studies are completed. Traffic study requests take a minimum of 30 days to complete and some studies cannot be done in the winter.

 In FY 2012, the indicator “% of street light complaints addressed within 7 business days” was not achieved. This KPI cannot be met at 100% until the city hires the vacant traffic electrician position.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Number of trees removed (each)	700	589	700	700
Street Sweeping (min 3x per each mile per year) (miles)	1,800	1,649	1,800	1,800
Plowing and Salting - open majors and state highways within 24 hours of snow event	100%	100%	100%	100%
Plowing and Salting - open all locals within 72 hours of snow event	75%	75%	75%	75%
% of time potholes complaints responded to within 5 days (In FY 2013 changed to 10 days)	50%	31%	50%	50%

Explanation of variances:

 In FY 2012, the targeted KPI of “Number of trees removed (each)” was partially achieved at 589 cuts. The reason for the partial achievement can be attributed to the vacant positions and hampered by the lack of working equipment within the Street Funds.

 In FY 2012, the targeted KPI of “Street sweeping minimum of 3 times per each mile per year)” was partially achieved at 1,649 cuts. The reason for the partial achievement can be attributed to the vacant positions and hampered by the lack of working equipment within the Street Funds.

 The KPI targeted goal for FY 2012 for “% of time potholes complaints responded to within 5 days” was 50%. The FY 2012 Actual was partially achieved at 31%. In the first year of the new performance management system, the department realizes this targeted goal is not obtainable due to the size of the staff in the Streets Division. A more realistic goal would be 50% within 10 days to allow time for clerical staff to data entry the complaints.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Brush Collection (10 cyd loads) each	150	416	200	200
City Leaf Collection (cyds)	12,000	12,900	12,000	12,000
Compost Site Compost sold (cyds)	15,000	10,663	20,000	25,000
% of time convenience station open monthly	100%	100%	100%	100%

Explanation of variances:

 In FY 2012, the performance indicator, “Compost Site Compost sold (cyds)” is 10,663 compared to the FY 2012 Goal of 15,000. This represents a partial achievement of the targeted goal. The reason for the partial achievement is due to market conditions for the compost.

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	FY 2012 Goal	<i>FY 2012 Actual</i>	FY 2013 Target	FY 2014 Projection
% of fleet operational on a daily basis by month - Police Department	85%	92%	95%	90%
% of fleet operational on a daily basis by month - All Others	85%	94%	55%	85%
Average number of tasks/jobs per job order - Police Department*	4	1.45	1.2	1.2
Average number of tasks/jobs per job order - All Others*	3	1.23	1.2	1.2

*Count measures and not output measures.

Explanation of variances:

 In FY 2012, the indicator of “Average number of tasks/jobs per job order – Police Department” is reflected as achieved. During the development of the key performance indicator the baseline was listed as 4 jobs per job order. The true measure of effectiveness is actually regressive. The department exceeded the stated baseline. In FY 2013 and beyond the KPI has been changed to 1.2.

 In FY 2012, the indicator of “Average number of tasks/jobs per job order – All Others” is reflected as achieved. During the development of the key performance indicator the baseline was estimated at 3 jobs per job order. The true measure of effectiveness is actually regressive. The department exceeded the stated baseline. In FY 2013 and beyond the KPI has been changed to 1.2.

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	FY 2012 Goal	<i>FY 2012 Actual</i>	FY 2013 Target	FY 2014 Projection
% of City radios operational daily	95%	98%	95%	95%

Facilities [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	FY 2012 Goal	<i>FY 2012 Actual</i>	FY 2013 Target	FY 2014 Projection
% of building maintenance work requests responded to within 72 hours	60%	76%	70%	80%
% of time parks cut cycle completed within 15 days	100%	100%	100%	100%
% of time boulevards cut cycle completed within 9 days	100%	95%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Number of times program will complete cutting cycle.	2.0	2.0	2.0	2.0
Percent of sight obstruction complaints responded to within 48 hours	80%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Sewer Cleaned (miles)	5	20.7	15	15
Number of automated meter reading upgrades installed annually	500	0	500	1000
% of high hazard cross connection inspections completed annually (each)	100%	100%	100%	100%
% of all monthly meter read cycles completed annually	80%	92%	85%	85%

Explanation of variances:

 In FY 2012, the KPI targeted goal of “the Number of automated meter reading upgrades installed annually” was not achieved. The reason for the lack of achievement can be attributed to the fact that the installation of the upgrades has not been started because of the need for additional infrastructure to make the system operational with out-city meter reads.

Department of Technical Services

Jeff Klopccic, 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 Service

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Convert city web applications to new technology	2 apps	zero apps	2 apps	1 apps

Explanation of variances:

 In FY 2012, the indicator “Convert city web applications to new technology” was not achieved. The reason for the lack of achievement can be attributed to the vacancy in the Information Technology Analyst in April as well as the redirection of staff to various other projects.

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	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	100%	100%	Implementation	Implementation
Change out computer equipment according to lease schedule	100%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Increase the number of collaborative projects with city departments	3	5	7	7

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Decrease the average waiting time per call by 15 seconds	30 sec	53 sec	45 sec	40 sec
Increase the number of calls answered on daily basis	500	353	400	400

Explanation of variances:

 The department's ability to decrease the average waiting time per call by 15 seconds was not achieved in FY 2012. The reason for the lack of achievement is primarily associated to the vacancies in staff that are stationed in the call center from the Department of Fiscal Services and the Office of the City Clerk. In FY 2013, the indicator has been adjusted to a more achievable KPI target.

 The department's ability to increase the number of calls answered on a daily basis was 353 compared to the KPI target of 500. This partial achievement can be attributed to the vacancies in staff that are stationed in the call center from the Department of Fiscal Services and the Office of the City Clerk. Also, note that the department's KPI goal has been decreased in subsequent years from 500 to 450 due to the staffing levels.

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. Provide delivery of high quality water and sewer services.
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 Service

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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	FY 2014 Projection
Number of National Pollutant Discharge Elimination System (NPDES) Permit parameters achieved per 1704 possible annually at Wastewater Treatment Plant	100%	99.88%	100%	100%
Number of NPDES Permit parameters achieved per 2562 possible annually at the Remote Treatment Basins	100%	99.92%	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	FY 2012 Goal	FY 2012 Actual	FY 2013 Target	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)	98% < 0.1 NTU	99% < 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)	100%	100%	100%	100%

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

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

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	FY 2012 Goal	FY 2012 <i>Actual</i>	FY 2013 Target	FY 2014 Projection
Response to Level I service calls within 24 hours	100 %	100%	100%	100%
Response to Level II service calls within 72 hours	100 %	87%	100%	100%

Explanation of variances:

 The KPI “Response to Level II service calls within 72 hours” reflects to be partially achieved at 87% for FY 2012. This indicator was partially achieved due to the increase in workload. There are a number of capital projects that require this division’s oversight. These projects, especially the automated metering infrastructure and the Water Treatment Plant Security upgrade required more of the division’s involvement than anticipated thus leading to longer response times to level II service calls.



Appendix

Community Profile
Statistical Information
Glossary Abbreviations and Terminology

CITY OF SAGINAW

COMMUNITY PROFILE



2012-2013

CITY OF SAGINAW FACTS



Population

Total: 51,230

Male: 24,129

Female: 27,101

Median Age: 31 years old

Government

Council-Manager Form

Present Charter Adopted - 1935

Location

Eastern Mid-Michigan

Considered part of the Great Lakes Bay Region

Climate

Average High: 56.0 F

Average Low: 37.2 F

Average Precipitation: 32.5 inches

COMMUNITY HIGHLIGHTS

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.



Ojibway Island

Ojibway Island, named after the Ojibwa (Chippewa) natives, is a wonderful, shaded get-a-way for riverside walks, biking, family outings, concerts, and celebrations. The WKCC 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 Castle Museum

www.castlemuseum.org

Through exploration, preservation, and presentation, the continuing story of the people of Saginaw is told. The



operating museum in the Castle is a unique architectural gem, listed on the National Register of Historic Places. Built as a federal post office in 1898, it reflects the French heritage of early Saginaw. The Castle provides a full spectrum of museum activities such as changing and traveling exhibitions, educational programs, 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 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 exciting 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.



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.



The Dow Event Center

www.doweventcenter.com

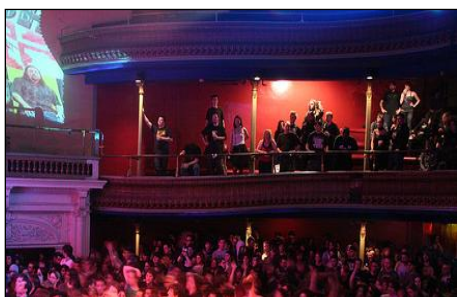
The Dow Event Center was previously known as The Saginaw Civic Center built in 1972 by the City of Saginaw. It is comprised of three main parts: Wendler Arena, Heritage Theater, and Unity Hall. The Center offers all residents a variety of



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, , Les Miserables, The Nutcracker Ballet, Rent and Riverdance.

Pit & Balcony Community Theatre

Pit & Balcony Community Theatre provides Saginaw with a 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 home to 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.

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.



Wickes Park

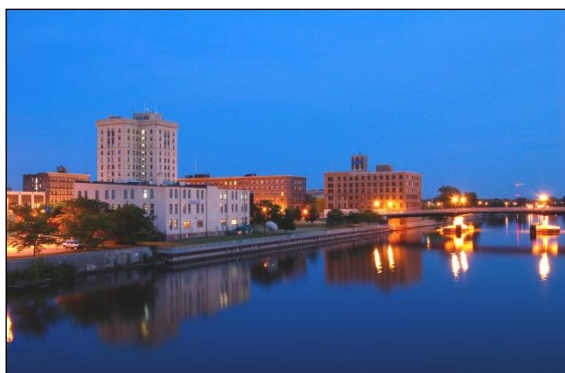
Wickes Park, an award winning, destination-style playground, and was partially designed by area children. The wonderful playscape features unique



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 alongside 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.



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. The wildlife viewing room affords views of songbirds, small mammals, and other wildlife. 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 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.

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.



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.

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.

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.

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:			
CITY	MILES	CITY	MILES
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, 2008 – June 30, 2011: Distinguished Budget Award – For the fourth year in a row, the City of Saginaw received the Government's Finance Officers Association (GFOA) Distinguished Budget Award. The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) 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.

DEVELOPING PROJECTS

PROJECT	COST	Scheduled Completion Date (Fiscal Year)
Michigan Avenue Resurfacing and Water Main Replacement Stephens (M-46) to State (M-58)	\$5,700,000	2014
CDBG Resurfacing – Holden: Washington (M-13) to Sheridan, Fayette: Holland to Remington, N. Bond: Union to State Street and Harrison from Remington to Almira	\$436,000	2013
CDBG Sidewalk Ramps – Covenant Area	\$90,000	2013
Department of Public Services Photovoltaic Solar Array Installation	\$137,318	2013
MDOT RR Track Improvements-- M-13@ St. Mary's and M-46 between Rust & Holland	\$554,000	2013
City Hall Cost Refinement	\$27,250	2013
MDOT Signal Improvement Project- Various M-58 locations	\$2,000,000	2013
City Hall Renovation, Restoration and Preservation	\$7,000,000	2014
Ezra Rust Resurfacing – Washington (M-13) to Court Street Bridge	\$700,000	2014
Fordney Street Reconstruction, Water Main Replacement & Enhancement – Rust (M-46) to Ezra Rust	\$1,500,000	2014
CDBG Resurfacing – Revitalization Area and Covenant Area	\$540,000	2014 - 2016
CDBG Sidewalk Ramps – Revitalization Area and Covenant Area	\$90,000	2014 - 2016
Genesee Signal Retiming- Bay to Hess	\$95,000	2014
Michigan Signal Retiming – Wheeler to Schaefer	\$70,000	2014
East Genesee Avenue Resurfacing and Water Main Replacement – Harold to Hess	\$2,130,000	2015
Hamilton Street Resurfacing and Water Main Replacement – Court to Lyon	\$1,090,000	2015
Treanor Street Resurfacing –Williamson to Dixie Highway	\$200,000	2015
Weiss Street and Hermansau Street Intersection Improvements– Center Turn Lane and Traffic Signal Installation	\$200,000	2015
Niagara Street Reconstruction – Davenport to RR Tracks	\$2,300,000	2016
Mackinaw Street Resurfacing – State (M-58) to Weiss	\$300,000	2016

BUILDING PERMIT SUMMARY

The residential, industrial, and commercial new construction and repairs and alterations building permit fees and actual numbers of permits issued are represented by the following data:

Year	Building Permit Fees	Number of Permits Issued
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
2011	\$326,554.00	1,769

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
2011	160	513	464	479	153

Source: Information provided by The City of Saginaw's Zoning & Development Department of Inspections

MAJOR EMPLOYERS IN THE SAGINAW AREA

TOP 20 WITHHOLDING EMPLOYERS FOR YEAR 2011

Rank	Company/Organization	201 Withholding Amount
1	Covenant Medical Center Inc.	\$1,471,879.60
2	St. Mary's of Michigan	\$645,569.40
3	GM LLC	\$581,709.22
4	School District City of Saginaw	\$425,288.20
5	US Government Def Fin	\$398,583.17
6	Steering Solutions	\$382,644.71
7	TRW Integrated Chassis System	\$314,288.17
8	State of Michigan	\$314,032.85
9	City of Saginaw	\$261,848.31
10	Saginaw County Court House	\$230,575.92
11	US MN Postal Data	\$219,263.76
12	AT&T Services Inc.	\$116,793.70
13	Synergy Medical ED	\$103,305.41
14	Health Delivery	\$101,061.30
15	Linear Motion LLC	\$99,222.35
16	Michigan Cardiovascular	\$84,072.24
17	Meijer Great Lakes	\$80,518.36
18	Quality Temporary Services	\$75,086.41
19	Saginaw County Mental Health	\$70,107.20
20	Advanced Diagnostic Imaging	\$69,301.54
Totals:		\$6,045,151.82

A comparison of the City of Saginaw's condition	Year Ended 1992	Year Ended 2002	Year Ended 2012
Number of Businesses on City Business Tax-rolls:	1,578	1,672	1,427
Number of Households:	23,471	21,240	18,548

Sources: (1) *City of Saginaw's Income Tax Division of the Department of Fiscal Services*
 (2) *City of Saginaw's Assessing Division of the Department of Fiscal Services*

CITY OF SAGINAW



STATISTICAL SECTION 2012 DATA

DEMOGRAPHIC STATISTICS

Population Trends
Years 1900-2010

Year	City of Saginaw Population	Percent Increase (Decrease)	Tri-Cities Total Population	Percent Increase (Decrease)
1900	42,322	0.00%	78,604	0.00%
1910	50,150	27.25%	84,517	7.52%
1920	61,903	143.10%	187,071	100.21%
1930	80,715	20.37%	209,341	11.90%
1940	82,794	8.08%	232,453	9.94%
1950	92,918	17.66%	277,638	19.44%
1960	98,265	24.26%	349,244	25.79%
1970	91,849	15.20%	400,851	14.78%
1980	77,508	3.78%	421,518	5.16%
1990	69,512	-7.06%	399,320	-5.27%
2000	61,799	.90%	403,070	.94%
2010	51,508	16.66%	391,569	-2.86%
<i>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.</i>				
<i>*Tri-Cities include: Saginaw, Bay City, and Midland</i>				
<i>Source: U.S. Bureau of Census: Various Reports; Michigan Manual: Various editions</i>				



COMMUNITY PUBLIC SAFETY (CPS) POLICE



Police Administration is responsible for the overall planning, directing and coordinating of police activities to promote the safety of the community and to ensure that services are provided in a fair, prompt and courteous manner. It is also responsible for the Inspections Services/Internal Affairs Section of the Police Department, which deals with the investigation of complaints and ensures that proper direction is provided to staff for acceptable operational performance and compliance with policies and procedures.

Community Public Safety - Police Complement FOR YEAR ENDED 2011

Officers by Rank:	2010	2011	Change
Police Chief	1	1	0
Deputy Police Chief	0	0	0
Lieutenants	4	4	0
Sergeants	14	14	0
Police Officers	86	86	0
Total Police	105	105	0
Crimes by Type:	2010	2011	% Change
Homicide	8	10	25.00%
Criminal Sexual Conduct	71	79	11.27%
Robbery	187	171	-8.56%
Felonious Assault	759	721	-.13%
Burglary	1,286	1,085	-15.63%
Larceny	697	602	-13.63%
Motor Vehicle Theft	138	102	-26.09%
Arson	23	101	339.00%
Violent Crime	3,169	2,871	-9.41%
Total Crimes by Type:	6,338	5,724	-9.69%
<i>Note: All positions listed for Community Public Safety Police and Fire are sworn in positions only.</i> <i>Source:</i> <i>(1) CPS Fire & Police Complement information retrieved from the City of Saginaw's 10/11 Personnel Complement</i> <i>(2) Police crimes by type information retrieved from Michigan.gov website, Uniform Crime Reports, 2011 Data that is listed in the City's CitiStat Program</i> <i>(3) CPS Police calls by situation information retrieved from City of Saginaw's Community Public Safety Police</i>			



COMMUNITY PUBLIC SAFETY (CPS) FIRE



The Administrative Division of the Community Public Safety Fire manages the annual operating budget while overseeing fire operations, training, building and apparatus maintenance, and fire prevention and life safety activities. Administration coordinates these activities with other city departments and divisions and county, state, and federal organizations. Administratively this division strives to provide the highest level of service to the community while providing management direction and planning for the future within the confines of the operating budget.

‘The Administrative Division is working for a safer, more secure, way of life through effective utilization of resources, innovation, and partnerships throughout the community.’

Community Public Safety - Fire Complement FOR YEAR ENDED 2011

Personnel by Rank:	2010	2011	Change
Fire Chief	1	1	0
Battalion Chiefs	3	3	0
Fire Captains	7	7	0
Lieutenants	9	12	+3
Fire Marshall	1	1	0
Deputy Fire Marshall	1	1	0
Fire Engineer	19	19	0
Fire Training & Safety Officer	1	1	0
Firefighters	22	22	0
Total	64	67	+3

Note: All positions listed for CPS- Police & Fire are sworn in positions only.

Calls for Service by Situation Found:	2010	2011	% Change
Fire	464	435	-6.25%
Rescue	60	75	25.00%
Hazardous Condition	303	515	69.97%
Service Call	331	318	-3.93%
Good Intent	304	266	-12.50%
False Call	286	294	2.80%
Total Calls by Situation:	1,748	1,903	8.87%

Source:

- (1) Fire & Police Bureau Complement information retrieved from the City of Saginaw's 10/11 Personnel Complement
- (2) Police crimes by type information retrieved from Michigan.gov website, Uniform Crime Reports, 2011 Data that is listed in the City's CitiStat Program
- (3) Fire department calls by situation information retrieved from City of Saginaw's Fire Department

PRINCIPAL REAL ESTATE TAXPAYERS

TOP 25 TAXPAYERS

As of December 31, 2011

			Real Property		Personal Property		
Rank	Owner (Taxpayer)	# of Parcels	Ad Valorem	Special Act Rolls	Ad Valorem	Special Act Rolls	TOTAL
1	Consumer Energy	57	250,959		20,853,400		21,104,359
2	General Motors LLC	4			11,641,100		11,641,100
3	Charter Communications II	1			6,173,600		6,173,600
4	TRW Integrated Chassis Systems LLC	2			5,413,600		5,413,600
5	Linear Motion LLC	4	2,946,901		2,105,800		5,052,701
6	Means Industries, Inc.	4	978,055		2,966,000		3,944,055
7	Hausbeck Pickle Co, Inc.	4	1,252,462		1,606,300	601,600	3,460,362
8	Fullerton Tool Co, Inc.	6	282,192		2,641,700	211,600	3,135,492
9	Corvus Nodular Interests II LLC	1	3,101,568				3,101,568
10	General Motors Corporation	1	3,022,667				3,022,667
11	Rifkin Scrap Iron & Metal.	15	347,407		1,791,500	765,100	2,904,007
12	CMI-Schneible	3			2,175,700	702,200	2,877,900
13	Riverfront Medical Realty, LLC	2	2,515,407		234,400		2,749,807
14	SSP Associates Inc.	12	2,422,649	37,533	106,900		2,567,082
15	Menard Inc.	4	623,580		1,815,100		2,438,680
16	Meredith Corp	3	578,094		1,573,800		2,151,894
17	IRG Saginaw, LLC	2	2,014,375				2,014,375
18	Downtown Area Development, LLC	3	2,012,321				2,012,321
19	B&W Heating	1			1,759,500		1,759,500
20	Citizens Bank of Saginaw	8	1,708,097				1,708,097
21	Michigan Production Machine	2	614,899		928,900		1,543,799
22	Reardon Properties LLC	5	956,712	405,582	146,900		1,509,194
23	Finlay Brookwood Park LTD DHALP	1	1,459,994				1,459,994
24	Racer Properties	7	1,403,591				1,403,591
25	Uvalde Inc.	101	1,374,525				1,374,525
	TOTALS	253	29,866,455	443,115	63,934,200	2,280,500	96,524,270

Note: Information is listed in numerical order according to its rank for Top 25 Taxpayers in City of Saginaw
Source: Information provided by City of Saginaw's City Assessor of the Department of Fiscal Services

CITY OF SAGINAW



GLOSSARY ABBREVIATIONS AND TERMS

GLOSSARY OF ABBREVIATED TERMS

-A-

AASHTO	American Association of State Highway and Transportation Officials
AFSCME	American Federation of State, County & Municipal Employees
AMR	Automated Meter Reading
ARMS	Automated Record Management System
Asmt.	Assessment
ATPA	Automobile Theft Prevention Authority
Auth.	Authority
Avg.	Average
AWWA	American Water Works Association

-B-

BP	Building Permit

-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
DOJ	Department of Justice
DP	Demolition Permit

-E-

Endow.	Endowment
EP	Electrical Permit

-F-

FBI	Federal Bureau of Investigation
FICA	Federal Insurance and Compensation Act
FT	Full Time
FY	Fiscal Year
FYI	Family Youth Initiative

-G-

Gals.	Gallons
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GM	General Motors
Govt.	Government

GLOSSARY OF ABBREVIATED TERMS

-H-

HOME	Home Observation of Measurement of the Environment
H.R.	Human Resources
H.T.E.	Harvard Technology Enterprise

-I-

IFT	Industrial Facilities Tax
Inc.	Incorporated
ITS	Intelligent Transportation System

-J-

J.A.G.	Justice Assistance Grant

-K-

KWH	Kilowatt Hour

-L-

Lbs.	Pounds
LDFA	Local Development Finance Authority
L.E.I.N.	Law Enforcement Information Network
LELI	Law Enforcement Leadership Institute
LLC	Limited Liability Company

-M-

MBS	Midland, Bay City, and Saginaw
MCLA	Madden Central Leagues Alliance
MDEQ	Michigan Department of Environmental Quality
MDOT	Michigan Department of Transportation
MG	Milligram
MIOSHA	Michigan Occupational Safety and Health Administration
MP	Mechanical Permit
MSP	Michigan State Police
MSU	Michigan State University

-N-

NBC	National Broadcasting Company
NEZ	Neighborhood Enterprise
No.	Number
NPDES	National Pollutant Discharge Elimination System
NSF	Non-Sufficient Funds
NTU	Number of Transfer Units
NWUA	Northwest Utilities Authority

O-

OMB	Office of Management and Budget

-P-

P.A.	Partial Agreement
P.C.	Professional Corporation
PEG	Public, Educational, and Governmental
PILOT	Payment in Lieu of Taxes

GLOSSARY OF ABBREVIATED TERMS

POAM	Police Officers Association of Michigan
PP	Plumbing Permit
PRIDE	Positive Results in a Downtown Environment
PT	Part Time
PTO	Personal Time Off
-Q-	
QVF	Quality Voter File
-R-	
READ	Read Enjoy And Discover
Rev.	Revenue
RLF	Revolving Loan Fund
RSSI	Received Signal Strength Indication
RTBs	Retention Treatment Basins
RV	Recreational Vehicle
-S-	
SAFER	Staffing for Adequate Fire and Emergency Response
SBC	Southwestern Bell Corporation
SCADA	Supervisory Control and Data Acquisition
SCATT	Saginaw County Auto Theft Team
SCENIC	Saginaw Code Enforcement Neighborhood Improvement Cooperative
SEDC	Saginaw Economic Development Corporation
SEIU	Service Employees International Union
SGTV	Saginaw Government Television
SMMWSC	Saginaw-Midland Municipal Water Supply Corporation
SONAR	Sound Navigation & Ranging
SRRF	Sepanta Robotic Research Foundation
STARS	Saginaw Transit Authority Regional Services
SVC	Service/Serviced/Servicing
SVSU	Saginaw Valley State University
-T-	
TAPS	Treatment and Prevention Services
Temp.	Temporary
TIFA	Tax Increment Finance Authority
TV	Television
-U-	
USA	United States of America
USDA	United States Department of Agriculture
-W-	
WWTP	Wastewater Treatment Plant
-Y-	
Yr.	Year

GLOSSARY OF TERMS

A –

ACCRUAL BASIS – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods or services are received (whether or not cash disbursements are made at that time.)

ACTIVITIES – Specific services performed to accomplish program objectives and goals.

AGENCY FUND – Permanently established endowments where the annual income is used at the discretion of the organization in pursuit of a particular mandate.

ALLOCATION – The assignment or distribution of available resources such as revenue, personnel, buildings, and equipment among various City departments, bureaus, divisions, or offices.

APPROPRIATION – An authorization made by City Council, which permits the City to incur obligations and to make expenditures or resources.

APPROVED (ADOPTED) BUDGET – The revenue and expenditure plan for the City for the fiscal year as enacted by City Council.

ARBITRAGE – Excess investment profits earned on the investment of lower-cost, tax-exempt bond proceeds.

ASSESSED VALUATION – The value placed upon real and personal property by the County tax assessor/appraiser as the basis for levying taxes.

ASSET – Property owned by the City which has monetary value.

AUDIT – Prepared by an independent certified public accounting firm, the primary objective of an audit is to determine if the City's general purpose financial statements present fairly the

City's financial position and results of operations in conformity with the generally accepted accounting principles.

B –

BALANCED BUDGET – Proposed revenues and other resources equal proposed appropriations.

BOND – A long-term promise to repay a specified amount of money (the face value amount of the bond) on a particular date (maturity date). Bonds are primarily used to finance capital projects.

BUDGET – A plan of financial operation compromised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

BUDGET CALENDAR – The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT – A compilation of the spending and funding plans for the various funds, along with supporting narrative, schedules, tables, and charts which, in total, comprises the annual resource allocation plan.

BUDGET ORDINANCE – An ordinance considered and adopted by City Council to formally enact the proposed budget as amended.

BUDGET TRANSFER - Adjustment made to the budget during the fiscal year to properly account for unanticipated changes which occur in revenues and/or expenditures and for program initiatives approved during the fiscal year.

BUREAU – The largest organizational component within a department which design is tied to service output or function.

C –

CAPITAL BUDGET – A spending plan for improvements to or acquisition of land, facilities, equipment, and infrastructure. The capital budget (1) balances revenues and expenditures, (2) specifies the sources of revenues, (3) lists each project or acquisition, and (4) must ordinarily be approved through adoption of an appropriation by the legislative body.

CAPITAL EXPENDITURE – The acquisition of fixed assets, usually authorized in the capital budget that includes land, buildings, infrastructure, and equipment.

CAPITAL IMPROVEMENT PLAN (CIP) – A multi-year plan to provide for equipment acquisition, improvement to public facilities, and construction of new facilities.

CAPITAL OUTLAY – Expenditures relating to the purchase of equipment, facility modifications, land, and other fixed assets.

CASH BASIS – The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when actually paid.

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 –

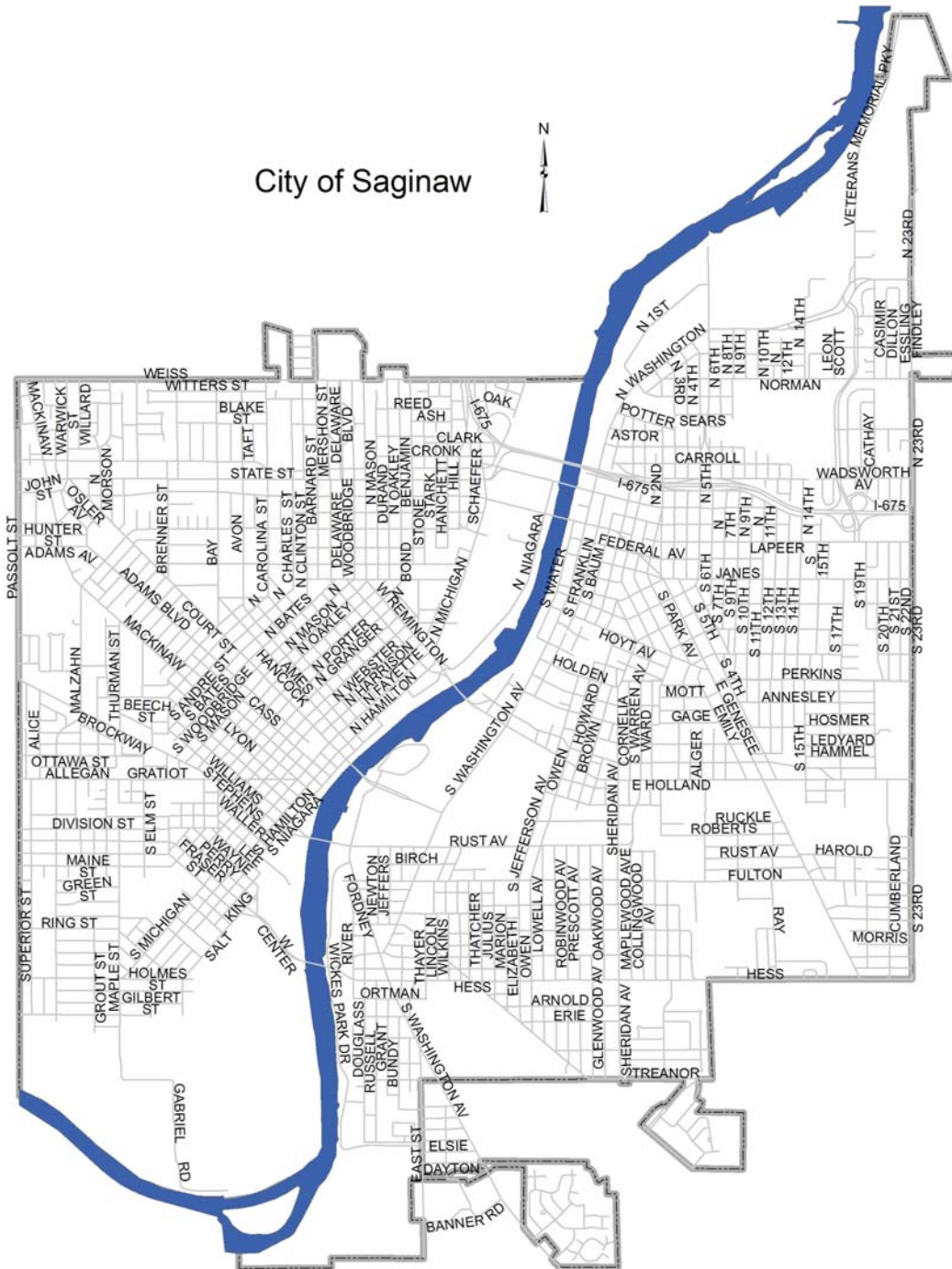
UNFUNDED LIABILITY – A liability that accrues to a fund for which there is no source of revenue.

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.

City of Saginaw



1315 South Washington Avenue
Saginaw, Michigan 48601