

AGENDA

BUDGET/AUDIT COMMITTEE

111 S. Michigan Ave., Room 200, Saginaw, MI 48602

Thursday, June 8, 2023 – 4:00 p.m.

Members: Dennis Krafft – Chair, Jack Tany – Vice-Chair, Tracey Slodowski, Rich Spitzer, Christopher Boyd
Others: Vanessa Guerra, Robert Belleman, Tim Novak, Koren Thurston, Civil Counsel, Board Staff, *Media*

- I. Call to Order
- II. Welcome
- III. Correction/Approval of Minutes (***May 4, 2023 - Attached***)
- IV. Public Comment - *Speakers limited to 3 minutes*
- V. Agenda

1. **Koren Thurston, Finance Director, re: Payment of Claims**

- **6-20-14** - Vendor Transactions April 1 – 30, 2023 \$ 8,665,345.72
- **6-20-20** - Vendor Transactions May 1 – 31, 2023 \$23,683,955.23
- **6-20-15** Submitting for approval a Bond Resolution not to exceed Five Million Five Hundred Thousand Dollars (\$5,500,000) for capital improvement projects at the Dow Event Center
- **6-20-23** Submitting Draft #1 of the Controller Recommended 2024 Budget, including the FY 2024 Budget Transmittal Letter & Debt Service Schedules, Draft Budget Resolutions A, B, C & D, Budget Summaries, Draft Capital Improvement Plan, and Draft Fee Schedule (*Distributed to Commissioners/On file in Board Office*)

2. **JoAnn Crary, President, and Tom Miller Jr., Vice-President, Saginaw Future Inc., re:**

- **6-20-16** Requesting an increase in funding under the agreement between Saginaw County and Saginaw Future Inc. (SFI) if SFI is able to exceed its goals using the pay for performance metrics established in 2021, not to exceed \$50,000

3. **William Federspiel, Sheriff, re:**

- **6-20-17** Requesting approval to increase its current budget by \$78,974.95 and allow the Sheriff's Office to accept revenue from the sale of used patrol vehicles in the amount of \$39,177 and drug forfeiture in the amount of \$39,797.95

4. **Bonnie Kanicki, Animal Care & Control Director, re:**

- **6-20-18** Requesting the use of existing funds and fund balance to off-set operational deficiencies due to the intake of a voluminous amount of stray and owner-surrendered animals that are unvaccinated, unaltered, and in need of medical care

5. **LaTecia Cirilo, Probate Register, re:**

- **6-20-19** Requesting an additional employee at Level T-08 for the Probate Office, with pay and fringe benefits at an approximate cost of \$77,000; and requesting the existing contract with Terry Kluck (due to expire July 4, 2023) be extended to Sept. 30, 2023 at no additional cost but to acknowledge that she will work as needed

(Referred back to committee at the May Board Session – subsequently pulled by Judge Jackson)

6. Hon. Darnell Jackson, Chief Judge, re:

- **5-16-10** Requesting amendment of the FY 2023 Budget to cover the addition of employees in the Circuit, District, Probate and Juvenile Courts, who would provide much needed clerical support for front-line judicial employees

7. Miscellaneous

8. Adjournment

MINUTES

BUDGET/AUDIT COMMITTEE

111 S. Michigan Ave., Room 200, Saginaw, MI 48602

Thursday, May 4, 2023 – 4:00 p.m.

DRAFT

Present: Dennis Krafft – Chair, Jack Tany – Vice-Chair, Tracey Slodowski, Rich Spitzer
Absent: Christopher Boyd
Others: Robert Belleman, Koren Thurston, Jennifer Broadfoot, Mark Piotrowski, Mary McLaughlin, Jennifer Leek-Booker, Tom Heidger, Susan Caister, Gene Schmidt, Patricia Johnson, Susan Bidwell, Undersheriff Gomez, Dave Gilbert, Marissa Sawdon, and Catherine Hicks

- I. Call to Order --- ***Krafft at 4:00 p.m.***
- II. Welcome
- III. Correction/Approval of Minutes (***April 6, 2023, Regular; April 18, 2023, Special***)
---Moved by Tany, seconded by Slodowski, to approve. Motion carried.
- IV. Public Comment - *Speakers limited to 3 minutes* ---***None***
- V. Agenda
 1. **Koren Thurston, Finance Director**, re: Payment of Claims
 - **5-16-8** Vendor Transactions March 1 – 31, 2023 \$14,470,443.55
---Moved by Spitzer, seconded by Tany, to approve. Motion carried. (Board Report)
 2. **Hon. Darnell Jackson, Chief Judge**, re:
 - **5-16-9** Requesting approval of a grant from the State Court Administrative Office (SCAO) and amendment of the FY 2023 Budget in the amount of \$385,538 to employ three (3) visiting judges and two (2) support staff, as well as authorizing PCNs for the judicial assistants and/or bailiff – law clerk positions provided for in the grant
---Moved by Tany, seconded by Slodowski, to approve. Motion carried. (Board Report)
 - **5-16-10** Requesting amendment of the FY 2023 Budget to cover the addition of employees in the Circuit, District, Probate and Juvenile Courts, who would provide much needed clerical support for front-line judicial employees
---Moved by Tany, seconded by Slodowski, to approve to fund the request through the rest of FY 2023 and FY 2024 and look at any ARPA funds regarding less time-sensitive projects that could be reallocated, such as the \$1 million set aside for digitalization of circuit court records. Motion carried by unanimous roll call vote. (Board Report)

3. **Susan Caister, Nutrition Program Manager, and Gene Schmidt, Accountant, COA**, re:
 - **5-16-11** Requesting adjustment of its Transportation activity by \$20,000 from fund balance in the FY 2023 Budget due to an increase in maintenance and service costs for the transit vehicles
---Moved by Spitzer, seconded by Slodowski, to approve. Motion carried. (Board Report)
4. **Undersheriff Gomez ~~William Federspiel, Sheriff~~**, re:
 - **5-16-12** Requesting an increase in the FY 2023 Budget by \$8,792 and acceptance of funds from the 100 Club of Saginaw for the purchase of ballistic helmets for its Road Patrol personnel
---Moved by Tany, seconded by Spitzer, to approve. Motion carried. (Board Report)
5. Miscellaneous ---*None*
6. Adjournment ---*Moved by Tany, seconded by Slodowski, to adjourn. Motion carried; time being 4:58 p.m.*

Respectfully Submitted,
Dennis Krafft, Committee Chair
Marissa Sawdon, Committee Clerk

**BUDGET
AUDIT**

COMMUNICATION NO. 6-20-14

TO: SAGINAW COUNTY BOARD OF COMMISSIONERS

Forwarding for review and approval the attached list of transactions, as compiled by the Treasurer's Office, and by the Controller's Office, Accounting Division.

Date: 04-01-23 through 04-30-23 Amount: \$ 8,665,345.72

Signed Jana Barry
Jana Barry, Deputy Treasurer/Financial Analyst

Signed Koren Thurston
Koren Thurston, Finance Director

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2023 MAY -3 AM:54

BUDGET AUDIT COMMITTEE

Recommending the bills as listed above be approved for payment. Any exceptions are noted below.

Signed _____ Dated _____
Dennis H. Krafft, Chair
Jack Tany, Vice Chair

Certifying approval by the Saginaw County Board of Commissioners at a regular meeting held on _____.

Signed _____
Vanessa Guerra, Saginaw County Clerk

SEAL

**BUDGET
AUDIT**

COMMUNICATION NO. 6-20-20

TO: SAGINAW COUNTY BOARD OF COMMISSIONERS

Forwarding for review and approval the attached list of transactions, as compiled by the Treasurer's Office, and by the Controller's Office, Accounting Division.

Date: 05-01-23 through 05-31-23 Amount: \$ 23,683,955.23

Signed Jana Barry
Jana Barry, Deputy Treasurer/Financial Analyst

Signed Koren Thurston
Koren Thurston, Finance Director

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2023 JUN - 2 AM 4:33

BUDGET AUDIT COMMITTEE

Recommending the bills as listed above be approved for payment. Any exceptions are noted below.

Signed _____ Dated _____
Dennis H. Krafft, Chair
Jack Tany, Vice Chair

Certifying approval by the Saginaw County Board of Commissioners at a regular meeting held on _____.

Signed _____
Vanessa Guerra, Saginaw County Clerk

SEAL



COUNTY OF SAGINAW

OFFICE OF COUNTY CONTROLLER

111 SOUTH MICHIGAN AVENUE
SAGINAW, MICHIGAN 48602

BUDGET AUDIT

May 22, 2023

ROBERT V. BELLEMAN
Controller/Chief Administrative Officer
rbelleman@saginawcounty.com

Commissioner Chris Boyd, Chairman
Board of Commissioners
County of Saginaw
111 S. Michigan Avenue
Saginaw MI 48602

6-20-15

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
MAY 22 P 4:23

**RE: THE DOW EVENT CENTER CAPITAL IMPROVEMENT PROJECT –
RESOLUTION AUTHORIZING THE SALE OF BONDS IN AN AMOUNT NOT TO
EXCEED \$5.5 MILLION**

Dear Chairman Boyd:

REQUEST SECTION: I am requesting the June 8, 2023 Budget/Audit Committee recommend to the Board of Commissioners the approval of Bond Authorizing Resolution in an amount not to exceed \$5.5 million. A copy of the Resolution is attached herewith.

BACKGROUND INFORMATION SECTION: The Saginaw County Board of Commissioners, at its February 21, 2023 regular session, adopted Resolution to Purchase, Acquire, and Construct Capital Improvements and to Publish Notice of Intent to Issue Bonds.

The Board of Commissioners, at its March 21, 2023 regular session approved PCO#070 (**PCO#001**) and, at its April 18, 2023 regular session, approved PCO#002 ("Memorial Cup Upgrades" in the amount of \$3,082,583, and PCO#003 ("Elevator Addition") in the amount of \$1,565,545 at the Dow Event Center.

On March 29, 2023 the Canadian Hockey League (CHL) announced Saginaw Spirit would be the host for the 2024 CHL Memorial Cup. The 2024 Memorial Cup will start May 21, 2024 and end June 3, 2024.

The 2024 CHL Memorial Cup is a fourteen-day event scheduled during the last week of May and the first week of June. Dr. Annette Rummel, President/CEO of the Saginaw County Convention & Visitors Bureau, has estimated the direct spend associated with hosting the 2024 CHL Memorial Cup in Saginaw would be \$20 million.

FINANCIAL INFORMATION SECTION: Spence Brothers has estimated the cost of the capital improvements for all three phases at \$8,649,967.

- Phase I, PCO#070 (**PCO#001**) ("Owner's Upgrades") is estimated at \$3,874,235 and includes a "Project/Owner's Contingency" of \$318,440. (Approved on March 21, 2023)
- Phase II, (**PCO#002**) (Memorial Cup Upgrades), is estimated at **\$3,082,583** and includes elevator design services and "Project/Owner's Contingency" of \$244,266. (approved on April 18, 2023)
- Phase III, (**PCO#003**) ("Elevator Addition") is estimated at **\$1,560,545** with an "Project/Owner's Contingency" of \$140,000. (Approved April 18, 2023)

The funding sources include the Dow Event Center millage supporting a \$5.5 million bond issue and a capital contribution of \$3,521,189 from the Delinquent Tax Fund. The Delinquent Tax Fund contribution will be reduced if funding from other sources previously mentioned are received.

The Board of Commissioners has commenced the bonding process with a Notice of Intent to sell bonds in an amount not to exceed \$5.5 million. I have previously provided Dow Event Center Fund budget projections supporting the \$5.5 million bond issue.

Chairman Boyd, Vice Chair Tany, Commissioner Krafft and I have met with the City of Saginaw, the City of Frankenmuth, and the Frankenmuth CVB to seek financial support of Phase II ("Memorial Cup Upgrades") improvements. Additionally, I have sent a letter to Representative Amos O'Neal requesting funding from the State of Michigan for these capital improvements. We are also seeking financial support from the area foundations and corporations. Phase III ("Elevator Addition") could be implemented with additional funding from the State of Michigan and/or other sources.

The County has spent approximately \$20,000 to prepare architectural estimates and renderings of the proposed improvements to The Dow Event Center, which was instrumental in submitting the Saginaw Spirit bid to the Canadian Hockey League and in developing our presentation materials shared with our state legislators and MEDC CEO Quentin Messer, Jr.

I have invited Roger Swets of Dickenson Wright, Bond Counsel; and Steven Burke of MFCI, to the June 8, 2023 Budget/Audit Committee meeting to answer any questions you or other committee members may have since I will be on vacation.

COLLABORATION/PARTNERSHIP SECTION: The pursuit of the 2024 CHL Memorial Cup involves the following partners: the Saginaw Spirit, Saginaw County CVB, Saginaw Future, Inc, Saginaw County Chamber of Commerce, Frankenmuth Chamber of Commerce & CVB, MEDC, City of Saginaw, ASM Global, and our state legislators. The Saginaw Spirit bid for the 2024 CHL Memorial Cup was made possible because of these and many other partners who are willing to leverage their respective resources to ensure the Memorial Cup hosted in Saginaw is a first-class, memorable event.

STRATEGIC PLAN SECTION - The pursuit of the 2024 CHL Memorial Cup and the County's respective investment in The Dow Event Center meets the Board of

Commissioners' Strategic Priorities "*Quality of Living Arts, Entertainment & Recreation*
Goal: Provide diverse, high-quality events and activities that educate, recreate and entertain: Ensure adequate funding to continue providing high-quality entertainment facilities and draw visitors from all over to The Dow Event Center and Huntington Event Park."

The 2024 CHL Memorial Cup is estimated to draw 6,000 to 8,000 overnight stays at hotels throughout Saginaw County and the region. The requested investment will benefit the County in its partnership with the previously identified organizations to attract the 2024 CHL Memorial Cup and future concerts, events and activities.

RECOMMENDATION SECTION: I recommend the Budget/Audit Committee recommend the Board of Commissioners approve the Bond Authorizing Resolution.

Sincerely,



Robert V. Belleman
Controller/CAO

At a regular meeting of the Board of Commissioners of the County of Saginaw, Michigan (the "County"), held on the 20th day of June, 2023.

PRESENT: _____

ABSENT: _____

The following resolution was offered by _____ and seconded by _____.

**BOND RESOLUTION
LIMITED TAX GENERAL OBLIGATION BONDS, SERIES 2023**

WHEREAS, the Board of Commissioners of the County (the "Board") does hereby determine that it is necessary to finance the cost of designing, purchasing, acquiring, constructing, and installing capital improvement items, including, but not limited to, the design, acquisition, and construction of improvements to the Dow Event Center, including without limitation, locker room improvements, suite improvements, restroom improvements, infrastructure for mobile locker room, fire alarm system improvements, exterior storage building, storage room improvements, painting, new ceilings, handrails, lighting improvements, diffusers, rooftop exhaust improvements, plaster improvements, boiler replacement, suites sound system upgrades, stagelight platforms, temporary walls, signage, new security system, as well as all appurtenances, site work, improvements, furnishings, fixtures, and equipment necessary or incidental to these improvements, as well as other capital improvement items as determined by the County (the "Project"); and

WHEREAS, the total cost of the Project is estimated to be approximately Eight Million Five Hundred Eighteen Thousand Dollars (\$8,518,000); and

WHEREAS, the Board has determined to issue bonds and to use the proceeds of the sale of such bonds to finance a portion of the cost of the Project.

THEREFORE, BE IT RESOLVED by the Board of Commissioners of the County of Saginaw, Michigan, as follows:

1. AUTHORIZATION OF BONDS – PURPOSE. Bonds of the County aggregating the principal sum as determined by order of the Controller/Chief Administrative

Officer, but not to exceed Five Million Five Hundred Thousand Dollars (\$5,500,000), shall be issued and sold for the purpose of defraying all or part of the cost of the Project.

2. BOND DETAILS. The bonds shall be designated "Limited Tax General Obligation Bonds, Series 2023," shall be dated the date of their delivery; shall be numbered from 1 upwards; shall be fully registered; shall be in the denomination of \$5,000 each or any integral multiple thereof not exceeding the aggregate principal amount for each maturity, or such other denominations approved by the Authorized Officer (defined below); shall bear interest at a rate or rates not exceeding 6% per annum to be determined upon the sale thereof and payable semiannually on such dates as shall be determined by order of the Controller/Chief Administrative Officer; and shall be serial and/or term bonds and mature on such dates and in such amounts as shall be determined by order of the Controller/Chief Administrative Officer; provided, however, that the final principal maturity of the bonds shall be not later than twenty years from the date of issuance. If the original purchaser of the bonds shall designate certain of the bonds as term bonds, the principal maturities of the bonds shall become mandatory redemption requirements in accordance with the provisions of Section 6 and the form of bond set forth in Section 10. In the absence of the Controller/Chief Administrative Officer, the County Treasurer shall exercise any authority granted to the Controller/Chief Administrative Officer as contemplated by and in furtherance of the provisions of this Bond Resolution.

3. PAYMENT OF PRINCIPAL AND INTEREST. The principal of and interest on the bonds shall be payable in lawful money of the United States. Principal shall be payable upon the bonds as they severally mature or are subject to mandatory redemption. Interest shall be paid to the registered owner of each bond as shown on the registration books at the close of business on the 15th day of the calendar month preceding the month in which the interest payment is due. Interest shall be paid when due by check or draft drawn upon and mailed by the bond registrar and paying agent to the registered owner at the registered address.

4. BOOK-ENTRY SYSTEM. At the option of the initial purchaser of the Bonds, one fully-registered bond for each maturity, in the aggregate amount of such maturity, shall be issued in the name of Cede & Co., as nominee of The Depository Trust Company ("DTC") for the benefit of other parties (the "Participants") in the book-entry-only transfer system of DTC. In the event the County determines that it is in the best interest of the County

not to continue the book-entry system of transfer or that the interests of the holders of the bonds might be adversely affected if the book-entry system of transfer is continued, the County may notify DTC and the bond registrar and paying agent, whereupon DTC will notify the Participants of the availability through DTC of bond certificates. In such event, the bond registrar and paying agent shall deliver, transfer and exchange bond certificates as requested by DTC and any Participant or "beneficial owner" in appropriate amounts in accordance with this Bond Resolution. DTC may determine to discontinue providing its services with respect to the bonds at any time by giving notice to the County and the bond registrar and paying agent and discharging its responsibilities with respect thereto under applicable law or the County may determine that DTC is incapable of discharging its duties and may so advise DTC. In either such event, the County shall use reasonable efforts to locate another securities depository. Under such circumstances (if there is no successor securities depository), the County and the bond registrar and paying agent shall be obligated to deliver bond certificates in accordance with the procedures established by this Bond Resolution. In the event bond certificates are issued, the provisions of this Bond Resolution shall apply to, among other things, the transfer and exchange of such certificates and the method of payment of principal of and interest on such certificates. Whenever DTC requests the County and the bond registrar and paying agent to do so, the County and the bond registrar and paying agent shall cooperate with DTC in taking appropriate action after reasonable notice to make available one or more separate certificates evidencing the bonds to any Participant having bonds credited to its DTC account or to arrange for another securities depository to maintain custody of certificates evidencing the bonds.

Notwithstanding any other provision of this Bond Resolution to the contrary, so long as any bond is registered in the name of Cede & Co., as nominee of DTC, all payments with respect to the principal of, interest on and redemption premium, if any, on the bonds and all notices with respect to the bonds shall be made and given, respectively, to DTC. The Controller/Chief Administrative Officer is authorized to sign the Blanket Issuer Letter of Representations on behalf of the County in such form as such official deems necessary or appropriate in order to accomplish the issuance of the bonds in accordance with law and this Bond Resolution.

5. OPTIONAL REDEMPTION. The Bonds may be subject to optional redemption prior to maturity upon such terms and conditions as shall be determined by the Controller/Chief Administrative Officer at the time of sale.

6. MANDATORY PRIOR REDEMPTION. If any of the bonds are designated by the original purchaser as term bonds such bonds shall be subject to mandatory prior redemption at par and accrued interest in accordance with the maturity schedule determined by the Controller/Chief Administrative Officer and upon the terms and conditions set forth in the form of bond contained in Section 10 hereof. The bonds to be redeemed shall be selected by lot.

7. BOND REGISTRAR AND PAYING AGENT. The County Controller/Chief Administrative Officer or the County Treasurer shall designate, and may enter into an agreement with, a bond registrar and paying agent for the bonds that shall be a bank or trust company located in the State of Michigan that is qualified to act in such capacity under the laws of the United States of America or the State of Michigan or which may be an officer of the County. The County Controller/Chief Administrative Officer or County Treasurer may from time to time as required remove the bond registrar and paying agent and may designate a similarly qualified successor bond registrar and paying agent.

8. EXECUTION, AUTHENTICATION AND DELIVERY OF BONDS. The bonds shall be executed in the name of the County by the manual or facsimile signatures of the Chairperson of the Board or the Vice Chair and the County Clerk or Deputy Clerk and authenticated by the manual signature of an authorized representative of the bond registrar and paying agent, and the seal of the County (or a facsimile thereof) shall be impressed or imprinted on the bonds. After the bonds have been executed and authenticated for delivery to the original purchaser thereof, they shall be delivered by the County Treasurer or the Controller/Chief Administrative Officer to the purchaser upon receipt of the purchase price. Additional bonds bearing the facsimile signatures of the Chairperson or Vice Chair of the Board and the County Clerk or Deputy Clerk and upon which the seal of the County (or a facsimile thereof) is impressed or imprinted may be delivered to the bond registrar and paying agent for authentication and delivery in connection with the exchange or transfer of bonds. The bond registrar and paying agent shall indicate on each bond the date of its authentication.

9. EXCHANGE AND TRANSFER OF BONDS. Any bond, at the option of the registered owner thereof and upon surrender thereof to the bond registrar and paying agent with a written instrument of transfer satisfactory to the bond registrar and paying agent duly executed by the registered owner or his duly authorized attorney, may be exchanged for bonds of any other authorized denominations of the same aggregate principal amount and maturity date and bearing the same rate of interest as the surrendered bond.

Each bond shall be transferable only upon the books of the County, which shall be kept for that purpose by the bond registrar and paying agent, upon surrender of such bond together with a written instrument of transfer satisfactory to the bond registrar and paying agent duly executed by the registered owner or his duly authorized attorney.

Upon the exchange or transfer of any bond, the bond registrar and paying agent on behalf of the County shall cancel the surrendered bond and shall authenticate and deliver to the transferee a new bond or bonds of any authorized denomination of the same aggregate principal amount and maturity date and bearing the same rate of interest as the surrendered bond. If, at the time the bond registrar and paying agent authenticates and delivers a new bond pursuant to this section, payment of interest on the bonds is in default, the bond registrar and paying agent shall endorse upon the new bond the following: "Payment of interest on this bond is in default. The last date to which interest has been paid is [insert applicable date]."

The County and the bond registrar and paying agent may deem and treat the person in whose name any bond shall be registered upon the books of the County as the absolute owner of such bond, whether such bond shall be overdue or not, for the purpose of receiving payment of the principal of and interest on such bond and for all other purposes, and all payments made to any such registered owner, or upon his order, in accordance with the provisions of Section 3 of this Bond Resolution shall be valid and effectual to satisfy and discharge the liability upon such bond to the extent of the sum or sums so paid, and neither the County nor the bond registrar and paying agent shall be affected by any notice to the contrary. The County agrees to indemnify and save the bond registrar and paying agent harmless from and against any and all loss, cost, charge, expense, judgment or liability incurred by it, acting in good faith and without negligence hereunder, in so treating such registered owner.

For every exchange or transfer of bonds, the County or the bond registrar and paying agent may make a charge sufficient to reimburse it for any tax, fee or other governmental charge required to be paid with respect to such exchange or transfer, which sum or sums shall be paid by the person requesting such exchange or transfer as a condition precedent to the exercise of the privilege of making such exchange or transfer.

10. FORM OF BONDS. The bonds shall be in substantially the following form, with such changes as approved by the Controller/Chief Administrative Officer and consistent with the terms of this Bond Resolution:

**UNITED STATES OF AMERICA
STATE OF MICHIGAN
COUNTY OF SAGINAW
LIMITED TAX GENERAL OBLIGATION BOND, SERIES 2023**

Interest Rate

Maturity Date

Date of Original Issue

CUSIP

Registered Owner:

Principal Amount:

The County of Saginaw, State of Michigan (the "County"), acknowledges itself indebted to and for value received hereby promises to pay to the Registered Owner identified above, or registered assigns, the Principal Amount set forth above on the Maturity Date specified above, unless redeemed prior thereto as hereinafter provided, upon presentation and surrender of this bond at the corporate trust office of _____, _____, Michigan, the bond registrar and paying agent, or at such successor bond registrar and paying agent as may be designated pursuant to the Resolution (as hereinafter defined), and to pay to the Registered Owner, as shown on the registration books at the close of business on the 15th day of the calendar month preceding the month in which an interest payment is due, by check or draft drawn upon and mailed by the bond registrar and paying agent by first class mail postage prepaid to the Registered Owner at the registered address, interest on such Principal Amount until the County's obligation with respect to the payment of such Principal Amount is discharged, at the rate per annum specified above. Interest is payable on the first day of _____ and _____ in each year, commencing on _____ 1, 202____. Principal and interest are payable in lawful money of the United States of America. Interest shall be computed on the basis of a 360-day year of twelve 30-day months.

This bond is one of a series of bonds aggregating the principal sum of _____ Dollars (\$_____) issued by the County

under and pursuant to and in full conformity with the Constitution and Statutes of Michigan (especially Act 34, Public Acts of Michigan, 2001, as amended) and a bond authorizing resolution adopted by the Board of Commissioners of the County (the "Resolution") for the purpose of defraying the cost of designing, purchasing, acquiring, constructing, and installing capital improvement items, including, but not limited to, the design, acquisition, and construction of improvements to the Dow Event Center, including without limitation, locker room improvements, suite improvements, restroom improvements, infrastructure for mobile locker room, fire alarm system improvements, exterior storage building, storage room improvements, painting, new ceilings, handrails, lighting improvements, diffusers, rooftop exhaust improvements, plaster improvements, boiler replacement, suites sound system upgrades, stageright platforms, temporary walls, signage, new security system, as well as all appurtenances, site work, improvements, furnishings, fixtures, and equipment necessary or incidental to these improvements, as well as other capital improvement items as determined by the County.

The County has irrevocably pledged its full faith and credit for the prompt payment of the principal of and interest on this bond as the same become due. The principal of and interest on the bonds are payable as a first budget obligation of the County from its general funds. The ability of the County to raise such funds is subject to applicable statutory and constitutional limitations on the taxing power of the County. The amount of taxes necessary to pay the principal of and interest on the bonds, together with the taxes levied for the same year, shall not exceed the limit authorized by law.

This bond is transferable, as provided in the Resolution, only upon the books of the County kept for that purpose by the bond registrar and paying agent, upon the surrender of this bond together with a written instrument of transfer satisfactory to the bond registrar and paying agent duly executed by the Registered Owner or his attorney duly authorized in writing. Upon the exchange or transfer of this bond a new bond or bonds of any authorized denomination, in the same aggregate principal amount and of the same interest rate and maturity, shall be authenticated and delivered to the transferee in exchange therefor as provided in the Resolution, and upon payment of the charges, if any, therein provided. Bonds so authenticated and delivered shall be in the denomination of \$5,000 or any integral multiple thereof not exceeding the aggregate principal amount for each maturity.

The bond registrar and paying agent shall not be required to transfer or exchange bonds or portions of bonds which have been selected for redemption.

MANDATORY PRIOR REDEMPTION

Bonds maturing in the year ____ are subject to mandatory prior redemption at par and accrued interest as follows:

Redemption Date

Principal Amount of
Bonds to be Redeemed

Bonds or portions of bonds to be redeemed by mandatory redemption shall be selected by lot.

(REPEAT IF MORE THAN ONE TERM BOND)

OPTIONAL PRIOR REDEMPTION

Bonds maturing prior to _____ 1, 20__, are not subject to redemption prior to maturity. Bonds maturing on and after _____ 1, 20__, are subject to redemption prior to maturity at the option of the County, in such order as shall be determined by the County, on any date on or after _____ 1, 20__. Bonds may be partially redeemed in any amount. If less than all of the bonds maturing in any year are to be redeemed, the bonds or portions of bonds to be redeemed shall be selected by lot. The redemption price shall be the par value of the bond or portion of the bond called to be redeemed plus interest to the date fixed for redemption.

Not less than thirty nor more than sixty days' notice of redemption shall be given by first-class mail to the registered owners of bonds called to be redeemed at their registered addresses. Failure to receive notice of redemption shall not affect the proceedings for redemption. Bonds or portions of bonds called for redemption shall not bear interest after the date fixed for redemption, provided funds are on hand with the bond registrar and paying agent to redeem the same.

It is hereby certified, recited and declared that all acts, conditions and things required to exist, happen and be performed precedent to and in the issuance of the bonds of this series, existed, have happened and have been performed in due time, form and manner as required by law, and that the total indebtedness of the County, including the series of bonds of which this bond is one, does not exceed any constitutional or statutory limitation.

IN WITNESS WHEREOF, the County of Saginaw, Michigan, by its Board of Commissioners, has caused this bond to be executed in its name by facsimile signatures of the Chairperson of the Board of Commissioners and County Clerk and its corporate seal (or a facsimile thereof) to be impressed or imprinted hereon. This bond shall not be valid unless the Certificate of Authentication has been manually executed by an authorized representative of the bond registrar and paying agent.

COUNTY OF SAGINAW

By: _____
Its: Chairperson, Board of Commissioners

And: _____
Its: Clerk

CERTIFICATE OF AUTHENTICATION

This bond is one of the bonds described in the within mentioned Resolution.

Bond Registrar and Paying Agent

Authentication Date: _____, 2023

By: _____
Authorized Representative

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto _____
(please print or type social security number or taxpayer identification number and name and address of transferee)
the within bond and all rights thereunder, and does hereby irrevocably constitute and appoint
_____ attorney to transfer the within bond on the books kept
for registration thereof, with full power of substitution in the premises.

Dated: _____, 20__

Notice: The signature to this assignment must correspond with the name as it appears upon the face of the within bond in every particular, without alteration or enlargement or any change whatever. When assignment is made by a guardian, trustee, executor or administrator, an officer of a corporation, or anyone in a representative capacity, proof of his/her capacity to act must accompany the bond.

In the presence of: _____

Signature(s) must be guaranteed by an eligible guarantor institution participating in a Securities Transfer Association recognized signature guaranty program.

Signature Guaranteed:

[END OF BOND FORM]

11. SECURITY. The full faith and credit of the County are pledged hereby to the payment of the principal and interest on the bonds authorized by this Bond Resolution. Each year the County shall include in its budget as a first budget obligation an amount sufficient to pay such principal and interest as the same shall become due. The ability of the County to raise funds for the payment of the principal of and interest on the bonds is subject to applicable constitutional and statutory limitations on the taxing power of the County. The amount of taxes necessary to pay the principal of and interest on the bonds, together with the taxes levied for the same year, shall not exceed the limit authorized by law. The proceeds of such taxes (both current and delinquent) shall be deposited as collected into a Principal and Interest Fund that shall be established for the bonds, and until the principal of and the interest on the bonds are paid in full, such proceeds shall be used only for payment of such principal and interest.

12. ESTIMATES OF PERIOD OF USEFULNESS AND COST. The estimated period of usefulness of the Project for which the bonds are to be issued is hereby determined to be twenty (20) years and upwards, and the estimated cost of the Project as submitted to the Board is hereby approved and adopted.

13. USE OF BOND PROCEEDS – CONSTRUCTION FUND. From the proceeds of the sale of the bonds there shall be set aside in the Principal and Interest Fund (i) any accrued interest received from the purchaser of the bonds at the time of delivery of the bonds, (ii) such premium, if any, received from the purchaser of the bonds at the time of delivery of the bonds in such amount as determined by the Controller/Chief Administrative Officer, and (iii) such amount, if any, determined by the Controller/Chief Administrative Officer to pay interest on the Bonds on such date or dates determined by the Controller/Chief Administrative Officer, which interest is hereby capitalized. The remainder of the proceeds of the sale of the bonds shall be set aside in a construction fund and used to pay the costs of issuing the bonds and to acquire and construct the Project.

14. TAX COVENANT. The County covenants to comply with all requirements of the Internal Revenue Code of 1986, as amended (the "Code") necessary to assure that the interest on the bonds will be and will remain excludable from gross income for federal income tax purposes. The County Controller/Chief Administrative Officer and other appropriate officials of the County are authorized to do all things necessary (including the making of such

covenants of the County as shall be appropriate) to assure that the interest on the Bonds will be and will remain excludable from gross income for federal income tax purposes. Notwithstanding the above, the Controller/Chief Administrative Officer is authorized to determine that the Bonds or a series of Bonds be issued at a rate that is not excluded from gross income for federal income tax purposes.

15. DEFEASANCE. In the event cash or direct obligations of the United States or obligations the principal of and interest on which are guaranteed by the United States, or a combination thereof, the principal of and interest on which, without reinvestment, come due at times and in amounts sufficient to pay, at maturity or irrevocable call for earlier optional redemption, the principal of, redemption premium, if any, and interest on the bonds, or any portion thereof, shall have been deposited in trust, this Bond Resolution shall be defeased with respect to such bonds, and the owners of the bonds shall have no further rights under this Bond Resolution except to receive payment of the principal of, redemption premium, if any, and interest on the bonds from the cash or securities deposited in trust and the interest and gains thereon and to transfer and exchange bonds as provided herein.

16. REPLACEMENT OF BONDS. Upon receipt by the County Treasurer of proof of ownership of an unmatured bond, of satisfactory evidence that the bond has been lost, apparently destroyed or wrongfully taken and of security or indemnity that complies with applicable law and is satisfactory to the County Treasurer, the County Treasurer may authorize the bond registrar and paying agent to deliver a new executed bond to replace the bond lost, apparently destroyed or wrongfully taken in compliance with applicable law. In the event an outstanding matured bond is lost, apparently destroyed or wrongfully taken, the County Treasurer may authorize the bond registrar and paying agent to pay the bond without presentation upon the receipt of the same documentation required for the delivery of a replacement bond. The bond registrar and paying agent, for each new bond delivered or paid without presentation as provided above, shall require the payment of expenses, including counsel fees, which may be incurred by the bond registrar and paying agent and the County in the premises. Any bond delivered pursuant to the provisions of this Section 16 in lieu of any bond lost, apparently destroyed or wrongfully taken shall be of the same form and tenor and be secured in the same manner as the bond in substitution for which such bond was delivered.

17. APPROVAL OF DEPARTMENT OF TREASURY. The issuance and sale of the bonds shall be subject to permission being granted therefor by the Michigan Department of Treasury pursuant to Act 34, Public Acts of Michigan, 2001, as amended ("Act 34"), unless the County has qualified status pursuant to Act 34, and, if necessary, the Controller/Chief Administrative Officer is authorized and directed to make applications to the Michigan Department of Treasury for permission to issue and sell the bonds as provided by the terms of this Bond Resolution and Act 34.

18. SALE, ISSUANCE, DELIVERY, TRANSFER AND EXCHANGE OF BONDS. The Controller/Chief Administrative Officer is authorized to sell the Bonds pursuant to a negotiated sale in accordance with Act 34. It is hereby determined that such negotiated sale is in the best interests of the County and is calculated to provide the County with the maximum flexibility in pricing the Bonds. The Controller/Chief Administrative Officer is authorized to negotiate a bond purchase agreement, a placement agreement or other purchase agreement or term sheet (the "Purchase Agreement") with an underwriter or other purchaser (a "Purchaser") to be selected by the Controller/Chief Administrative Officer at or prior to the time of the sale of the Bonds. The Controller/Chief Administrative Officer may determine that an underwriter may act on behalf of itself and any other underwriters as determined by the Controller/Chief Administrative Officer. The Purchase Agreement shall set forth the principal amount of the Bonds, principal maturities and dates, interest rates and interest payment dates, redemption provisions, if any, purchase price to be paid by the Purchaser and compensation or expenses to be paid to the Purchaser, as well as such other terms and provisions as the Controller/Chief Administrative Officer determines to be necessary or appropriate in connection with the sale of the Bonds.

Notwithstanding the foregoing, if the Controller/Chief Administrative Officer determines that a competitive sale would be in the best interests of the County, the Bonds shall be sold pursuant to a competitive sale. The Controller/Chief Administrative Officer is hereby authorized to approve an Official Notice of Sale for the Bonds and publish the same in accordance with law in *The Bond Buyer* at least seven days before the date set for the sale of the Bonds. An Official Notice of Sale for the Bonds shall be in such form approved by the Authorized Officer and contain such terms and provisions as the Controller/Chief Administrative Officer determines to be necessary or appropriate in connection with the sale of the Bonds. Bids for the purchase of

the Bonds shall be received up to such time as shall hereafter be determined by the Controller/Chief Administrative Officer. Following the receipt of bids for the Bonds, the Controller/Chief Administrative Officer is authorized to award the Bonds to the successful bidder therefor or reject all bids and negotiate the sale of the Bonds with a selected Purchaser.

Notwithstanding any other provision of this Resolution, the Chairperson of the Board of Commissioners, the County Clerk, the County Treasurer, the Financial Services Manager and the Controller/Chief Administrative Officer (each an "Authorized Officer") are each individually authorized within the limitations set forth below to determine the title of the Bonds, the interest rate or rates, maximum interest rate, amount of discount or premium, amount of maturities, principal amount, amount of good faith deposit, if any, denominations, dates of issuance, dates of maturities, interest payment dates, optional and mandatory redemption rights, and term bond options. The authority granted to the Authorized Officer by this Section, is subject to the following limitations:

- (a) The par amount of the Bonds shall not exceed \$5,500,000.
- (b) The interest rate on any Bond shall not exceed 6% per annum.
- (c) The final maturity date of the Bonds shall not be later than twenty years from the date of issuance of the Bonds.
- (d) The Bonds shall be sold at a price not less than 98% of the par value of the Bonds.

The Authorized Officer is hereby authorized for and on behalf of the County, without further Board approval, to: a) approve the circulation of a preliminary and a final Official Statement describing the Bonds; (b) award the bid for the sale of the Bonds; (c) purchase municipal bond insurance, if considered necessary, as additional security for the bondholders; (d) apply to rating agencies for a rating on the Bonds; (e) to make any elections or designations under the Code, including any designation under Section 265 of the Code; and (f) do all other acts and take all other necessary procedures required to effectuate the sale, issuance and delivery of the Bonds.

Approval by the County of the matters delegated in this section or any other sections may be evidenced by execution or approval of a sale order or such other documents by the Authorized Officer. The Authorized Officer is authorized to execute any documents or

certificates necessary to complete the transaction, including, but not limited to, any applications including applications to the Michigan Department of Treasury (including an Application for State Treasurer's Approval to Issue Long-Term Securities, applications for waivers, and the submission of any supporting or related documents), any certificates, receipts, orders, agreements, instruments, security reports, a blanket letter of representations, and any certificates relating to federal or state securities laws, rules or regulations, and to pay any fees required by the State of Michigan.

19. OFFICIAL STATEMENT; CONTINUING DISCLOSURE: The Controller/Chief Administrative Officer is hereby authorized to cause the preparation of a preliminary official statement and a final official statement for the bonds for the purpose of enabling compliance with SEC Rule 15c2-12 (the "Rule") by the successful bidder or bidders and to do all other things necessary to enable compliance with the Rule by the successful bidder or bidders. After the award of the bonds, the County shall provide, on a timely basis and in reasonable quantity as requested by the successful bidder or bidders to enable the successful bidder or bidders to comply with paragraphs (b)(3) and (b)(4) of the Rule and the rules of the Municipal Securities Rulemaking Board.

The Controller/Chief Administrative Officer is hereby authorized to execute and deliver in the name of and on behalf of the County (i) a certificate of the County to comply with the requirement for a continuing disclosure undertaking of the County pursuant to subsection (b)(5) or (d)(2) of the Rule, as applicable, and (ii) amendments to such certificate from time to time in accordance with the terms of such certificate (the certificate and any amendments thereto are collectively referred to herein as the "Continuing Disclosure Certificate"). The County hereby covenants and agrees that it will comply with and carry out all of the provisions of the Continuing Disclosure Certificate. The remedies for any failure of the County to comply with or carry out the provisions of the Continuing Disclosure Certificate shall be as set forth therein.

20. BOND INSURANCE. The Controller/Chief Administrative Officer is authorized and directed to take any actions that may be necessary or appropriate to purchase a policy or policies of municipal bond insurance with respect to the bonds to the extent that such officer determines that the purchase of such municipal bond insurance is in the best interests of the County. If the Controller/Chief Administrative Officer makes such a determination, the

purchase of a policy or policies and the payment of premiums therefor and the execution by such officer of any necessary commitments with respect thereto are hereby authorized.

21. BOND COUNSEL. The firm of Dickinson Wright PLLC is hereby employed as bond counsel to the County for the issuance of the Bonds and the Authorized Officer is authorized to sign an engagement letter with bond counsel with such fee as is provided in the financial report prepared for the Bonds. The County acknowledges that Dickinson Wright PLLC represents a number of financial institutions in public finance matters, including financial institutions that may potentially purchase the Bonds, and consents to Dickinson Wright PLLC's representation of the County as bond counsel and, and waives any conflict of interest arising from such representation of a financial institution or underwriter that may purchase the Bonds in other matters not involving the County.

22. MUNICIPAL ADVISOR. MFCI, LLC is appointed as registered municipal advisor for the issuance of the Bonds.

23. CONFLICTING RESOLUTIONS. All resolutions and parts of resolutions, insofar as they are in conflict herewith, are rescinded to the extent of the conflict.

YEAS: _____

NAYS: _____

ABSTAIN: _____

RESOLUTION DECLARED ADOPTED.

Clerk, County of Saginaw

CERTIFICATION

I, the undersigned, the Clerk of the County of Saginaw, Michigan, do hereby certify that the foregoing is a true and correct copy of a resolution adopted at a regular meeting of the Board of Commissioners of said County held on the 20th day of June, 2023, the original of which resolution is on file in my office. I further certify that notice of said meeting was given in accordance with Act 267, Public Acts of Michigan, 1976, as amended.

Dated: June 20, 2023

Clerk, County of Saginaw



COUNTY OF SAGINAW **BUDGET**

OFFICE OF COUNTY CONTROLLER **AUDIT**

111 SOUTH MICHIGAN AVENUE
SAGINAW, MICHIGAN 48602

ROBERT V. BELLEMAN
Controller/Chief Administrative Officer
rbelleman@saginawcounty.com

May 31, 2023

Honorable Chairman and Members of the Board of Commissioners
County of Saginaw
111 S. Michigan Avenue
Saginaw, MI 48602

RE: **2024 Fiscal Year Budget**

Dear Chairman Boyd, Vice-Chair Tany, and Commissioners:

I hereby present to you the "Controller Recommended" Fiscal Year 2024 County Budget in accordance with the Board adopted *County of Saginaw 2024 Budget Calendar* for the Operating Budget for Fiscal Year 2024 (**Attachment #1**) and the Uniform Budgeting and Accounting Act, P.A. 2 of 1968 as amended.

The development of the Fiscal Year (FY) 2024 County Budget involved Koren Thurston, Finance Director and me meeting with County-wide Elected Officials and/or their representatives and specific Department Heads whose budget impacts the General Fund or contained significant capital investments. We met with departments May 8 through May 15, 2023 to review their "Department Requests" and discuss the level of funding available in the General Fund, Public Improvement Fund, and other respective funds.

The FY 2024 County Budget remains relatively the same as Fiscal Year 2023. The FY 2024 budget does incorporate \$2,195,342 from the American Rescue Plan Act (ARPA) of 2021 funding for revenue shortfalls and anticipated increased expenditures because of inflation.

Financial Highlights:

<u>County Budget</u>	<u>Fiscal Year 2024</u>	<u>Fiscal Year 2023</u>	<u>Difference</u>
Total County Budget:	\$276,128,168	\$260,231,852	\$15,896,316
Total Number of Employees:	593.32	588.32	5.00
Total Payroll:	\$38,383,292	\$36,922,231	\$1,461,061
Total Fringe Benefits:	\$34,152,820	\$31,707,508	\$2,445,312
Total Capital:	\$7,900,271	\$6,932,212	\$968,059

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County of Saginaw Fiscal Year 2024 commences October 1, 2023 and ends September 30, 2024. The Fiscal Year 2024 budget includes the use of \$3,356,809 in fund balance/retained earnings in 28 Funds for operations, such as staffing, programs, and services or for capital purchases and/or projects. A specific list of those Funds is attached herewith for your review (**Attachment #2**).

The Fiscal Year 2024 County budget is built on a total millage levy of 10.9210, which is a net increase of 0.342 mills. This net increase is comprised of a decrease in the Debt Millage levy of 0.019 mills and a voter approved increase of 0.361 mills in the Mosquito Abatement millage. There was no impact on millage rates related to the Headlee Amendment. The Debt Millage levy is voter approved support of HealthSource Saginaw capital improvement and expansion. The County Operating Millage Levy for FY 2024 is 4.8485 mills, which is the same as FY2023.

Property Tax revenues are projected to grow by 6.0 percent for Fiscal Year 2024. The Fiscal Year 2024 County Budget reflects \$2,627,251 in Local Community Stabilization Share Revenue. The Local Community Stabilization Share Revenue is the State's reimbursement for the phase out of personal property tax.

<u>General Fund</u>	<u>Fiscal Year 2024</u>	<u>Fiscal Year 2023</u>	<u>Difference</u>
Total General Fund Budget	\$58,282,438	\$56,135,957	\$2,146,481
Total Number of Employees	279.90	277.90	2.00*
Total Payroll:	\$17,363,909	\$16,754,863	\$609,046
Total Fringe Benefits:	\$15,791,674	\$14,403,654	\$1,388,020
Total Capital:	\$136,050	\$103,904	\$32,146

*The 2.0 positions represent Jail Transport deputies, which were previously reflected in the Law Enforcement Fund.

The Fiscal Year 2024 General Fund Budget totals \$58,282,438 and represents a \$2,146,481 (3.82%) increase from current Fiscal Year 2023 General Fund Budget. The FY 2024 General Fund is presented with the use of \$2,195,342 in ARPA funds to balance due to increases in lower Court revenues, "Contributions to Other Funds", increased legacy costs, and general cost increases.

FY 2024 is a transition year for Board Priorities. The Board of Commissioners held a strategic planning Session on April 21 and 22, 2023 and proposed Seven (7) Board Priorities ("*2023 Proposed Board Priorities*"), which have not been formally approved. The FY 2024 Budget reflects both 2019 approved and *2023 proposed Board Priorities*.

The Board of Commissioners met on March 8 and 9, 2019 to undertake strategic planning and develop Board *Priorities* to ***Enhance the quality of living in our community***. These *2019 approved Board Priorities* were used, in part, to guide the development of this proposed Fiscal Year 2024 Budget. The Board identified three *Priorities* – **Quality of Life; Accessibility of Services; and Revenue/Cost Control/Efficiency**, which are set forth below. I would like to elaborate on specific elements of this proposed FY 2024 Budget and/or current efforts that meet these *2019 approved Board Priorities*. They are:

QUALITY OF LIVING

Creating a community where citizens feel safe, healthy, accepted, and comfortable, so they can undertake work and participate in and enjoy life events.

ARTS, ENTERTAINMENT & RECREATION GOAL: Provide diverse, high-quality events and activities that educate, recreate, and entertain.

- 1. Increase overnight tourism through continued partnership with Saginaw County Convention and Visitors Bureau.** The County continues to levy its 5 percent accommodations (Hotel/Motel) tax pursuant to County Ordinance #103. The FY 2024 budget estimates collection of approximately \$3,909,000. Lodging properties are entitled to up-to \$750 per quarter tax credit for individual property advertising efforts totaling \$102,000. The County Treasurer retained 5 percent or \$200,000 of the hotel tax collected for administrative costs. Frankenmuth's CVB is estimated to receive \$1,523,000 which is 75% of the accommodation taxes collected from within Frankenmuth; the balance was forwarded to the Saginaw County CVB, \$2,084,000 for marketing and programming efforts. The Saginaw County CVB and Frankenmuth CVB leverage these tax dollars to draw in excess of 5,800,000 visitor days to Frankenmuth and Saginaw County. The occupancy rate in the County averaged 51.3% percent in calendar year 2022. Dr. Rummel continues to work with the Treasurer to ensure this accommodation tax is collected from private property owners renting their property through VRBO and Airbnb. These tax dollars are used to directly market the City of Frankenmuth and Saginaw County and indirectly, the Great Lakes Bay Region. Because of the reduction in overhead costs as a benefit of regionalization, the Saginaw County CVB annually proposes to invest these cost reduction room tax dollars into community economic development activities. Dr. Rummel has identified the Henry Marsh Bridge Plaza project for the CVB's current economic development project focus. Additionally, the Saginaw County CVB committed \$800,000 of its retained earnings to cover bid fee costs associated with hosting the 2024 CHL Memorial Cup Championship in Saginaw.
- 2. Ensure adequate funding to continue providing high-quality entertainment facilities and draw visitors from all over to The Dow Event Center and Jolt Credit Union Event Park.** The FY 2024 budget includes the voter approved millage increase of 0.225 mills for the Dow Event Center. The Dow is undergoing an \$8.5 million capital improvement project to renovate the visitor locker rooms, expand the private suites, install an elevator, replace the arena ceiling, and replace the windows in the theatre lobby in preparation of the 2024 CHL Memorial Cup and to remain the premiere entertainment and sport venue in the region. The Dow Event Center & Jolt Credit Union Event Park have drawn over 147,000 visitors to a variety of events over the first 7 months of the current fiscal year.
- 3. Promote Saginaw County Parks and provide diverse recreational opportunities and programs to satisfy all age groups and levels of ability.** Saginaw County Parks had a significant milestone in Spring 2023 with the soft opening of Saginaw River Headwaters Rec Area in collaboration with the State of Michigan Department of Natural Resources. The 334-acre passive recreational facility offers opportunities for hiking, biking, wildlife observation, and fishing along the Saginaw River. The site features over three miles of trails, including ½ mile of paved trail and 2.5 miles of aggregate trails meeting ADA standards. This is the first new Saginaw County Park opened since the Saginaw Valley Rail Trail in the early 2000's and is also the first County Park in the City of Saginaw. Saginaw County Parks looks forward to a more formal community celebration and ribbon cutting; likely in Spring 2024 after the next phase of development which is slated for Fall 2023. Due to the delay in construction at the state level, the soft opening was announced this spring to allow public access on the completed portions of the facility. Early usage has been steady, with over 1000 visitors across the first three weeks at the park. This development is one of many projects currently underway focused on providing diverse recreational opportunities for all age groups and abilities.

In 2022, Saginaw County Parks and Recreation added a splashpad and playground addition at Haithco Recreation Area. This was the main contributor to our busiest season on record. Over 100,000 patrons visited Haithco Recreation Area and Imerman Memorial Park between Memorial Day and Labor Day 2022, with 64,000 visiting Haithco Recreation Area alone, up from a previous record of 40,000 in 2021. The physical amenity additions were centered around increased accessibility for all users including additional ADA parking, concrete walkways, and universally accessible play features. Improvements at Haithco continued through FY 2023, with additional walkways to our pavilions, a connector pathway to Saginaw County Commission on Aging, restroom renovations,

and entry drive repaving. FY 2024 proposed budget will complete final paving projects at Haithco, with an ADA accessible canoe/kayak launch planned for FY2025.

FY 2024 budget shifts major capital improvement focus to Imerman Memorial Park, Saginaw County Parks oldest facility opened in the early 1970's. Improvements include a renovation of the boat launch, addition of a canoe kayak launch, accessible pathways throughout the park and the addition of an ADA compliant/family style restroom. This is in addition to the renovation of the park drive currently underway.

Saginaw County Parks is currently seeking grant awards through the MDNR's SPARK program to match investments from Saginaw County's ARPA allocations and Saginaw County Parks fund balance.

Saginaw County Parks has submitted two grant applications to the Michigan Natural Resources Trust Fund. The proposed projects are to renovate the oldest sections of the Saginaw Valley Rail Trail (\$300,000 with \$200,000 in match) and accessibility improvements at Price Nature Center (\$194,000 total, \$144,000 matching funds).

The Parks and Recreation Commission continues to prioritize projects that eliminate ADA deficiencies identified in the Saginaw County Parks ADA Transition Plan Update completed in 2021.

Saginaw County Parks kicked off the planning process to update our 5 Year Recreation Plan in May of 2023, offering the joint plan model to any interested municipal partners from within the County. Six townships and the county are taking part in the process which will begin with a public input survey in June/July 2023. A draft plan will be available for review and comment in fall of 2023, and the final plan will be presented to the Board of Commissioners in December 2023 for adoption.

EMPLOYMENT GOAL: Collaborate with government, business, and educational institutions to increase education and employment opportunities.

- 1. Advance economic growth and employment through continued funding and collaboration with Saginaw Future Inc.** The FY 2024 General Fund budget includes a \$200,000 contribution to Saginaw Future, Inc. The county has an agreement with Saginaw Future, Inc. whereby it receives an annual base contribution of \$50,000 and the opportunity to earn an additional \$150,000 when Saginaw Future Inc. achieves the agreed upon metrics associated with (1) Job Creation, (2) Investments (property tax revenues) and (3) Government Contracts. Saginaw Future, Inc. provides administrative support to the Saginaw County Economic Development Authority and the Brownfield Authority.
- 2. Provide quality educational programs and services in skilled trades by partnering with organizations like Great Lakes Bay Michigan Works!, K-12 education and local universities and colleges.** County of Saginaw is one of five (5) Counties that created Great Lakes Bay Michigan Works! who provide workforce development programs to Saginaw County and regional businesses. The FY 2024 proposed budget includes Great Lakes Bay Michigan Works! programs.

Additionally, the Saginaw County Health Department has established collaborative relationships to provide educational opportunities for future public health and medical practitioners. As the established academic health department with CMU Medical Education Partners a public health rotation was created in which medical students perform a 4-week full time rotation through public health programs. SCHD accepts educational opportunities for internships through the U-M school of Public Health Training Center, SVSU, Grand Valley State, and CMU at the undergraduate and graduate level. Fiscal Year 2024 development will include expanding education opportunities with CMU Medical Education Partners for medical residents with public health practical experience and service delivery. This is anticipated to begin in January 2024.

HEALTHCARE GOAL: Provide affordable healthcare and services and ensure equal access to healthy choices and opportunities.

1. **We rely on the health department to be the local public health system convener and leader.** The SCHD has created and is leading the BWell Saginaw partner coalition, comprised of 13 partner organizations, creating, and implementing a county wide health improvement plan prioritizing maternal and child health, obesity and related chronic diseases, and mental health and substance use. The FY 2024 budget supports a realignment within the health department to focus on responsiveness to these priority areas, better addressing the needs of our County. Resources and initiatives are being dedicated to elevating Saginaw from one of the least healthy counties in Michigan into the top 25 over the next decade. The health department is facilitating three taskforces and a newly created health equity council to ensure a lens of equity.

HOUSING GOAL: Increase opportunities for individuals to live in safe housing to reduce the risk of homelessness.

1. **Improve quality of assisted housing and increase assisted housing choices.** This objective is being met through other public and private agencies. The City of Saginaw has launched several programs to aid its residents by replacing furnaces or repairing roofs. The Executive Committee of the Board of Commissioners has recommended Saginaw Future, Inc. assist the county in deploying the \$1 million in American Rescue Plan Act funding the Board of Commissioners have allocated to improving housing in the County.
2. **Promote Self-Sufficiency** – The County Board of Commissioners has allocated American Rescue Plan Act (ARPA) funding to Saginaw County Community Action Committee (\$250,000) for its affordable housing program and Youth Development Corporation (\$100,000) for its “Education training and career placement with skilled trades.” The County also funds MSU Extension which provides financial management educational services to area residents.
3. **Serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.** The County’s FY 2024 budget includes funding for the Prosecutor’s Victim Rights office (\$334,137) and a contribution to Underground Railroad twenty-five (\$25,000) along with free office space in the Courthouse & Governmental Center to assist women of domestic violence with securing Personal Protection Orders (PPO).

SAFETY GOAL: Maintain community safety and make court processes more efficient.

1. **Implement paperless record keeping system to create efficiencies and free up resources.** The County of Saginaw, for the past two years, has invested \$10.7 million to transition from our antiquated Mainframe System, which used COBOL to five (5) different software packages including, but not limited to Prosecution by Karpel, Odyssey, and JAILTRACKER, which incorporates paperless record keeping and other features that will create efficiencies, and ultimately, free up resources. These systems went “Live” in June 2022. The Saginaw County Courts are working through the transition with additional training and program adjustments to ensure the most efficient system.
2. **Maintain staffing at Public Safety departments.** The Sheriff’s Department will maintain a sworn personnel level at 58.
3. **Retain Employees through personal and professional development opportunities.** The Saginaw County Sheriff’s Department has a contract with VirTra Inc. for simulated Firearm Equipment and Training Services. This training program is available to law enforcement personnel and corrections officers. Additionally, the Saginaw County Sheriff’s Department maintains an annual subscription service with Lexipol for updated policies and procedures impacted by changes in federal and state laws. Deputies and correction officers are required to complete routine training sessions on these policies and procedures. The General Fund – and Law Enforcement Fund FY 2024 budgets includes \$100,000 for professional development.

ACCESSIBLE SERVICES

Making critical services within reach for everyone.

CENTRALIZED SERVICES GOAL: Centralize County services into one County campus.

1. **Install drop boxes and electronic kiosks in the County Building to easily access services.** The County installed a drop box in front of the Courthouse and Governmental Center for residents to provide payments or submit documents to the Courts or County offices. This “Drop Box” was installed during the pandemic and has been maintained due to its popularity in use. The Sheriff’s Department has a payment kiosk for inmates held at the Saginaw County Jail. The County Treasurer and Saginaw County Animal Care & Control Resource Center (SCACCRC) has activated a PayPal account to obtain online donations. The County continues to explore other opportunities to install kiosks for after-hours transactions to benefit residents who cannot arrive during normal business hours.
2. **Provide mobile healthcare and education services dispatched from central locations.** The Health Department purchased and is utilizing two mobile clinics (a van and a Class A motorhome) to provide immunization and other mobile clinics throughout Saginaw County.
3. **Maximize Building usage through collaboration.** The FY 2024 General Fund budget includes approximately \$20,000 for the Saginaw County Medical Examiner’s office to co-locate within the current Health Department building. The County is also evaluating a new location for Mosquito Abatement Commission facility so the current property can be sold to the Public School District of the City of Saginaw. The relocation of Mosquito Abatement Commission may result in the Maintenance Department relocating to the Courthouse and more effective use of its storage facilities on Hospital Road. Additionally, the County continues to explore the relocation of the Controller’s Office, Clerk’s Office, and Treasurer’s Office for space expansion within existing County facilities including the former Sheriff Administration Building and Courthouse. The Board of Commissioners at its 2023 Strategic Planning Session considered the creation of three separate campuses. The three campuses would include (1) Courts & Law Enforcement, (2) Medical, and (3) Executive/Administrative. The creation of three separate campuses may impact where certain county offices and services are located.
4. **Direct resources towards opiates, pre-trial supervision, and bail reform.** Community Correction Advisory Board has recommended to the Board of Commissioners the filing of a \$761,886 Michigan Department of Corrections Community Correction Grant which includes \$54,755 to fund an opiates program through TriCap and pre-trial services. The County is monitoring and adjusting to “bail reform.” The County secured a contract with JSG for tether services at a 36 percent reduction in the daily rate, which will make this service more affordable to defendants. Additionally, the FY 2024 budget includes \$100,000 in the PLUS Home Confinement Fund to cover possible costs associated with indigent defendants who the Courts place on the tether program but may not be able to afford a portion or all the per day tether fee. The County will also use Opioid litigation settlement proceeds to cover treatment costs within the Saginaw County Jail and other prevention programs through the Saginaw County Health Department and community organizations.

ROADS GOAL: Improve transportation systems to achieve ease of mobility and safe travels by partnering with road agencies

1. **Perform maintenance, reconstruction, resurfacing and drainage work on high-need roads.** The road commission has 15 paving projects, 50 miles of primary road chip sealing and 75 miles of local chip sealing in progress for FY 2023. Going into FY 2024 it will be adding additional paving projects; Dixie Hwy- Willard to Junction, Center Road, Gratiot to State, Brockway-Center to Wieneke, McCarty – Hospital to Hemmeter, 50 miles of primary road chip seal, and 2 bridge replacements. The road commission continues to partner with Saginaw County cities and townships, including Merrill, Zilwaukee, and the City of Saginaw.

2. **Meet state standards for safety, pavement conditions, bridge conditions and travel time reliability.** Bridge Funding has continued to fall behind our needs, that said, bridge funding at the state level is set to increase over the next few years. Two noted projects for FY 2024 will be the Bueche Road bridge over the Savage Drain and the Wadsworth Rd bridge over the Uncle Henry Drain. These two structures have been chosen to be part of the statewide bridge bundling program.
3. **Improve our road quality rating.** The road commission currently meets or exceeds all state standards for safety, pavement conditions, and travel time reliability. With increased state revenues, primary road pavement conditions have been steadily improving.

INFORMATION TECHNOLOGY GOAL: Design and implement modern technology to streamline processes, functions, and capabilities.

1. **Update Information Technology Systems.** Enterprise Wi-Fi: Following the recent RFP to implement Enterprise "Controller-Based" Wi-Fi, IT is looking to implement Wi-Fi at all Saginaw County facilities that desire the functionality. The Courthouse facility has already been tentatively approved as it is necessary in all Courtrooms and Attorney\Client meeting spaces. This install will also ensure the Saginaw County Courthouse becomes LEIN and HIPAA compliant.

Fiber to Saginaw County Animal Care: IT is pursuing a grant to bring the County-owned dark-fiber network to the new Saginaw County Animal Care facility. The cost is approximately \$400,000 and with this connection we will complete our bi-directional connection to the Courthouse Complex as well as all other County facilities. In the years to come, with this dark-fiber network, Saginaw County will have the ability to bring a Disaster Recovery facility online should there be a catastrophic event at the primary Courthouse datacenter.

Implementation of Employee Reimbursement: The next phase of the Human Capital Management (HCM) implementation is the implementation of Employee Reimbursement (ER). ER will allow for employees to submit for, and supervision to approve, reimbursement through Munis. This piece of HCM was included in the Mainframe Modernization contract.

Implementation of ExecuTime: Another portion of Munis HCM is kicking off ExecuTime. ExecuTime is a timekeeping system that can be used through a PC terminal or a physical timeclock. This piece of HCM was included in the Mainframe Modernization contract.

2. **Transition common services from in person/manual to online and mobile-enabled through department portals and virtual staff training programs.** Re-write Saginaw County website regularly to comply with the latest ADA and technology standards. Continue to further enhance website and online portals for the public.
3. **Digitize operations for efficiency and user-friendly access for all.** Continue digitization of hard-copy documents through Tyler Content Manager (TCM).

REVENUE AND COST CONTROL EFFICIENCY

Efficiently leveraging our resources to create an attractive and thriving community.

FUNDING GOAL: Create and improve upon revenue-generating initiatives.

1. **Promote the 2020 Census to ensure adequate federal funding.** This activity is complete.
2. **Allocate additional resources to grant writing.** The County has created a new position of Social Media Coordinator/Grant Writer to deploy a more concerted effort in communicating with the public and securing grant funding for projects, programs, and services. The Social Media Coordinator/Grant Writer position would market

the County via social media, inform residents of programs and services and assist departments in securing additional grant funding.

3. **Explore revenue-generating services related to the internet, Harry Browne Airport, toll roads, bridges, office space, vacant properties, and the County jail.** The Sheriff's Department rents beds to the US Marshall Service generating \$587,650, which is used to support the Saginaw County Adult Detention Facility. Information Technology is constructing an "off-site" backup center at SCACC, which the County intends to rent digital space to other municipalities. Harry Browne Airport rents land and hangars to private airplane owners and sells fuel to pilots.

The County should consider developing the former bank property at Michigan Avenue and Cass Street into a restaurant/coffee shop which could be leased. Many employees and visitors to the Courthouse & Governmental Center would be customers of this new restaurant and/or coffee shop.

The Saginaw County Landbank sells its tax reverted properties to interested buyers. The Landbank also assembles property for economic development projects.

The County, through the Saginaw County Economic Development Corporation, continues to market and develop the Great Lakes Tech Park at M46 & M52, which currently is home to Fullerton Tools and Saginaw Controls & Engineering.

4. **Evaluate fees and service charges.** The County as part of its annual budget process requests Elected Officials and Department Heads to review the County's Fee Schedule and recommend adjustments to ensure fees cover the cost of providing services, where applicable.
5. **Implement Saginaw County marketing plan in collaboration with Saginaw Future, Inc.** Saginaw Future, Inc. continues to market available land for future development. Saginaw Future Inc. also assists existing businesses with expansion needs. The County also partners with Saginaw County Convention and Visitors Bureau (CVB) and the Chamber of Commerce to market the county as a safe place to work, live and visit. Saginaw Spirit will host the 2024 CHL Memorial Cup, which will result in significant marketing of our county and the Great Lakes Bay Region to national and international guests.
6. **Stimulate business growth through incentives and investment-friendly policies.** The County has adopted policy #254, "Economic Development Commercial Rehabilitation Act (CRA)", to incentivize investment in economically distressed properties eliminating blight and creating jobs through commercial investment.

The County currently has (14) Downtown Development Authorities, (38) Industrial Facilities Taxing districts, and (1) Brownfield Redevelopment Plan with tax capture, which allows capture of investments to encourage cities, townships, and villages to work with private developers in making investments and to reimburse developers for eligible development costs.

The County, through its Treasurer, has approved the Property Assessed Clean Energy (PACE) program, which "is a financing tool that encourages energy efficiency, water efficiency and renewable energy measures for commercial, industrial, and multi-family, non-profit, and faith-based property owners."

7. **Enable Long-term County Vision and strategic plan.** The Board of Commissioners conducted a strategic planning session on April 21 and 22, 2023 to develop new *Board Priorities*. Attached is a summary of that strategic planning session. (**Attachment #3**) The results are being shared with elected officials, judges, and department heads to integrate their department short- and long-term goals into the *(2023 Proposed Board Priorities)*.

EXPENDITURE GOAL: Assess current expenditures to minimize costs while achieving quality, timely outcomes

1. **Increase and fill key staff positions and implement alternative organizational structures across the County.** Countywide elected officials, department heads and personnel department work collaboratively to ensure adequate staffing, to evaluate restructuring opportunities and to deploy alternative staffing options (i.e., use of temporary employees, hybrid work schedules). The Board of Commissioners should continue to discuss staff reassessment and realignment to ensure recent implementation of technology is leveraged when evaluating annual staffing requests.
2. **Reorganize staff and compensation structures in County departments to remain efficient and competitive.** The County implemented in 2017 and 2021 its Job Classification & Total Compensation Study results, which is aligning its compensation to market value. The 2024 Budget includes \$84,800 to update the County's Compensation Plan. County Policy #332 Position Classification, section 6.3 states, "Maintenance. The Personnel Division shall review every five years the entire compensation plan or any part thereof." BakerTilly recommended the County update its market analysis every five years. This review is important considering the huge private sector market adjustments and the challenges the County is experiencing in filling certain positions (i.e., nurses, accountants)
3. **Leverage Contract Service Providers when necessary.** The Health Department has partnered with CMU Medical Education Partners to contract for nurse practitioners and continue to provide an increase in services. Additionally, the County Health Department has received a grant from the State of Michigan for Health Resource Advocates, which are contracted employees. The County also contracts with retirees to assist with transitions, training, and increase in services. The County uses contract employees in its Medical Examiner's Office to provide the statutory services required. The 10th Circuit Court is the recipient of a \$380,000 Virtual Backlog Grant from the State Court Administrative Office (SCAO) to contract with three (3) visiting judges for assisting with the backlog of court cases.
4. **Utilize partnerships and collaborations to achieve cost efficiencies.** The County excels in partnerships and collaborations. For example, the County continues its partnership with the YMCA of Saginaw to provide enhanced services to area veterans. Commission on Aging has expanded its Foster Grandparents Program to Midland and Bay Counties to grow the program of providing grandparents in schools. The County has a partnership with CMU Medical Education Partners to provide a Medical Officer at the Health Department, which allows us to attract a more talented physician and increase the level of services provided.

The Board of Commissioners, at its April 21 & 22 2023 Strategic Planning Session, identified seven (7) ("*2023 Proposed Board Priorities*"). Those seven (7) Board Priorities include (1) Increased Collaboration Between Public and Private Sectors; (2) Continued Management of Fiscal Resources; (3) Comprehensive Economic Development; (4) Improved Public Safety Perception; (5) Improved Employee Engagement; (6) State of the Art County Services; and (7) Enhanced Infrastructure.

On May 9, 2023 the Executive Committee requested I communicate these seven (7) ("*2023 Proposed Board Priorities*") to elected officials, judges, and appointed department heads and ask that they incorporate their proposed short- and long-term departmental goals into one of the applicable seven (7) ("*2023 Proposed Board Priorities*").

Some departments included the ("*2023 Proposed Board Priorities*") into their FY 2024 budget. For example, the Personnel Department included updating Job Classifications and Total Compensation studies to ensure the County Compensation Plan remains competitive with local and regional markets (#5 Improved Employee Engagement). The Personnel Department also budgeted costs associated with renegotiating expiring collective bargaining agreements (#2 Continued Responsible Management of Fiscal Resources, and #5 Improved Employee Engagement).

Commission on Aging proposes to renew its millage in 2024 (#2 Continued Responsible Management of Fiscal Resources).

Community Corrections includes maintaining multiyear partnerships with JSG Ltd. for electronic monitoring services to reduce financial burden to the County and reduce other local costs, including those associated with incarcerators (#1 Increased Collaboration Between Public and Private Sectors and #2 Continued Responsible Management of Fiscal Resources). Community Corrections proposes pretrial programs designed to maximize the number of clients that can be safely released into the community while detaining those who pose a risk to public safety (#4 Improved Public Safety Perception).

The Saginaw County Health Department FY 2024 budget includes programs and services supporting improved health outcomes to become one of Michigan's Top 25 Healthiest Counties (#1 Increased Collaboration Between Public and Private Sectors).

The Board of Health has recommended the County of Saginaw consider constructing a new health department, which could be integrated with CMU College of Medicine and the Saginaw County Medical Examiner's Office (#1 Increased Collaboration Between Public and Private Sectors; #2 Continued Responsible Management of Fiscal Resources; #3 Comprehensive Economic Development; and #6 State of the Art County Services).

The Medical Examiner's budget includes a partnership with Covenant for lease of its morgue to perform autopsies locally which benefits local law enforcement agencies, funeral homes and residents while reducing our overall operational costs (#1 Increased Collaboration between Public and Private Sectors; and #2 Continued Responsible Management of Fiscal Resources).

Mosquito Abatement Commission budget incorporated relocating its current facility to a new more efficient facility on Towerline Road (#1 Increased Collaboration Between Public and Private Sectors; #2 Continued Responsible Management of Fiscal Resources; #3 Comprehensive Economic Development; and #6 State of the Art County Services). This budget also includes further development of GIS capacities and implementation of UAS Drone to perform cost effective mosquito control. (#2 Continued Responsible Management of Fiscal Resources; and #6 State of the Art County Services.)

Parks and Recreation FY 2024 budget includes Capital Investment in its facilities to address all ADA deficiencies identified in Saginaw County Parks ADA Transition Plan (#7 Enhanced Infrastructure) Parks and Recreation budget also includes major renovations on Imerman Memorial Park; paved pathways, boat launch, new kayak/canoe launch, restroom upgrades (#7 Enhanced infrastructure).

The above is a highlight of departmental goals submitted but is not a complete list of all departmental goals. All departmental goals are listed on the Goals and Themes worksheet. **(Attachment #4)**

BUDGET PROCESS

The Fiscal Year 2024 Budget Process began when the Board of Commissioners, at its March 21, 2023 Regular Board Session, adopted the *Fiscal Year 2024 Budget Calendar*.

The annual budget process includes review and adjustments to ensure revenues and expenditures reflect either historical trends or "Department Requested" amounts. Information Technologies (IT) charges and the Cost Allocation Plan have not been finalized. The Fiscal Year 2024 Budget incorporates estimated charges for IT and Cost Allocation services each at a 10% increase.

CAPITAL BUDGET

The proposed FY 2024 Capital Budget totals \$7,900,271, which represents an increase of \$968,059 from the Board approved FY 2023 Capital Budget. Departments were requested to submit not only the proposed FY 2024 Capital Improvement requests but also to update the 5 Year Capital Improvement Plan so the County can continue to monitor the needs of our departments and continue to invest in its properties and buildings.

The 5 Year Capital Improvement Budget total cost estimate is \$18,202,302 with the largest requests from Harry W. Browne Airport for reconstruction of taxiways and Information Technology for hardware updates and replacements.

STAFFING

The FY 2024 Budget (**Resolution B**) establishes Authorized Personnel at 593.32 fulltime, part-time, and seasonal positions, which represents an increase of 5.00 positions from the FY 2023 authorized personnel compliment. See proposed Staffing Changes in (**Attachment #5**).

Fourteen (14) of the sixteen (16) Collective Bargaining Agreements are scheduled to expire September 30, 2024. Jennifer Broadfoot, Personnel Director, and Dave Gilbert, Labor Specialist, will commence negotiations with the effected unions during the 2024 Fiscal Year to secure successor collective bargaining agreements.

Attached herewith and incorporated into the FY 2024 budget are four (4) resolutions (A-D), which are to be adopted by you at your September 19, 2023 Board of Commissioner meeting.

- **Resolution A** sets forth the annual budget appropriations for all departments and restrictions for the use of those appropriations.
- **Resolution B** sets certain wages not already contained in approved collective bargaining agreements. The list of Authorized Personnel only represents Controller Recommended position additions and deletions.
- **Resolution C** identifies Capital items for your consideration and approval for Fiscal Year 2024.
- **Resolution D** sets fees for all departments. Highlighted fees reflect proposed adjustments to current fees for your consideration and approval.

(**Attachment #6**) includes a summary of outstanding County debt as of September 30, 2023. I share this information with you, so you remain aware of the commitments the County has made over the years and are required to repay with principal & interest payments incorporated into the FY 2024 budget where revenues are coming from a specific fund (i.e. Animal Control, IT).

CHALLENGES/OPPORTUNITIES

The County is facing several major challenges and/or opportunities. These challenges and/or opportunities are:

1. **Technology** - Technology continues to provide the County with challenges and opportunities. The County has recently completed its transition from the legacy Mainframe to six separate software packages. The six software packages include: Tyler Eagle (Vital Records), Tyler Munis (Financials), Tyler Human Capital Management (Personnel/Payroll), Tyler Odyssey (Court Case Management), Karpel (Prosecution) and JailTracker (Jail Management/Probation). As with any significant change, there is a learning curve. The County determined in 2017 that it was appropriate to invest \$10.7 million to transition off of the legacy Mainframe system, which operated on COBOL and was in place for thirty years. The County was losing programmers with the skill set to maintain the Mainframe. Additionally, the new software packages will shift the responsibility of annual maintenance and support to the vendor instead of IT staff.

The County can realize the benefits of these new software systems as employees become more familiar with operating them. The new system will provide the county with the opportunity to provide more customer-oriented services via online portals. Once fully operable, these new systems will be able to provide the County, more specifically, the Board of Commissioners and department heads with valuable information regarding trends and other measurables.

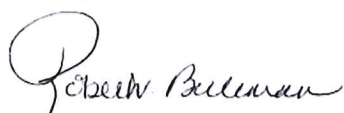
2. **Attraction and Retention** - Attracting and retaining qualified employees is both a challenge and an opportunity. The County struggles to identify and retain qualified candidates. The County has the opportunity to remain competitive by updating its Compensation Plan, which by policy should be updated every five years. Additionally,

employee attraction challenges are requiring the County to “rethink” its approach to advertising. The County has deployed a two-page profile informing prospective candidates with key information about the County’s assets (I.e., education, medical, and entertainment) a candidate may need to evaluate whether to relocate to our community. (**Attachment #7**)

3. **Legacy Costs** - The County continues to be challenged by its unfunded liabilities for MERS Defined Benefit Retirement Plan and Retiree Healthcare. The County has embraced the opportunity to aggressively address its unfunded liabilities by issuing \$52 Million in pension bonds and reducing its retiree healthcare costs while maintaining its annual contributions. The County has reduced its OPEB (retiree healthcare) by approximately \$49 million while increasing its annual contribution thus significantly reducing the unfunded liability. These legacy costs continue to place pressure on our current resources and restrict our abilities in responding to increasing demand for services (I.e., Juvenile/Family Court services to our troubled minors)
4. **Space Utilization** - The County is blessed with an abundance of office space that is limited by the overwhelming volume of onsite file storage. The Board of Commissioners is currently evaluating the concept of three separate campuses. A Courts/Law Enforcement campus, a medical campus, and an Executive Office campus. Consolidation of services would aid the public in better understanding where they need to go in seeking specific services. The campuses could also facilitate internal efficiencies through cross training and staff realignment.
5. **Partnerships** - Internal and external partnerships remain the County’s best opportunity to enhance quality and quantity of services while reducing operating expenses. The County has entered partnerships aiding it in providing enhanced services such as, CMU Medical Education Partners for Medical Director services at the Health Department. The Sheriff’s Department has partnered with area law enforcement agencies for use of its training simulator. The Medical Examiner’s office has partnered with Covenant to perform autopsies locally thus benefitting local law enforcement, funeral homes, and our residents.

Attached herewith is **your** Fiscal Year 2024 budget for all County departments. **The budget is a plan.** A plan to guide how the County proposes to effectively use limited resources taxpayers and granting agencies have entrusted to us. A plan to effectuate your Vision, Mission, Values and Priorities, adopted in 2019 and those proposed by the Board at its 2023 Strategic Planning Session. I look forward to presenting this FY 2024 County Budget to you at our June 26, 2023 Committee of the Whole meeting.

Sincerely,



Robert V. Belleman
Controller/CAO

Attachments

Board of Directors

Seth Perigo
Chair

Kevin Albosta*
Vice Chair

Walter Baker*
Secretary/Treasurer

Dan Dralle*
Past Chair

JoAnn Crary*
President

Veronica Horn*

Tim Morales*

Michael Webster*

Kyle Bandlow

Robert Belleman**

Neal W. Bishop

Paul Furlo

Jennifer Geno

Tim Hausbeck

Shane Hunt

Kristen Karwat

Torrie Lee

Ed Lesniak

Angie Miller

Brenda Moore**

Justin Pomerville

Bridget Smith

Jim Terry

Laurie Thiel

Greg Turner

Rafael Turner

Kristen Wenzel**

Chad Wurtzel

* Executive Committee

**Ex Officio Member

May 30, 2023

Chris Boyd, Chairman
Saginaw County Board of Commissioners
111 S. Michigan Avenue
Saginaw, MI 48602

Honorable Chairman Boyd,

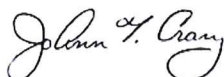
In FY 21, the County of Saginaw amended its contract with Saginaw Future to include a metrics-based formula. The agreed upon performance metrics included activity that resulted in the creation of new jobs, investment and securing government contracts. These have been covered under an amendment to the Saginaw County and SFI Agreement.

SFI has achieved or exceeded each of the metric targets for the first two years and fully expects to do the same during this fiscal year.

Enclosed, please find a copy of our proposed FY 23/24 performance metrics. The County has provided funding in the amount of \$200,000 since 2013. We are requesting that the County of Saginaw consider an increase in funding if SFI is able to exceed its goals, using the pay for performance metrics established in 2021, but an amount not to exceed \$50,000.

We would welcome an opportunity to meet with County Services to discuss this proposal. Thank you for your consideration.

Sincerely,



JoAnn Crary, CEcD, FM, HLM
President

6-20-16

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2023 JUN -1 PM 1:57

Saginaw Future Inc.
Funding Request to County of Saginaw
FY 10/1/23 to 9/30/24

In FY 21, the County of Saginaw amended its contract with Saginaw Future Inc. to include a metrics-based funding formula. The agreed upon performance metrics included activities that resulted in the creation of new jobs, investment and securing government contracts. SFI achieved or exceeded each of the metric targets since October 1, 2021 and is on track to meet our goals in the current year. The County of Saginaw and Saginaw Future are currently operating under a third amendment, which covers activity between 10/1/22 to 9/30/23.

Saginaw Future is proposing a fourth amendment to cover 10/1/23 to 9/30/24 (FY 23/24) with the following performance metrics and budget request:

Job Creation — Saginaw Future assists existing businesses with expansions, attracts new businesses to the County of Saginaw and supports entrepreneurship (start-up businesses). SFI is projecting the announcement of 400 new jobs to be created.

New Investment — Saginaw Future is projecting that businesses expanding, locating or starting up will announce investment of at least \$125m in Saginaw County. This directly impacts the tax base and adds revenues to the County of Saginaw.

Government Contracts — Saginaw Future assists businesses in pursuing and securing state and federal government contracts. This is important as it helps businesses diversify their customer base and is a stable source of revenues and business. Saginaw Future is estimating that businesses will be awarded \$28.5m in government contracts.

Total Metrics Based Funding Requested:

- | | |
|----------------------------|-----------------|
| a. Job Creation (400) | \$60,000 |
| b. New Investment (\$125m) | \$60,000 |
| c. Government Contracts | |
| Awarded (\$28.5m) | <u>\$30,000</u> |

TOTAL METRICS BASED FUNDING REQUEST	\$150,000
--	------------------

Saginaw Future will also continue assisting the County of Saginaw with direct services, through its **\$50,000** in General Fund appropriation including:

- Great Lakes Tech Park
- Economic Development Corporation of the County of Saginaw
- Saginaw County Brownfield Redevelopment Authority
- PACE Financing
- Annual Economic Report
- Robert Report
- Response to Controller on specific requests

Total Funding Request for Performance Metrics **\$200,000***

During the new fiscal year 23/24, SFI is also requesting additional funding in the amount of **\$50,000** for performance 25% above and beyond the stated metrics.

For example, if SFI assists a business that announces job creation above 400 jobs, it would “earn” an additional \$150 per job ($\$60,000/400 = \150). We would request a “not to exceed” \$50,000 and only collect if the amount of announced job creation reached the +25% (or 500 job) mark.

This would hold true for each of the metrics (i.e. \$.048 X amount of new investment that exceeds \$125m (plus 25% - or at least an additional \$62.5m) and/or \$.105 for each government contract exceeding \$28.5m (plus 25% or at least an additional \$7.125m in government contracts).

Again, we would not collect the additional funds unless the metrics reached an additional 25%, with an upper collection opportunity of up to \$50,000. This would give our team additional incentive to move projects forward and support additional jobs and investment projects.



SAGINAW COUNTY SHERIFF'S OFFICE

311 S. Harrison Street • Saginaw, MI 48602

PH: 989.790.5400 FAX: 989.790.5429

BUDGET AUDIT

WILLIAM L. FEDERSPIEL
Sheriff

MIGUEL GOMEZ
Undersheriff

May 26, 2023

Commissioner Chris Boyd, Chairman

Board of Commissioners
County Of Saginaw
111 S. Michigan Ave
Saginaw, MI 48602

6-20-17

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2023 MAY 26 PM 1:51

Re: Increase to the current Budget and use funds to purchase a boat for the Marine/Dive team and an unmarked Sheriff vehicle

Dear Chairman Boyd:

Request Section:

I request the June 8, 2023, Budget / Audit Subcommittee recommend to the Board of Commissioners the approval to increase the current budget by 78,974.95. This will allow the Sheriff's Office to accept revenue from the sale of used patrol vehicles in the amount of 39,177.00 and drug forfeiture of 39,797.95.

Background Information Section:

Every year as we put new vehicle into the fleet the old vehicles are sold. Normally the vehicle sold generate between \$4,000 - \$4,500 per vehicle. This year three vehicles have sold for over \$11,000 each totaling \$39,177. The controller's office will receive \$1,958.85 for the service fee of selling the vehicles, leaving a net of \$37,218.15 to be transferred to the sheriff's office.

In 2018 Det. John Butcher was part of the DEA task force and a large sum of money was forfeited due an investigation Det. Butcher participated in. Our share of the proceeds that were finally granted is \$39,797.95.

Financial Information Section:

An increase to the current budget to accept the revenue from the two revenue sources. Request the funds in the amount of \$32016.10 be placed in 31500-97700 Machinery and equipment, to make up the difference in what was approved to purchase a boat for the Marine/Dive team and the increase cost since the estimate was given. Request the remainder, \$45,000 be placed in fund 207-31500-98100 to purchase an unmarked sheriff vehicle.



SAGINAW COUNTY SHERIFF'S OFFICE

311 S. Harrison Street • Saginaw, MI 48602

PH: 989.790.5400 FAX: 989.790.5429

WILLIAM L. FEDERSPIEL
Sheriff

MIGUEL GOMEZ
Undersheriff

Partnership / Collaboration:

The generation of these funds in evidence of the cooperative effort between the sheriff's office and the controller's office and the positive relationships the sheriff's office has with federal agencies.

Recommendation Section:

I recommend the Board of Commissioners approve this request.

William L. Federspiel
Sheriff Saginaw County



COUNTY OF SAGINAW

Animal Care & Control

1312 Gratiot Avenue, Saginaw, MI 48602

Ph: (989)797-4500

scacc@saginawcounty.com

Fax: (989)797-4509

BUDGET AUDIT

May 31, 2023

Mr. Christopher S. Boyd, Chairman
Board of Commissioners
County of Saginaw
111 S. Michigan Avenue
Saginaw, MI 48602

6-20-18

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2023 JUN -1 A 9:56

RE: Request to Move Funds from Current 2023 Budget and from Fund Balance

Dear Chairman Boyd,

REQUEST SECTION: I am requesting the Budget Audit Committee recommend to the Board of Commissioners approval to move current existing funds and fund balance to offset deficiencies in other budget lines.

BACKGROUND INFORMATION: This request is to use existing funds and also fund balance to off-set operational deficiencies due to the intake of a voluminous amount of stray and owner-surrendered animals that are unvaccinated, unaltered, and many in need of medical care. The extensive amount of intakes drives the costs of kennel supplies, drug & pharmaceuticals, and staff necessary to maintain the care of said animals. In addition, the amount of waste and rubbish has increased due to cleaning out our current building in anticipation of our move.

FINANCIAL INFORMATION SECTION:

Move From	Move To	Requested to Move
\$41,000 from 70300 Salaries & Wages-FT	73200 Kennel Supplies	\$41,000
\$7,855 from 70300 Salaries & Wages-FT	70500 Salaries & Wages-Temp	\$7,855
\$5,200 from 70300 Salaries & Wages-FT	74210 Drugs & Pharmaceuticals	\$5,200
\$10,000 from 98100 Vehicles	92105 Waste & Rubbish Disposal	\$10,000
\$7,945 from 70300 Salaries & Wages-FT \$16,293 from 70400 Salaries & Wages-Permanent PT \$25,000 from 80110 Prof Services-Routine Animal Care \$10,000 from 80111 Prof Services-Medical & Emergency \$8,000 from 80132 Investigations-Animal Cruelty Need \$65,762 additional from Fund Balance	80100 Professional Services	\$133,000

PARTNERSHIP/COLLABORATION SECTION: SCACCRC has well-established partnerships with over 50 volunteers who donate their time, money, and resources to assist with the care and treatment of animals. They allow our dogs quality time to exercise in the dog yards, help at adoption events both on-site and off-site and have contributed to the Volunteer Safety & Training Guide we created.

STRATEGIC PLANNING SECTION: This request is consistent with the Board of Commissioners 2019 approved strategic plan – *Quality of Living Focus* area **SAFETY GOAL:** Maintain community safety and make court processes more efficient. Specifically, to maintain safety regarding the excessive amount of stray dogs, unvaccinated and unaltered we must take them in off our streets. These stray dogs pose a direct threat to public safety and to public health.

Should our efforts to locate an owner be unsuccessful, once off stray-hold we conduct a temperament test. This allows us insight into whether they can be safely adopted and integrated back into society. Once they pass this test, we spay or neuter them and place them up for adoption or send them to rescue.

RECOMMENDATION SECTION: This request is based on current monthly expenditures and projections of what we need for the remainder of the fiscal year. We have \$131,293 funds available and are requesting to move these funds to cover deficiencies in other budget lines. The total needed is \$197,055; a difference of \$65,762 which I am requesting from the fund balance. Currently we have \$423,220.84 available in Fund balance to accommodate this request.

I will be in attendance at the Thursday, June 8th Budget Audit Committee meeting to answer any questions you or other committee members may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Bonnie Kanicki". The signature is fluid and cursive, with the first name "Bonnie" written in a larger, more prominent script than the last name "Kanicki".

Bonnie Kanicki, Director

Cc: Mr. Robert Belleman, Controller/CAO
Koren Thurston, Finance Director, Financial Services



BUDGET AUDIT

**STATE OF MICHIGAN
SAGINAW COUNTY PROBATE COURT
10th Circuit Court – Family Division**

PATRICK J. MCGRAW
Probate Judge

CHERYL SHAW ALDEN
Judicial Secretary

111 S. Michigan Avenue
Saginaw, MI 48602-2086
PHONE: (989) 790-5279
FAX: (989) 790-5328

LATECIA T. CIRILO
Probate Register

LISA M. REAGAN
Chief Deputy Register

THERESA SCHMUDE
Official Court Reporter

6-20-19

May 31, 2023

Board of Commissioners
111 S. Michigan Ave.
Saginaw, MI 48602

RECEIVED
SAGINAW COUNTY
BOARD OF COMMISSIONERS
2023 JUN -1 P 2:29

Re: Requesting Additional Employee and Lengthen time of Ms. Kluck's Contract

Dear Chairman Boyd,

I am requesting an additional employee at a T08 level for the Probate office, with pay and fringe benefits the total is approximately \$77,000.00. Currently I have three Deputy Registers and 1 Chief Deputy Register. Initially, Chief Judge Jackson had requested each Court ask for 2 new employees, this has since changed and no longer an option. During my budget meeting with Mr. Belleman on May 12, 2023, it was discovered that Probate had the funds for an additional employee and since the money was there Mr. Belleman advised I did not need to ask for additional monies but to go ahead and post the job. May 17, 2023, I requested this position be posted but was informed on May 22, 2023, by Mrs. Broadfoot that it could not be posted. I have attached a copy of an email from Mrs. Thurston explaining why this could not happen. I am requesting a new position be approved and the money that was removed to please be put back into our account so that we can hire an additional person. The volume of work that comes in including time spent with the public in person and on the phone requires Probate to need an additional person.

Lastly, in April I requested that the contract for Ms. Kluck be extended, at that time the Board was kind enough to approve my request. I am not asking for additional monies but to have the existing contract spread out using the remaining balance of funds that are available in the contract. The contract is to expire July 4, 2023, I am requesting that this time be extended out to September 30, 2023, the end of the budget year. The purpose of this request is to permit staff to take vacation and not have a void in the office. With this new request it is acknowledged by Ms. Kluck and I that she will not be coming in everyday only on an as needed basis until the remaining days are used.

I thank you for your time and consideration with these new requests.

Sincerely,

A handwritten signature in cursive script, appearing to read "LaTecia Cirilo". The signature is written in dark ink and is positioned above the printed name.

LaTecia Cirilo
Probate Register

Cirilo, Latecia

From: Thurston, Koren
Sent: Wednesday, May 24, 2023 2:10 PM
To: Cirilo, Latecia
Subject: RE: T. Kluck contract extension

Hi Latecia,

So the position was not approved in the 2023 budget as a full-time position. It was a temporary position that should have gone away when it was no longer needed. When the conversion to Munis occurred, payroll did not remove the position and also failed to label it as "temporary".

When the 2024 budget was built, as the position was not labeled as "temporary" it was accidentally left in. When we met with Robert, it was indeed very confusing and I cannot recall exactly everything that was said. I know you requested to add a position for the 2024 budget and in our meeting, when we finally determined that an additional position had already been included in the 2024 budget, it was determined that another one did not need to be added. I think Robert had agreed to leave it in "for now".

However, when Robert was reviewing the deficit in the General Fund and saw that it was estimated to be over \$3 million, he instructed me earlier this week to remove from the 2024 budget any new positions that affected the General Fund. So this was one of the positions that was removed from Draft #1 of the 2024 budget.

Hopefully that helps to clarify things!

Thank you,
Koren

From: Cirilo, Latecia <lcirilo@saginawcounty.com>
Sent: Wednesday, May 24, 2023 2:02 PM
To: Thurston, Koren <kthurston@saginawcounty.com>
Subject: RE: T. Kluck contract extension

Ok, Thank you!

I also wanted to ask you about the monies that were left in the account for the extra position that I thought I was able to use and have the job posted but Jennifer called me the other day and explained that I cannot. I thought Mr. Belleman said if the money was there it could be used? Please advise for clarification.

Thank you
LaTecia

From: Thurston, Koren <kthurston@saginawcounty.com>
Sent: Wednesday, May 24, 2023 1:55 PM
To: Cirilo, Latecia <lcirilo@saginawcounty.com>; Goist, Michelle <mgoist@saginawcounty.com>
Subject: T. Kluck contract extension

Hi Laticia,



The Circuit Court
for the Tenth Judicial Circuit of Michigan

BUDGET AUDIT

5-16-10

DARNELL JACKSON
CHIEF JUDGE, SAGINAW COUNTY

Telephone
(989) 790-5488

April 26, 2023

Mr. Christopher Boyd, Chairman
Saginaw County Board of Commissioners
111 S. Michigan Avenue
Saginaw, MI 48602

Re: Amendment to The FY2023 Budget

Dear Chairman Boyd:

I am requesting to be placed on the agenda for the next meeting of the Budget Audit Committee to be held on May 4th, 2023, at 4pm. I would like to discuss an amendment to the FY2023 budget to cover the addition of employees in our circuit, district, probate, and juvenile courts. The main function of these employees would be to provide much needed clerical support for our front-line judicial employees.

The pandemic prevented the timely disposition of cases and created a significant backlog that we have been attempting to work through for the past two years. In addition to the pandemic induced backlog, the implementation of the new Odyssey computer system with its many glitches and malfunctions only compounded our problems. The system also requires many more processing steps than before, which causes increased time to complete tasks and creates even further delay.

I believe that if we do not add these employees to our workforce we will be unable to ever reduce our case backlog to the extent that we will be able to provide an adequate level of service to the public. Thank you.

Respectfully,

Darnell Jackson

Darnell Jackson
Chief Judge, Saginaw County Trial Courts

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