

# City of Marshall, Michigan

## FY 2019 Adopted Budget



**Jack Reed, Mayor**

**Council Members:**

**Ward One, Kari Schurig**

**Ward Two, Nick Metzger**

**Ward Three, Brent Williams**

**Ward Four, Michael McNeil**

**Ward Five, Robert Costa**

**At-Large, Joe Caron**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Marshall**

**Michigan**

For the Fiscal Year Beginning

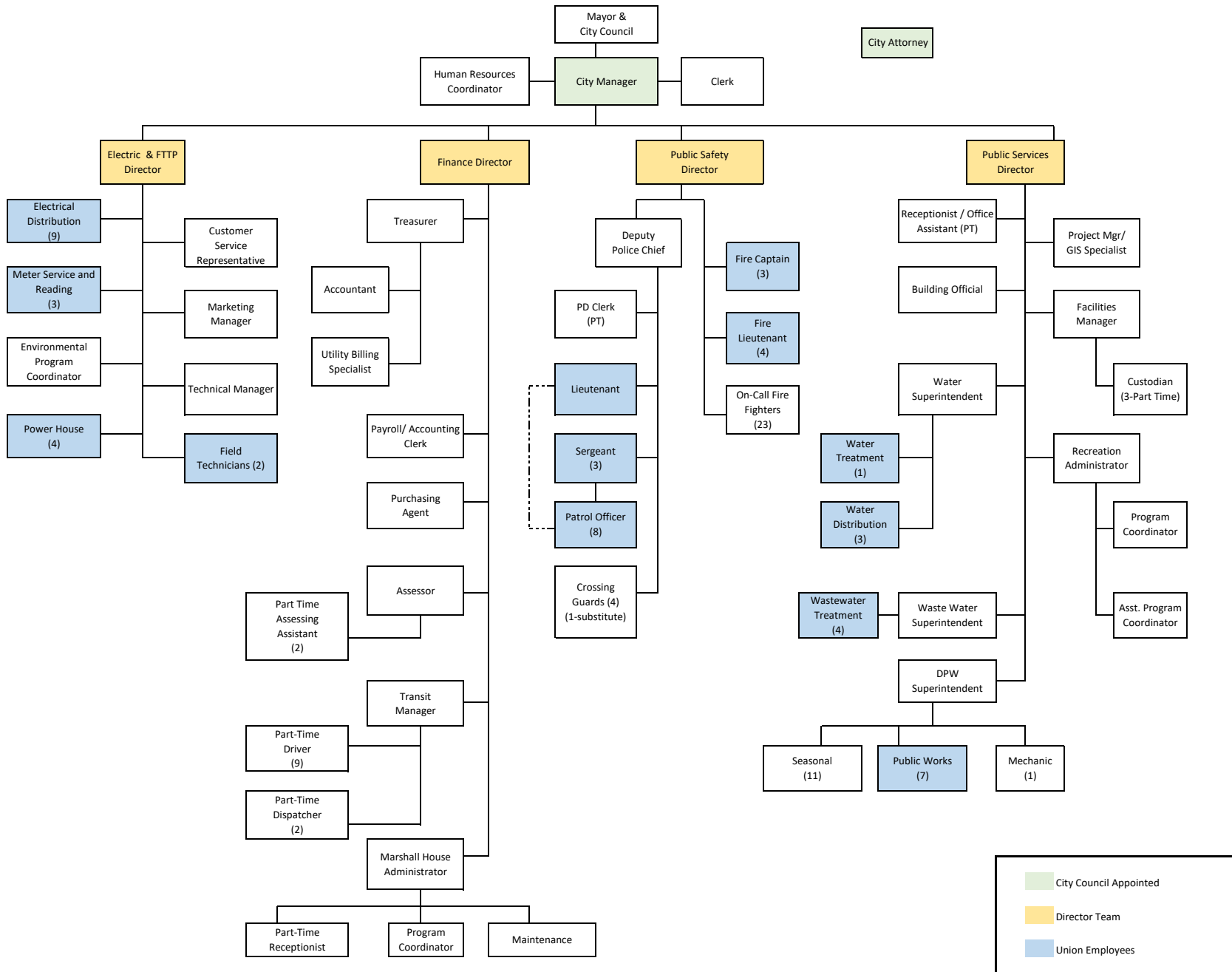
**July 1, 2017**

*Christopher P. Morill*

Executive Director

# City of Marshall - Organization Chart

Revised 03/20/18



# 2015 CITY VISIONING, GOALS, AND OBJECTIVES



Adopted by City Council  
April 6, 2015



## **CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES**

On February 20 and 21, 2015 the Mayor, Members of the City Council, City Manager and senior staff met to discuss and identify a strategic vision and direction for the City of Marshall. More specifically, the participants created a “vision tour” for the City, major goals and objectives and actions to be taken in the first year of this five year plan.

The following document reflects the essential elements of this two day discussion.

### **VISION 2020: THE CITY OF MARSHALL MICHIGAN**

#### **VISION 2020: THE CITY OF MARSHALL MICHIGAN**

*A visitor to the City of Marshall in 2020 will be shown the following: (no order of priority):*

- *Beautification of West Michigan Avenue corridor*
  - *Pedestrian friendly*
  - *Enhancement of property appearance*
  - *Conversion of overhead line to underground*
- *Vibrant downtown*
  - *Increased residential units*
  - *More retail business*
  - *Fully occupied 2<sup>nd</sup> and 3<sup>rd</sup> floors*
  - *Unified shopping hours*
- *Fiber to the premise*
  - *High speed internet*
- *Increased Industrial Park occupancy*
- *More senior living opportunities*
- *Higher education facility*
- *Diverse housing options*
- *Variety of employment opportunities*
- *Balance demographics*
- *City-wide non-motorized amenities*
- *Family oriented parks*



- *Expanded evening and weekend activities*
  - *Safe and healthy environment*
  - *Well maintained and expanded Riverwalk*
  - *Sustainable dog park*
  - *Creative redevelopment of vacant commercial and industrial property*
  - *Viable community solar field*
  - *Quality community hospital*
  - *Top-rated public school system*
  - *Self-sustaining airport*
- 

## **MAJOR GOAL AREAS**

*In order to fulfill the Vision for 2020 the City of Marshall will focus on the following major goal areas:*

### **I. ECONOMIC DEVELOPMENT**

### **II. QUALITY OF LIFE**

### **III. HOUSING DEVELOPMENT**

### **IV. INFRASTRUCTURE**

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## **GOAL AREA I. ECONOMIC DEVELOPMENT**

### **Goal Statement:**

Sustain and intensify the economic vitality of the Marshall area.

### **Objectives:**

- *Vibrant downtown*
    - *Increased residential units*
    - *More retail business*
    - *Fully occupied 2<sup>nd</sup> and 3<sup>rd</sup> floors*
    - *Unified shopping hours*
  - *Fiber to the Premise*
    - *High speed internet*
  - *Increased Industrial Park occupancy*
  - *Higher education facility*
  - *Variety of employment opportunities*
  - *Creative redevelopment of vacant commercial and industrial property*
  - *Viable community solar field*
  - *Quality community hospital*
-

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## GOAL AREA II. QUALITY OF LIFE

### Goal Statement:

To achieve and sustain a concentrated effort to promote a vibrant community atmosphere in the Marshall area.

### Objectives:

- *Beautification of West Michigan Avenue corridor*
    - *Pedestrian friendly*
    - *Enhancement of property appearance*
    - *Conversion of overhead line to underground*
  - *Vibrant downtown*
    - *Increased residential units*
    - *More retail business*
    - *Fully occupied 2<sup>nd</sup> and 3<sup>rd</sup> floors*
    - *Unified shopping hours*
  - *Fiber to the premise*
    - *High speed internet*
  - *More senior living opportunities*
  - *Higher education facility*
  - *Diverse housing options*
  - *Balance demographics*
  - *City-wide non-motorized amenities*
  - *Family oriented parks*
  - *Expanded evening and weekend activities*
  - *Safe and healthy environment*
  - *Well maintained and expanded Riverwalk*
  - *Sustainable dog park*
  - *Quality community hospital*
  - *Top-rated public school system*
-

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## **GOAL AREA III. HOUSING DEVELOPMENT**

### **Goal Statement:**

Provide for progressive, diverse and unique housing opportunities.

### **Objectives:**

- *Vibrant downtown*
    - *Increased residential units*
    - *Fully occupied 2<sup>nd</sup> and 3<sup>rd</sup> floors*
  - *Fiber to the Premise*
    - *High speed internet*
  - *More senior living opportunities*
  - *Diverse housing options*
  - *Safe and healthy environment*
  - *Creative redevelopment of vacant commercial and industrial property*
-

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## **GOAL AREA IV – INFRASTRUCTURE**

### **Goal Statement:**

Preserve, rehabilitate, maintain and expand city infrastructure and assets.

### **Objectives:**

- *Beautification of West Michigan Avenue corridor*
    - *Pedestrian friendly*
    - *Conversion of overhead lines to underground*
  - *Fiber to the Premise*
    - *High speed internet*
  - *City-wide non-motorized amenities*
  - *Family oriented parks*
  - *Safe and healthy environment*
  - *Well maintained and expanded Riverwalk*
  - *Sustainable dog park*
  - *Viable community solar field*
  - *Self-sustaining airport*
-

**ECONOMIC DEVELOPMENT STRATEGIC  
PLAN**

City of Marshall

Final copy-March 15, 2016

Approved by Marshall City Council  
April 4, 2016

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## Executive Summary

*“He who fails to plan is planning to fail.”-Winston Churchill*

On December 10, 2015 and December 14, 2015, the City held two 4-hour meetings to discuss and develop a Strategic Plan for Economic Development within the City of Marshall. The meetings were facilitated by Nancy Ohle, OD Consultant and Corporate Trainer and paid for by the Redevelopment Ready Communities Program. Participation in these meetings included City Council, the City Director team, the Downtown Development Authority (DDA), the Local Development Finance Authority (LDFA) and Marshall Area Economic Development Alliance (MAEDA).

The City of Marshall has established strong cooperation and support on economic strategies from the city administration, City Council and its appointed authorities, boards and commissions. All City staff, appointed authorities, boards and commissions fully support, cooperate and assist in promoting the economic strategies developed as part of this Economic Development Strategic Plan. As a result, new businesses entering Marshall find a strong, supportive and cooperative cross-section of government staff, authorities, boards and commissions promoting all facets of economic development for the benefit of the entire community.

The strategies outlined in this document will continue to steer the Marshall Community into a proactive future and encourage partnership with neighboring communities. Once met, the strategic goals will ensure stability for Marshall as a very desirable place to live, work and grow. The Strategic Plan is a guiding tool which provides direction for goals like infrastructure expansion, diversified housing options, developing a “pad-ready” site in the new industrial park, providing fiber to the premises, incentivizing small business, expansion of the DDA district, enhancing downtown shopping hours, expanding social and recreational opportunities, and supporting an internship program between the schools and industry.



## Introduction

The City of Marshall developed the Marshall Area Economic Development Alliance in 2013 to serve the communities needs with economic development, small business management and development, and tourism. Currently MAEDA is staffed under contract by Southwest Michigan First.

Marshall has not developed a strategic plan for economic development to this point. As the City implements various changes to meet the requirements of becoming a Redevelopment Ready Community, one of the sticking points was the lack of an economic development & marketing strategy. Aside from RRC requirements for certification, this is a worthy endeavor for the City of Marshall. With the loss of major businesses over the last years, the amount of developable land within the City, and a downtown that is truly vibrant, it is certainly worth the time and effort to plan and protect our resources.

Many of the goals in Marshall's Master Plan update 2015 pertain to the strategic goals in this plan. For example, Master Plan Goal #3 is to "Ensure the long term stability of Marshall's neighborhoods" (Page 17) coincides with the strategic goal #2 for "Diversifying Marshall's housing options including single-family homes, housing for the elderly, and downtown loft spaces". Another example is Master Plan Goal #4, which deals with ensuring the viability of Marshall as a commercial center. This directly correlates with strategic goals #5 and #6 that address strengthening of the downtown and Marshall's small business center. Furthermore, Master Plan Goal #5, states that "Marshall has an interest in strengthening the employment base and industry", resulting in strategic goal # 10 the development of an internship program, thus creating a partnership between Marshall Public Schools and Marshall's industries.

Marshall City's Capital Improvement's Program (CIP) 2016-2022, addresses the strategic goals as outlined in this document through the planned funding of improvements to water, waste water, and electric utilities. Strategic goal # 1, addresses funding and expanding current infrastructure into expanded locations. Also, in the CIP, is a market study update for allocating funds in all commercial districts and corridors; to provide information to existing business for marketing, promotions and retention which is vital to the strategic goals of strengthening Marshall's businesses.

Overall, the strategic goals outlined in this document will carry Marshall into a proactive future, ensuring that the City stays relevant with the changing times and grows consistently, while caring for the assets currently in place. The strategic plan is also meant to serve as a doctrine to encourage partnership between the City of Marshall and its outlying neighbors for the betterment of the entire county.

## Strategic Situation/Challenges

### Education & Workforce

Noted by the committee was a lack of an available workforce in the area; especially an educated or “technical” workforce. Manufacturers are finding it harder and harder to retain skilled employees. Several reports over the last years have recorded that America has a “skills shortage” in manufacturing, combined with the threat of retiring baby boomers (Collins, 2015). It is reported that even though this trend was foreseen, the problem was not headed off due to money and the avoidance of training investment (Collins, 2015). Also, another notable factor is that manufacturers are struggling to hire workers who can perform highly skilled labor, “particularly with a STEM education” (Collins, 2015).

Dealing with education, the committee expressed that there was a lack of places to learn particular trades in the area and a lack of higher education facilities in close proximity. The closest vocational school to Marshall is the Calhoun Area Career Center (CACC) but this is only a resource available to 11<sup>th</sup> and 12<sup>th</sup> grade students and is not adult education. Kellogg Community College also offers the Regional Manufacturing Technology Center (RMTC) in Battle Creek which is designed to “meet the employee training needs of area business and industry” (Kellogg.edu).

### Business Support

The committee felt that there was a lack of available educational and technical resources available for small businesses in Marshall. Blu Fish has been providing this service for downtown owners and will continue to do so. Small business is very important to the economy; they provide roughly half the workforce in the United States and collectively create a new job every 7 minutes (Kiisel, 2015). Without adequate training, it is unreasonable to expect a small business owner to succeed but typically they have the passion and energy to put forth an effort. Forbes recommends that a Small Business Development Center (SBDC) or other like-resources be made available to owners to help the probability of success and longevity (Kiisel, 2015).

### The Younger Crowd

As one of the major challenges to Marshall, the committee pointed out that there is a lack of “things to do” in Marshall for younger people and younger families. It is a well-known fact that Millennials move to the places where they want to live and then look for a job, not the other way around (Fulton, 2012). They want “hip and fashionable” places to eat and live (like loft and downtown apartments), they want public transportation and walkable spaces with many options of what to do and see within the immediate area (Fulton, 2012).

### Infrastructure and Transportation

Another challenge for Marshall was infrastructure expansion and transportation. Acquiring funds for quick infrastructure upgrades is a struggle-when a new development comes to town and the City needs to get infrastructure to the site quickly. The legal requirements of acquiring the funds quickly can be a real challenge. Also, the lack of regional transportation in Calhoun County and Michigan as a whole is a very real problem. The City of Marshall introduced the “Connector” service to Albion but funding has proven to be a major hurdle and striking agreements to collaborate with other neighboring jurisdictions has been met with resistance.

## **Reluctance for Change**

Marshall is a historic, older community and the committee noted that there are still old alliances in play that may be outdated and breeding a thought process that change is not “good” or acceptable. This community tends to feel threatened when new ideas come to town.

There is a marked expectation difference between generations. Baby Boomers (born between 1946 and 1965) are the era of relentlessly hard workers, while Generation X-ers are best known for being team players. Compare that with Generation Y (Millennials) who are techy, a tad argumentative and much more lackadaisical about working (The Economist, 2013). The expectations for their communities are therefore different as well; a Millennial tends to want to be where the technology is, while a Baby Boomer tends to stay away from these areas. Making all generations happy with change is a contentious feat at best.

## Strategic Opportunities

### Upgrade Utilities

The committee felt strongly that one of Marshall's greatest opportunities lies in the ability to upgrade infrastructure and utilities to meet potential growth. This includes implementation of fiber high-speed internet to the premises and further infrastructure engineering with the Federal Highway Administration (FHWA) and the Michigan Department of Transportation (MDOT).

### Industrial Park

Also noted, was the fact that Marshall has plenty of buildable undeveloped space in the industrial park. Currently there is a section with infrastructure, sidewalks and lighting in place ready to build and develop. The committee agreed that there should be a focus on agriculture and high-tech manufacturing centers.

### Vibrant Downtown

Marshall has a vibrant downtown that craves expansion. The downtown area is historic and very active, unlike many historic downtowns in Michigan, with thriving retailers. The committee suggested that more aesthetic work be implemented in the area and along the West Michigan Avenue corridor including banners, benches, sidewalks, and flower pots.

### Riverfront

Marshall is lucky enough to be situated on the Kalamazoo River to the south end. The River District Overlay was implemented to bring more business to the area, along with more outdoor events. The committee pointed out that there are many recreation opportunities along the river.

### Residential

The committee discussed the opportunity for a unique and somewhat bold senior housing development in Marshall, containing single-level smaller homes with attached garages. Also discussed was the need for upper-class, floor-level rentals for "snow birds".

For residential opportunities for families, it was stated that Marshall could use more single family homes of new construction, priced mid-range or below \$225,000. Also, as mentioned prior, the younger generation is looking for new, somewhat "hip" apartments and lofts, preferably close to the social center (downtown). Marshall is in a unique position to provide upper-level apartments above most of the businesses in the downtown and as downtown residency increases, the businesses will benefit as well.

The idea of an inter-generational Recreation/Senior Center was discussed as well. This community could support both uses in one building since both are currently non-existent. Using one facility to meet both demands, not only creates the highest and best use for one building, but also encourages interaction between generations.

## Mission and Vision

### Mission Statement

#### MARSHALL - THE CITY OF HOSPITALITY

The City of Marshall recognizes that our community enjoys a special quality of life. Our mission as a City government is to continually enhance this uniqueness by providing quality municipal services to our citizens. This mission will be accomplished through efficient use of resources.

“SERVICE TO THE COMMUNITY”

“Service to the Community” is the attitude for all personnel to follow as we seek to carry out the Mission Statement for the City of Marshall.

### Vision 2020 Statement

*A visitor to the City of Marshall in 2020 will be shown the following: (no order of priority):*

- *Beautification of West Michigan Avenue corridor*
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- *Higher education facility*
- *Diverse housing options*
- *Variety of employment opportunities*
- *Balance demographics*
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- *Expanded evening and weekend activities*
- *Safe and healthy environment*
- *Well maintained and expanded Riverwalk*
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- *Top-rated public school system*
- *Self-sustaining airport*

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## Strategic Goals and Strategies

**Goal 1: The City has built and funded infrastructure to strategic, expanded locations.**

**Champions:** Director of Electric Utility, Director of Public Services and Director of Finance

*To facilitate economic growth in the Marshall area it is important to have infrastructure in place to support major future development sites, as well as undeveloped areas within and surrounding the City of Marshall. Having this infrastructure in place will enhance the marketability, and be a positive attribute for site selection for economic development purposes. Expansion of this infrastructure could utilize existing PA425 agreements with the Townships, and will increase the tax base and expand employment opportunities in the area.*

### **Strategies:**

- 1.1 Three (3) major sites have been clearly identified:
  - 1) I-94 & Old US-27 North (State Farm property)
  - 2) East Michigan Ave at Partello Rd.
  - 3) C Drive North south of Michigan Ave.
- 1.2 Key Partners have determined these three (3) sites as high potential for development.
- 1.3 These Sites are subject to PA425 agreements.

### **Outcomes:**

- 1) Marshall has facilitated regional collaboration.
- 2) Water, sewer and electric has been expanded to strategic locations.
- 3) Marshall continues to preserve, rehabilitate and maintain city infrastructure and assets.

### **Key Partners:**

- 1) Neighboring townships
- 2) MAEDA
- 3) State of Michigan

**Performance measures:**

How Marshall will assess progress in achieving Goal 1	<i>Baseline 2016</i>	<i>Target Date</i>	<i>Target Amount</i>
1. Provide “shelf ready” project designs for development at 3 sites.	0	Dec-17	3
2. Increase megawatts of available capacity at I-94 & Old US 27	1	Nov-16	20
3. Increase megawatts of available capacity at East Michigan Av.	1	As required	To be determined
4. Increase megawatts of available capacity at C Drive North	1	As required	To be determined
5. A study has been completed that compares Marshall to other cities with regional systems.	0	Dec-16	1



**Goal 2: Marshall’s tax base has increased due to diversified housing options.**

**Champions:** Director of Community Services and Director of Public Safety

*As a diversifying City, Marshall recognizes that there is a need for more and different types of housing within the City. The goal is that this community has appropriate housing to offer every resident from every walk of life making Marshall an attractive place to settle and stay.*

**Strategies:**

- 2.1 Perform market research to know the needs and desires of current and potential residents.
- 2.2 Identify needs and desires for housing within the City of Marshall.
- 2.3 Assess the availability of land for the development of new housing opportunities.

**Outcomes:**

- 1) Marshall has newly built single-family, mid-price-range houses.
- 2) Marshall has a single-story housing neighborhood for seniors.
- 3) New loft and upper floor housing is developed downtown.
- 4) Development of new apartment complexes and flats have started.

**Key Partners:**

- 1) Area Realtors
- 2) Developers
- 3) State of Michigan

**Performance measures:**

How Marshall will assess progress in achieving Goal 2	<i>Baseline</i>	<i>Target</i>	<i>Target Amount</i>
1. A housing study has been completed.	0	Jun-17	1 study
2. A list of available land has been gathered.	0	Jun-17	1 list
3. Opportunities for new housing developments are actively being marketed.	0	Jan-18	3 sources

**Goal 3: A “spec” building has been constructed in the new industrial park.**

**Champions:** MAEDA CEO and LDFA Board

*Economic Development research has shown that new builds are too time consuming for many industrial developers. These developers are more likely to locate or relocate where there are existing buildings that meet their needs or a planning process that is significantly shortened. Many communities have been successful with this type of pre-planning in place for potential developers.*

**Strategies:**

- 3.1 Define the type of spec building to be constructed
- 3.2 Determine which lot to build on.
- 3.3 Identify and acquire the proper financing.
- 3.4 Complete infrastructure to the site.
- 3.5 Present to Planning Commission on the concept of “pad ready” and “spec building”.

**Outcomes:**

- 1) Marshall has found an interested partner.
- 2) The new industrial park has a pad-ready site.
- 3) The feasibility of a “spec building” has been researched.

**Key Partners:**

- 1) Interested partner
- 2) LDFA
- 3) MAEDA

**Performance measures:**

How Marshall will assess progress in achieving Goal 3	<i>Baseline</i>	<i>Target</i>	<i>Target Amount</i>
1. Type of spec building and lot have been identified.	0	Jul-16	Both ready
2. The site is “pad-ready” with preliminary approvals.	0	Mar-17	1 site
3. The feasibility of a spec building has been researched.	0	Jan-17	1 study

**Goal 4: Ultra high speed data service (Fiber to the Premises) is provided to businesses and residences in Marshall.**

**Champions:** Director of Electric Utility and Finance Director

*For the purpose of economic growth and the attraction of Marshall as a place to live, grow, and work, it is important for all businesses and residences to have at least 1 gig of connectivity available. The nature of “work” is changing and the environment of today’s society requires internet speed. By providing this quality of connectivity, Marshall will see an increase in business, learning opportunity, and sale of homes.*

**Strategies:**

- 4.1 Complete customer survey, legal review and proforma.
- 4.2 Develop preliminary design.
- 4.3 Make sure funding is in place.
- 4.4 Build system.

**Outcomes:**

- 1) Marshall has implemented Fiber to the Premises.
- 2) Growth and opportunities for Marshall have increased.

**Key Partners:**

- 1) City (Electric Director)
- 2) Key Partners like Oaklawn, schools, LDFA
- 3) Calhoun County

**Performance measures:**

How Marshall will assess progress in achieving Goal 4	<i>Baseline</i>	<i>Target</i>	<i>Target Amount</i>
1. Develop preliminary design.	0	Mar-16	1
2. CPA has approved proforma.	0	Apr-16	1
3. Beginning to build system.	0	Jul-16	1
4. Fiber system goes commercial	0	Mar-17	1

**Goal 5: Marshall supports innovation and entrepreneurship in business.**

**Champions:** MAEDA CEO

*Through providing support and education to area businesses, especially new business owners, Marshall hopes to make our community a top choice for starting a new business. Also, providing this type of support, business retention will increase. The amount of vacant buildings will decrease.*

**Strategies:**

- 5.1 Offer concierge service to business owners through MAEDA.
- 5.2 Develop a 12-month program for new business owners.
- 5.3 Offer an annual award for business owners (best participation, etc.)

**Outcomes:**

- 1) More businesses are started in Marshall.
- 2) More businesses are choosing to stay in Marshall.

**Key Partners:**

- 1) MAEDA
- 2) DDA
- 3) Veteran business owners
- 4) Local Foundations

**Performance measures:**

How Marshall will assess progress in achieving Goal 5	<i>Baseline</i>	<i>Target</i>	<i>Target Amount</i>
1. A plan has been fully created to support existing and new businesses.	0	Aug-16	1 plan
2. Business owner program has begun.	0	Jan-17	1 program
3. MAEDA offers concierge service to business owners.	0	Jul-16	1

**Goal 6: MAEDA/Chamber has an effective incentive program for businesses.**

**Champions:** MAEDA CEO and Director of Finance

*An incentive program builds community support for the Chamber and MAEDA. In Marshall, the goal is to have established businesses helping new and upcoming businesses. Building membership within the Chamber will encourage both.*

**Strategies:**

- 6.1** Create Top 10 list of benefits to utilize in recruiting additional members and maintaining current membership in the chamber.
- 6.2** Revitalize the benefits of being a chamber member.

**Outcomes:**

- 1) Members are utilizing benefits to strengthen business community.
- 2) Businesses are actively helping other businesses.
- 3) Membership has grown.

**Key Partners:**

- 1) MAEDA/Chamber
- 2) Chamber ambassadors
- 3) Local Foundations

**Performance measures:**

How Marshall will assess progress in achieving Goal 6	<i>Baseline</i>	<i>Target</i>	<i>Target Amount</i>
1. Benefits for chamber members have been revitalized.	0	2 <sup>nd</sup> quarter 2016	1
2. Top 10 Benefits of Membership List has been made.	0	Jul-16	1
3. Additional members have been recruited.	0	annually	5%

**Goal 7: The downtown has been expanded to the River District.**

**Champions:** Director of Community Services and City Manager and DDA Board and MAEDA and Director of Public Safety

*It is important to expand the DDA district to the River District to create synergy between the traditional downtown and the less traditional River District businesses. Through this expansion, Marshall hopes to increase the DDA benefits to the River District in an effort to grow and improve the area, as well enhance and share the customer base between the two areas.*

**Strategies:**

- 7.1 City Council will consider revising the DDA district after receiving DDA recommendation.
- 7.2 Work to contact and create partnerships with owners.
- 7.3 Implement the revised DDA district.

**Outcomes:**

- 1) Customers see a greater unity between the River District and the downtown.
- 2) All businesses are benefiting from membership in the DDA.
- 3) The River District has become more aesthetically pleasing.

**Key Partners:**

- 1) MAEDA
- 2) DDA
- 3) Local businesses in the downtown and River District

**Performance measures:**

How Marshall will assess progress in achieving Goal 7	<i>Baseline</i>	<i>Target</i>	<i>Target Amount</i>
1. Contact with owners has been made.	0	May-16	All new
2. The revision of the DDA district has been approved.	0	Jun-16	1 revision
3. The DDA district has successfully been expanded.	0	Jul-16	1
4. Improvements to expanded DDA have begun.	0	Aug-17	1 completed

**Goal 8: Business hours have been expanded in the DDA.**

**Champions:** MAEDA CEO and DDA Board

*Marshall wants to be known as a retail and tourist destination. There is a need for expanded and unified hours as part of the marketing of Marshall. This gives tourists the ability to see all of what Marshall has to offer.*

**Strategies:**

- 8.1 Create partnership between DDA businesses to stay open with longer, more unified hours.
- 8.2 A study has been completed on preferred shopping hours in downtown.
- 8.3 Study results have been shared to create an on-going strategy for shopping hours.

**Outcomes:**

- 1) Increased customer traffic in the DDA and subsequent increased business.
- 2) Marshall is branded as a community with attractive shopping hours.

**Key Partners:**

- 1) MAEDA
- 2) DDA
- 3) Retailers group
- 4) DDA businesses

**Performance measures:**

How Marshall will assess progress in achieving Goal 8	<i>Baseline</i>	<i>Target</i>	<i>Target Amount</i>
1. A study has been completed	0	Dec-16	1
2. Businesses have increased and consistent business hours in the DDA.	0	Jul-17	20%
3. Businesses have increased and consistent business hours in the DDA.	0	Dec-18	40%
4. Businesses have increased and consistent business hours in the DDA.	0	Jul-19	60%

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**Goal 9: Marshall has facilities for expanded social and recreational attractions.**

**Champions:** Director of Community Services, Recreation Department and Parks & Recreation Board, and Director of Finance

*In order to grow the Marshall community, there is a need to attract and retain younger professionals and families. It is a well-known fact that the younger generation is attracted to areas with new and interesting recreational and social opportunities.*

**Strategies:**

- 9.1 Take an inventory of existing facilities that could work for attractions.
- 9.2 Complete a combined survey to assess needs and desires (phone, survey monkey, door-to-door, mail, schools, etc.)
- 9.3 Hold open house to gather information and share results of survey
- 9.4 Creatively market new opportunities in the City of Marshall for social and recreational uses.

**Outcomes:**

- 1) Marshall has a community-built Top 10 list of social and recreational needs and desires.
- 2) Expanded social and recreational facilities in Marshall.
- 3) Development of facilities that are more attractive to and used by the younger generation.

**Key Partners:**

- 1) Existing building owners.
- 2) Multi-generational committee (youth parks and rec board)
- 3) Parks and Rec board to mentor youth board
- 4) Business sponsors/investors
- 5) Fairgrounds

**Performance measures:**

How Marshall will assess progress in achieving Goal 9	<i>Baseline 2016</i>	<i>Target</i>	<i>Target Amount</i>
1. Inventory of available facilities has been completed.	0	Jul-16	1
2. Survey completed	1	Jan-17	1
3. Two open houses held.	0	Summer 2016 & Winter 2016	2
4. New social and recreational facilities developed.	0	Jan-18	2

**Goal 10: Develop robust regional internship program to attract and retain a skilled workforce.**

**Champions:** MAEDA CEO, LDFA and Marshall Public Schools

*Talent in the community is declining, as seen by trends in local businesses. The school system has a vested interest in seeing young adults educated and this creates a perfect partnership with local businesses.*

**Strategies:**

- 10.1 Partner with schools and business leaders to identify local internship opportunities.
- 10.2 Utilize counselors and educators, high school students, middle school students and parents to engage them in internship opportunities.
- 10.3 Engage businesses to identify talent needed and understand how internships can be used to enhance their business objectives.
- 10.4 Identify how internship training can lead to college readiness/credits and career-oriented jobs.

**Outcomes:**

- 1) The number of businesses offering internships has increased.
- 2) Local and regional talent retention has increased.
- 3) MPS has an internship program with local businesses.
- 4) Marshall has a stronger employment base.

**Key Partners:**

- 1) Marshall Public Schools (MPS)
- 2) Local businesses and manufacturers
- 3) MAEDA (facilitator)
- 4) Calhoun Area Career Center (CACC)
- 5) Kellogg Community College

**Performance measures:**

How Marshall will assess progress in achieving Goal 10	<i>Baseline 2016</i>	<i>Target</i>	<i>Target Amount</i>
1. MAEDA has facilitated discussions on internship/job shadow programs with MPS and local businesses	0	Nov-16	1
2. MPS has refined their internship/job shadow program.	0	Sep-17	1
3. CACC has identified and expanded certain trade classes to accommodate identified internships.	0	Sep-17	1
4. There is an increase in internship/job shadow participation by local students.	0	Jan-20	50%

## Review and Oversight

### Review of the plan

The Economic Development Strategic Plan will be reviewed, approved and amended periodically by City Council. With the help of community key partners, the City of Marshall staff will work towards each goal. Periodic updates on these goals will be reported to City Council through the City Manager.

### Oversight

City Manager:

Goal 7: Downtown expansion

Director of Community Services:

Goal 2: Diversified housing options

Goal 7: Downtown expansion

Goal 9: Social and recreational attractions

Director of Electric Utility:

Goal 1: Expanded infrastructure

Goal 4: Fiber to the premises.

Director of Finance:

Goal 1: Expanded infrastructure

Goal 4: Fiber to the premises

Goal 6: Incentive program for small business

Goal 9: Social and recreational attractions

Director of Public Services:

Goal 1: Expanded infrastructure

Director of Public Safety:

Goal 2: Diversified housing options

Goal 7: Downtown expansion

MAEDA CEO:

Goal 3: Spec building/pad ready

Goal 5: Entrepreneurship support

Goal 6: Incentive program for small business

Goal 8: Expansion of business hours

Goal 10: Internship program

## References

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## BUDGET INTRODUCTION

The City of Marshall has been faced for a number of years with reduced property values and consequently reduced tax revenues. All the while, the City has attempted to continue to provide the highest quality of services within these revenue restrictions.

Real property values are rising but at a very slow pace and are reflected in the anticipated slight increase in tax revenues, even in light of recent personal property tax reform. While this is a positive indication, there is a lag between when those property values recover to earlier levels and the additional tax revenue associated with those values.

Another factor of concern is the continued adjustments in the State supported revenues. While revenue levels have remained relatively constant, numerous additional requirements are being placed on municipalities in order to obtain this revenue. Through legislative efforts the past couple of years, some of these cumbersome requirements have been rescinded. This fact should improve the City's ability to continue to obtain State Revenue Sharing.

The City realized in August of 2016, that it needed to develop a longer range budget model that incorporated six years of projected revenues and expenditures in order to show which funds/programs were sustainable. The administrative staff of the City spent hundreds of hours developing this model and has expanded the number of years to 10 for the FY2019 Budget.

The City is planning to continue its cooperative efforts initiated in 2014 to provide Assessing services to the City of Albion, and in providing transportation services to Albion residents through the City's Albion-Marshall Connector program.

The City continues to market available land within the Industrial Park. The newly reformed partnership with Marshall Area Economic Development Association is expected to enhance the City's economic development by improved marketing of vacant City property, and assisting local business owners with training and guidance to enhance their sustainability.

The City of Marshall continues to face economic challenges while utilizing opportunities at our disposal to provide ongoing, quality services to the citizens of Marshall. The budget for FY2019 reflects this philosophy.

# **CITY OF MARSHALL**

**FY 2019 BUDGET CALENDAR**

**AND**

**INFORMATION GUIDE**

**FY 2019 Budget and 10 Year Budget  
Projections**

**CITY OF MARSHALL**  
**BUDGET CALENDAR for FISCAL YEAR 2019 and 10 Year Projection**

January 4, 2018	Directors meet to discuss General Fund budget
January 13, 2018	Council work session to discuss budget parameters
January 16, 2018	FY2019 – FY2024 CIP Public Hearing and Council Adoption
February 2, 2018	Budget Kickoff with department heads
February 23, 2018	Budget changes, narratives, DP requests, and PT & OT requests due to Finance
February 24, through March 16, 2018	All changes requests are entered, health insurance updated, and final review by finance
March 20, 2018	City Manager and Directors meet to review Budget.
March 22 through April 6, 2018	Meeting with department heads to review each dept. budget
April 16, 2018	Proposed Budget Book distributed to Council. (Council needs to set Budget Work session Dates if desired.)
April 16 through May 5, 2018	Council review of Proposed Budget and Budget Work Session
May 7, 2018	Council sets Public Hearing for adoption of final budget for May 21, 2018.
May 7 through May 21, 2018	Budget on file and available for Public Inspection in the Clerk's office.
May 21, 2018	Public Hearing and final Adoption of FY 2019 Budget.
July 1, 2018	FY 2019 Budget goes into effect.



To: Directors, Superintendents, and Department Heads

We are starting the FY 2019 budget and FY2020 projected budget development. I look forward to working with all of you in developing the Requested Budget for FY 2019 and the Projected Budget for FY 2020. Finance will hold a budget kickoff meeting on February 2, 2018 in the City Hall Training Room. At that time we will go over the information and any questions you might have.

Each of you will have access to the FY 2019-2028 budget excel spreadsheet in order to provide input and make changes to the estimated budgets. After your changes have been entered into the master spreadsheet and reviewed by Administrative Staff you may be asked for a meeting to justify your requests. Once this process is finalized, the requested FY 2019 and projected FY 2020 budgets will be presented to Council for adoption. This two-year plan typically requires only minor changes for the second year (FY 2020), and provides the organization time to examine strategic planning in greater detail. So the FY2017 year will be recommended for adoption as the budget, and the second year (FY2018) will be considered as a projection.

Budget information and forms are located on F:\USERS\SHARED\Budgets\2019-2028 Budget.

1. This packet is being distributed now so you have adequate time to complete your budget requests. Any efforts to return initial budget requests earlier than February 23, 2018 would be greatly appreciated.
2. The Data Processing forms are compiled by you and returned to the Finance Director, with a copy to Human Resources, by February 23, 2018. The Data Processing fund routinely replaces PC's according to age. Typically you would not be required to submit a request for hardware (PC's or printers). Software upgrades that cannot be run on your current PC or printer, are submitted on a Data Processing Budget Request forms. Software needs/upgrades for specific department functions will be included in the departmental budget if possible. Microsoft Office and operating system upgrades are budgeted in the Data Processing fund.
3. The revenue forecast and health insurance projections for the City will be determined by March 16, 2018.
4. On January 16, 2018, Council approved the CIP. Included in the budget will be the requested capital improvements from the adopted CIP. Any changes adopted by Council will be communicated to you by Finance.
5. All wage calculations will be based on full-time employee's regular, straight-time hours only. All wages, fringe benefit calculations, internal service funds rates and other economic assumptions are already included in the budget spreadsheet. Updates to the assumptions will be communicated as determined.
6. The overtime and part-time wages forms are compiled by you and returned to Finance by February 23, 2018. Please copy Human Resources. Part-time wages are calculated based on past history and current rates. Approval for PT wage increase requests are made by the City Manager.
7. On February 2, 2018 the budget spreadsheet will be available for you to update. The columns for the budgets and expenditure histories will be provided in the following format:

By line item detail and total:

- FY 2016 Actual
- FY 2017 Actual
- FY 2018 Budget
- FY 2019-FY2020 Estimates/Projected (to be completed by you)
- FY 2021-28 Requested (based on budget parameters and inflation estimates)
- 

8. Initial budget requests/changes will be due no later than February 23, 2016.

9. Please review all the user fees that will be generated by and for your department in the upcoming fiscal year. If fees/rates are recommended for increase/decrease and Council action is necessary (i.e. would require an ordinance), please coordinate with Finance Director/Clerk so the action will be completed prior to budget adoption.

10. Please contact me if you have any questions. Thanks for your prompt attention to the budget process, and your support in providing Council with a quality budget document.

**Thank you for your cooperation,**

**Jon Bartlett and the entire Finance Department staff**

# CITY OF MARSHALL

## FY 19-20 BUDGET

### FUND DESCRIPTIONS

The City of Marshall's financial structure is composed of various funds, many of which operate like separate businesses within the organization and have their own set of balanced accounts. Budgets for each of these types of funds are adopted separately except for fiduciary funds. Funds are differentiated by category (governmental, proprietary, or fiduciary) and by type (general fund, special revenue, debt service, capital projects, enterprise, internal service, and agency). These funds are further differentiated between major and non-major funds.

### GOVERNMENTAL FUNDS

Governmental fund financial statements focus on near-term inflows and outflows of spendable resources. The budgeting and accounting for governmental funds are recorded on a modified accrual basis. The main operating fund for the City of Marshall is the General Fund, a major fund, used to account for the resources devoted to funding general government operations such as Public Safety, Clerk, Finance, Public Works, and general administration.

#### **Non-major Special Revenue Funds**

This type of fund is used to account for the proceeds of specific revenue (and expenditures) that are legally restricted to a specific purpose and accounted for on a modified accrual basis. Examples of Non-major funds for the City of Marshall are Major Streets, Local Streets, Recreation Fund, Airport, Special Projects, Leaf & Brush, Downtown Development Authority (component unit), and the Local Development Finance Authority (component unit).

#### **Non-major Debt Service Funds**

This type of fund is used to account for the resources used in the repayment of long term debt, interest, and related costs. These funds are budgeted and accounted for on a modified accrual basis. There is currently only one debt service fund which is the Building Authority Debt Service Fund.

### **Non-major Capital Projects Funds**

This type of fund is used to account for the resources used in acquiring and constructing capital facilities, street projects, and other capital improvements. These funds are budgeted and accounted for on a modified accrual basis. An example of a capital project fund would be the Building Authority Fund that is currently used to build the new fire station and law enforcement center.

## **PROPRIETARY FUNDS**

This type of fund accounts for the acquisition, construction, operation, and maintenance of certain facilities or operations that is intended to be entirely self-supported by user fees and charges. Proprietary funds are both enterprise funds and internal service funds. Proprietary funds are budgeted and accounted for on a full accrual basis.

### **Enterprise Funds**

The City of Marshall uses enterprise funds to account for its electric, wastewater, water, public transportation (DART), FFTP (Fiber to the Premise) and Marshall House. These are all considered major funds.

### **Internal Service Funds**

Internal Service Funds are an accounting tool used to accumulate and allocate costs internally among the City's various departments. The City uses internal service funds to account for motor pool and data processing.

## **FIDUCIARY FUNDS**

Fiduciary funds (agency funds) are used to account for resources held for the benefit of parties outside of City government and cannot be used to support any City program. Fiduciary funds are accounted for on a full accrual basis. The City of Marshall does not adopt a budget for fiduciary funds as one is not legally required. The City utilizes two fiduciary funds, Current Tax and Impress Payroll.

# MARSHALL CITY CHARTER

## ARTICLE IX - GENERAL CITY FINANCE

Amended November 8, 2016

### **SECTION 9.01 – FISCAL YEAR**

The fiscal year of the City shall begin on the first day of July and end on the thirtieth day of June of the following year. Such year shall constitute the budget year of the City Government.

### **SECTION 9.02 – BUDGET PROCEDURE**

On or before the first Monday in March the administrative officials, department heads, boards and commissions of the City, shall submit to the City Manager an itemized estimate of their expenditures for the next fiscal year. The City Manager or the City Manager's designee, shall prepare a complete itemized budget proposal for the next fiscal year and shall submit it to the council at its first meeting in April. This proposal shall include the following: (1) the previous year's budget figures and actual expenditures; (2) the itemized estimates submitted to the City Manager; (3) an account of all revenues received in the current and preceding year and an estimate of all revenues for the next fiscal year; (4) and the City Manager's recommendations.

### **SECTION 9.03 – BUDGET DOCUMENT**

The budget document shall present a complete financial plan for the ensuing year. It shall include at least the following information:

- (a) detailed estimates of all proposed expenditures for each department and office of the City showing the expenditures for corresponding items for the current and last preceding fiscal year, with reasons for increases and decreases recommended, as compared with appropriations for the current year;
- (b) statements of the bonded and other indebtedness of the City, showing the debt redemption and interest requirements, the debt authorized and unissued, and the condition of sinking funds, if any;
- (c) detailed estimates of all anticipated income of the City from sources other than taxes and borrowing, with a comparative statement of the amounts received by the City from each of the same or similar sources for the last preceding and current fiscal years;
- (d) a statement of the estimated balance or deficit, as the case may be, for the end of the current year;
- (e) an estimated of the amount of money to be raised from current and delinquent taxes and the amount to be raised from bond issues which, together with income from

other sources, will be necessary to meet the proposed expenditures and commitments of the City Government during the ensuing year;  
(f) such other supporting schedules as the council may deem necessary.

#### **SECTION 9.04 – PUBLIC INSPECTION**

A copy of the budget proposal shall be on file and available to the public in the office of the Clerk during office hours for a period of not less than one (1) week prior to the adoption of the budget by the council.

#### **SECTION 9.05 – ADOPTION OF BUDGET; TAX LIMIT**

Not later than the first meeting of the council in June, the council shall, by resolution, adopt all budgets for the next year and shall, in such resolution, make an appropriation of the money needed for municipal purposes during the ensuing fiscal year of the City and provide for a levy of the amount necessary to be raised by taxes upon real and personal property for municipal purposes subject to the limitations in Section 8.01 of the charter.

#### **SECTION 9.06 – TRANSFER OF APPROPRIATIONS**

After the budget has been adopted, no money shall be drawn from the treasury of the City nor shall any obligation for the expenditure of money be incurred, except pursuant to the budget appropriation. The council may transfer any unencumbered appropriation balance, or any portion thereof, from one department, fund, or agency to another, except that no moneys raised for the construction, improvement, and maintenance of streets or for the principal and interest on the funded debt of the City shall be used for any purpose except that for which they were raised. The balance in any appropriation, except moneys raised for the construction, improvement, and maintenance of streets or for the principal and interest on the funded debt of the City which has not been encumbered at the end of the fiscal year shall revert to the general fund and be re-appropriated during the next fiscal year.

#### **SECTION 9.07 – BUDGET CONTROL**

At the beginning of each quarterly period during the fiscal year, and more often if required by the council, the Treasurer, acting under the direction of the City Manager, shall submit to the council data showing the relation between the estimated and actual income and expenses to date; and , if it shall appear that the income is less than anticipated, the council may reduce appropriations, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the cash income.

## City Manager's Budget Message

Date: May 21, 2018

To: Honorable Mayor, City Council and Citizens of Marshall

Subject: Transmittal of the **FY 2019 Proposed Budget**, Fiscal Year Ending June 30, 2019

Dear Mayor, Council Members and Citizens:

I am pleased to provide the proposed two-year fiscal plan that includes the fiscal year 2019 Proposed Budget and 2020 Projected Budget. The two-year fiscal plan projects the anticipated revenue and expenditures over two years and includes strategies to establish an operating fiscal plan that is balanced with the projected revenues and the use of fund reserves. The first year of the plan is the proposed FY 2019 budget, as required by Section 9.02 of the City Charter, and the second year fiscal plan, FY2020, is only a projection based on the information known to administration today.

### **OVERVIEW OF CITY BUDGET**

Listed below are some of the highlights of the FY 2019 Proposed Budget.

- The General Fund budget, exclusive of Recreation, MRLEC Operations, Farmer's Market, and Airport activities, contained in this document is balanced with no use of fund balance for FY2019.
- The FY2019 MRLEC Operations budget projects a \$38,607 use of fund reserves. In 2017, the City, State, and County met and reviewed the first 18 months of revenue and expense activity and reset each entities monthly rent amount. The projected ending fund balance for FY2019 of \$45,627 is 45.8% less than the projected fund balance for FY2018.
- The Recreation Department budget for FY2019 is projected to have a budget surplus of \$6,143 with an ending FY2019 fund balance of \$241,564.
- Farmer's Market is projecting a \$5,245 budget surplus for FY2019 which will result in an ending fund balance of \$38,938 or a 15.6 % increase over the estimated ending fund balance for FY2018.
- The Compost Fund has been eliminated, and all compost related activity is now recorded within the General Fund as a separate department (101-442).
- The FY2019 Airport Fund budget projects the use of \$1,013 of fund balance. The projected total fund balance of the Airport Fund at the end of FY2019 is \$2,506 or a 28.8% decrease from FY2018.
- The FY2019 Major Street Fund budget projects a use of fund balance in the amount of \$259,904 or 44.5%. The projected ending FY2018 fund balance for

Major Streets is \$583,846 which exceeds the City's Fund Balance Policy thus the planned use of reserves.

- The FY2019 Local Streets Fund budget projects a use of fund balance in the amount of \$47,933 or 13.15%. The projected FY2018 fund balance for Local Streets is \$364,597 which exceeds the City's Fund Balance Policy thus the planned use of reserves.
- The FY2019 DDA and LDFA budgets project the use of \$7,756 of fund balance.
- The recommended staffing level for all funds is 85, which is a decrease of 3 FTE's from staffing levels in the FY 2018 Adopted Budget. Staff reductions include the Assistant Assessor, DART driver, and Director of Community Services.

### **GENERAL FUND**

- The projected General Fund revenues (excluding Recreation, MRLEC, Farmer's Market, and Airport activities) for FY 2019 is \$6,612,422. This is approximately .8% above the projected revenue for FY 2018.
- The projected General Fund expenditures (excluding Recreation, MRLEC, Farmer's Market, and Airport activities) for FY 2019 are estimated at \$6,611,535, an increase of .3% over the FY 2018.
- The payroll line item (702.00 or 710.00) in the various funds reflects wage increases for union personnel based on existing contracts and a 2% wage increase in FY2019 for non-union personnel.
- Data processing charges are spread throughout the various funds based on the needs of each department. The costs are shown in line item 941.01.
- Motor pool vehicle rental line item 941.00 in the various funds reflects a cost based on actual annual cost estimates for each individual vehicle or piece of equipment
- The General Fund-Recreation for FY19 is supported by \$179,127 in revenues derived from 0.9393 millage levy and user fees of \$223,403.
- The General Fund-Airport estimated revenue of \$167,920, includes a \$62,000 subsidy from the General Fund and is also supported by fuel sales (\$76,100) and hangar rents (\$29,800).
- The overall General Fund projected fund balance at the end of FY2019 is \$1,905,116 which is very close to the FY2018 projected ending fund balance of \$1,904,229.



# CAPITAL PROJECTS FY 2019

## **General Fund:**

PSB - Repair Parking Lot	24,000
Repair City Owned Parking Lots	15,000
Replace HVAC Unit at CH	7,500
Fire Hose Replacement	5,400
Cemetery Road Restoration	5,000
ADA Compliant Doors - City Hall	10,400
Replace Eave troughs - City Hall	<u>7,200</u>
	74,500

## **General Fund - Airport:**

Terminal Building	12,500
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## **MVH Major Streets:**

Street/Bridge Projects - TBD	315,000
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## **MVH Local Streets:**

Street Projects - TBD	220,500
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## **L DFA:**

Watermain Loop in Industrial Park	500,000
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**DDA:**

Wayfaring Signage	15,000
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**Marshall House:**

Apartment Renovations	88,000
New Ceiling Tiles and Lights - Common Areas	36,000
Hallway Flooring	14,500
Replace Steel Service Doors	<u>8,000</u>
	146,500

**Electric:**

Tuck Point & Seal Bricks at Powerhouse	40,000
Substation Relay Replacement	30,000
Circuit Upgrade 4Kv to 12Kv	250,000
Pole Replacement	40,000
Replace Underground Lines - Wooded Lane	<u>100,000</u>
	460,000

**FiberNet:**

Complete FiberNet Project	700,000
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**DART:**

New Buses	295,040
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**Wastewater:**

Raw Sewage Pump VFD	30,000
Sanitary Sewer Assessment Contract	<u>94,000</u>
	124,000

**Water:**

S. Marshall Ave Water Main	11,550
New Siding on Well Houses	15,000
New Office Area at Treatment Plant	40,000
Replace Roof & Paint Exterior WTP	32,000
Install 16" Valve at Treatment Plant	34,000
Upgrade SCADA at Treatment Plant	<u>90,000</u>
	222,550

**Data  
Processing:**

Replacement Projects - System Upgrades	40,000
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**Motor Pool:**

Replace (2) Zero-Turn Mowers, Replace 113	42,012
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**MOTOR VEHICLE HIGHWAY (MVH)**  
**MAJOR & TRUNKLINE**

MVH Major & Trunkline source of revenue is the State of Michigan Act 51 monies based on a formula taking into account population and the number of street miles (14.38 miles) categorized as major and trunkline streets. It is anticipated that for FY 2019, the total expenditures will be higher than revenues in an amount of \$259,904, and the fund balance at year end for the Major Street Fund is estimated to be \$323,942.

**MOTOR VEHICLE HIGHWAY (MVH) LOCAL**

As with the MVH Major, the revenue source for this fund is the State of Michigan Act 51 monies based on the formula using population and the number of local street miles (25.76 miles). Projected revenues for FY 2019 total \$387,070. This includes \$209,870 in Act 51 revenues and a \$175,000 transfer from Major Street Fund. It is anticipated that the FY2019 ending fund balance for the Local Street Fund will be \$316,664.

**LEAF, BRUSH AND TRASH REMOVAL**

The Leaf, Brush and Trash Removal Fund derives its revenue from a dedicated millage, approved by the voters in November, 2012 and renewed in 2016. It is recommended that the approved millage of 0.4954 be levied in FY2019 in order to keep fund at a break-even level. The 0.4954 millage levy is anticipated to generate \$93,400 in revenues. The services provided are fall leaf collection, and spring brush and trash pick-ups. The projected expenditures are \$93,662. The goal is for this Fund to have a minimal Fund Balance at the end of each fiscal year.

**LOCAL DEVELOPMENT FINANCE AUTHORITY (LDFA)**

The FY 2019 projected revenues of \$941,263 includes bond proceeds of \$500,000. The total FY 2019 expenditures of \$966,165 that includes \$97,560 in principal and interest payment on outstanding bonds, and \$500,000 in capital outlay.

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**

The FY 2019 projected revenues of \$185,109 reflects a slight increase from the FY 2018. The total FY 2019 expenditures of \$167,963 is a slight decrease in expenditures from FY2018.

**MARSHALL HOUSE FUND**

The Marshall House is a self-supporting operation that generates its revenues through Federal Section 8 Subsidy Payments and rents. FY 2019 revenues are projected to be \$881,000 and expenditures including depreciation are projected to be \$865,779 which includes \$146,500 for capital outlay. The fund is projected to have a net position of approximately \$1,585,486 at the end of FY 2019.

### **FIBER TO THE PREMISE**

The Fiber to the Premise (FTTP) is a newly created utility approved by City Council in March 2017. The projected revenues for FY2019, based on the Cost Benefit Analysis, are \$1,080,000 with expenditures projected at \$1,831,100. Capital Outlay for FY2019 is projected to be \$700,000. The Fiber to the Premise fund is expected to have positive cash flow in FY2020.

### **ELECTRIC FUND**

The Electric Fund revenues for FY 2019 are projected to be \$18,250,500. FY 2019 expenditures including depreciation and amortization are estimated at \$17,765,800, which includes system capital improvements of \$460,000. The fund is projected to have a net position of approximately \$4,776,379 at the end of FY 2019, this includes the City's investment in MSCPA.

### **DIAL-A-RIDE TRANSPORTATION FUND (DART)**

The DART Fund FY2019 budget is supported with \$183,688 of revenues from 0.9306 millage levy (increased from .4840 in FY2017), Federal and State funding of \$196,245, State Capital Assistance Grant of \$295,040, and passenger fares of \$48,000. Total FY 2019 projected revenues are estimated at \$765,915. The FY2019 projected expenditures are estimated at \$766,995.

### **WASTEWATER FUND**

The FY 2019 projected revenues of \$1,990,002 constitute an increase over the FY 2018 budget due to a 2016 rate study review. The FY 2019 projected expenditures of \$2,080,019 is a decrease of 10.1% over projected expenditures in FY 2018. The Wastewater Fund's projected net position at the end of FY2019 is \$2,522,174.

### **WATER FUND**

The FY 2019 projected revenues of \$1,884,296 is an increase of approximately 2.2% over the FY 2018 adopted budget. The FY 2019 projected expenditures of \$1,944,631 results in an estimated FY2019 ending net position of \$4,424,352.

### **DATA PROCESSING FUND**

The Data Processing Fund is an Internal Service Fund which collects revenue from the various City departments based on user rate charges for IT equipment, software, telephones, and a 5-year equipment replacement plan. FY 2019 projected revenues are \$184,790 and expenditures are \$208,116. Proposed capital outlay items total \$40,000. A decrease in net position is anticipated for the current proposed FY 2019 budget. The estimated net position at the end of FY 2019 is anticipated to be \$368,289.

**MOTOR POOL**

The Motor Pool Fund is an Internal Service Fund. The FY 2019 projected revenues of \$863,193 represents an increase of approximately 21.4% over FY 2018. FY 2019 expenditures are projected at \$821,903. Ending FY2019 net position is estimated at \$2,650,835.

**BUDGET STRATEGIES**

The City of Marshall has experienced continual declining revenue streams since the economic downturn of 2008-2009. The property values declined in FY 2010 through FY 2013. However, we are anticipating an increase in the property values utilized for the FY 2019 budget to be slightly higher, up approximately 2.1% from the prior year.

In the past few years, the City's budget has been balanced using combinations of strategies for personnel/expenditure reductions, re-organization centered on managing more efficiently with fewer resources, and higher than normal indirect costs charged to other departments. My main goal is to create a budget that is attainable and sustainable for the future. As you can see below, there is much work to be done to make our General Fund sustainable in the FY's 2020-2025.

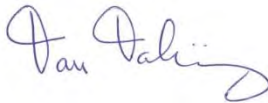
2020-21	2021-22	2022-23	2023-2024	2024-2025
PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY
6,827,271	6,871,638	6,911,751	6,952,309	6,974,966
(6,941,384)	(7,213,726)	(7,496,474)	(7,835,119)	(8,175,440)
(114,113)	(342,088)	(584,723)	(882,810)	(1,200,474)
1,738,763	1,624,650	1,282,563	697,840	(184,970)
1,624,650	1,282,563	697,840	(184,970)	(1,385,445)

## **CLOSING STATEMENT**

The development of the City's proposed annual budget is a significant task for City Administration. I appreciate the effort put forth by the Administrative Team Members that contributed towards the development of the proposed budget as it began much earlier than normal. This budget is fiscally responsible and provides the blueprint we need as a municipal operation in promoting services to our community, while at the same time being prudent about how those services are funded. Staff will continue to pursue new and creative ways to improve how we provided services for the community and create sustainability.

I look forward to working with you and our citizens through the adoption of the FY 2019 budget. I thank all the members of the staff and City Council for their hard work in preparation and consideration of this budget.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tom Tarkiewicz". The signature is written in a cursive style with a large, stylized initial "T".

Tom Tarkiewicz  
City Manager



**ADMINISTRATIVE REPORT**  
**May 21, 2018 – CITY COUNCIL MEETING**

**TO:** Honorable Mayor and City Council

**FROM:** Jon B. Bartlett, Finance Director  
Tom Tarkiewicz, City Manager

**SUBJECT:** Budget Public Hearing & Resolution to Adopt City of Marshall Budget and Related Property Tax Millage Rates for Fiscal Year 2019.

**BACKGROUND:** The budget public hearing was scheduled by Council on May 7, 2018. Attached for your review and action is the resolution for the FY 2019 Budget that totals \$36,464,242 in expenditures and is in compliance with the City Charter. This budget resolution reflects the proposed budget delivered to you on April 6, 2018, and as presented at the budget work session on April 21, 2018 and has been updated per Council's recommendations.

**RECOMMENDATION:** After hearing public comments, it is recommended that the Council adopt the attached resolution to approve the City of Marshall budget and related property tax millage rates for Fiscal Year 2019.

**FISCAL EFFECTS:** Establish budgetary amounts for the General Fund, Special Revenue funds, Enterprise funds, and Internal Service funds in the amounts set forth in the attached resolution.

**ALTERNATIVES:** As suggested by City Council.

**CITY GOAL CLASSIFICATION:**

**GOAL AREA 1 – ECONOMIC DEVELOPMENT**

**Goal Statement:** Sustain and intensity the economic vitality of the Marshall area.

**GOAL AREA 4 – INFRASTRUCTURE**

**Goal Statement:** Preserve, rehabilitate, maintain and expand city infrastructure and assets.

Respectfully Submitted,

Jon B. Bartlett  
Finance Director

Tom Tarkiewicz  
City Manager

323 W. Michigan Ave.

Marshall, MI 49068

p 269.781.5183

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cityofmarshall.com



CITY OF MARSHALL, MICHIGAN  
RESOLUTION #2018-04

**THE CITY OF MARSHALL**  
**GENERAL APPROPRIATION ACT AND TAX LEVY RESOLUTION**  
**July 1, 2018 – June 30, 2019**

THE CITY OF MARSHALL RESOLVES that the expenditures for the fiscal year, commencing July 1, 2018, and ending June 30, 2019, are hereby appropriated on a departmental and fund total basis as follows:

**GENERAL FUND REVENUES**

Taxes	\$3,647,761
Licenses and Permits	147,000
Intergovernmental Revenues	867,352
Charges for Services	103,150
Fines and Forfeits	51,800
Interest	10,000
Miscellaneous	308,502
Transfers In	1,476,857
Marshall Reg. Law Enforce.	287,079
Recreation	416,010
Farmer's Market	30,815
Airport	167,920
<b>Total Revenues</b>	<b>\$7,514,246</b>

**GENERAL FUND EXPENDITURES**

City Council	\$3,509
City Manager	172,515
Assessor	138,600
Attorney	50,000
Human Resources	86,650
Clerk	101,860
Finance/Treasurer	540,652
City Hall	76,346
Chapel	906
Other City Property	31,420
Cemetery	171,339
Non-Departmental	698,135
Police	1,823,622
Crossing Guards	12,501
Dispatch	112,500
Fire	1,149,187
Inspection	124,606
Planning/Zoning	38,545
Streets	785,606

Engineering	32,604
Compost	32,488
PSB Operations	145,443
Parks	94,522
Capital Improvements	74,500
Transfers Out	113,479
Marshall Reg. Law Enforce.	325,689
Recreation	409,867
Farmer's Market	25,570
Airport	<u>168,933</u>
<b>Total Expenditures</b>	<b>\$7,541,594</b>

Overall General Fund (including MRLEC, Recreation, Farmer's Market, and Airport) reserves shall decrease by \$27,348 based on the FY 2019 revenues and expenditures for the General Fund budget.

The City Council does hereby levy a tax of 17.1629 mills for the period of July 1, 2018, through June 30, 2019 on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the same. This tax is levied for the purpose of defraying the general expense and liability of the City of Marshall and is levied pursuant to Section 8.01, Article 8 of the Charter of the City of Marshall.

The City Council does hereby levy a tax of .4954 mills for the period of July 1, 2018, through June 30, 2019, on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the same. This tax is levied for the purpose of defraying the expense of operating the Leaf, Brush and Trash Removal Services of the City of Marshall as authorized by a vote of the citizens on November 6, 2012 (renewal vote on this millage was on November 2016 and passed).

The City Council does hereby levy a tax of .9306 mills for the period of July 1, 2018, through June 30, 2019, on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the same. This tax is levied to operate the Dial-A-Ride Transportation System in the City of Marshall as authorized by a vote of the citizens on August 5, 1975.

The City Council does hereby levy a tax of .9306 mills for the period of July 1, 2018, through June 30, 2019, on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the same. This tax is levied for the purpose of defraying the expense of operating the Recreation Department of the City of Marshall as authorized by a vote of the citizens on April 4, 1959.

The City Council does hereby levy a tax of 1.6041 mills for the period of July 1, 2018, through June 30, 2019, on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the

same in a district known as the Downtown Development District. This tax is levied for the purpose of defraying the costs of the Downtown Development Authority.

	<b>PROPOSED FY 2019</b>	<b>ACTUAL FY 2018</b>	<b>DIFFERENCE</b>
General Operating	17.1629	17.1629	0.0000
Leaf, Brush and Trash Removal Services	.4954	.5000	-0.0046
Recreation	.9306	.9393	-0.0087
Dial-A-Ride	.9306	.9393	-0.0087
Downtown Development Authority	1.6041	1.6129	-0.0088
<b>TOTAL</b>	<u>21.1236</u>	<u>21.1544</u>	<u>-0.0308</u>

The City Manager is authorized to make budgetary transfers within the appropriation centers established through this budget, and that all transfers between departments or funds may be made by the City Manager in an amount not to exceed \$20,000 per occurrence without prior Council approval pursuant to Section 19.2 of the provisions of the Michigan Uniform Accounting and Budgeting Act.

The City Council establishes the budget for the period of July 1, 2018, through June 30, 2019 for the following funds in the amounts set forth below:

**ALL FUNDS REVENUES**

General Fund	\$7,514,246
MVH-Major & Trunkline	622,080
MVH-Local	387,070
Leaf, Brush and Trash Removal	93,730
Local Development Finance	941,263
Downtown Development	185,109
Marshall House	881,000
Fiber to the Premise	1,080,000
Electric	18,250,500
Dial-a-Ride	858,471
Wastewater	1,990,001
Water	1,884,296
Data Processing	184,790
Motor Pool	<u>863,193</u>
<b>Total Revenues</b>	<b>\$35,735,749</b>

**ALL FUNDS EXPENDITURES**

General Fund	\$7,541,594
MVH-Major & Trunkline	881,984
MVH-Local	435,003
Leaf, Brush and Trash Removal	93,662
Local Development Finance	966,165
Downtown Development	167,963
Marshall House	865,778
Fiber to the Premise	1,831,100
Electric	17,765,802
Dial-a-Ride	860,522
Wastewater	2,080,019
Water	1,944,631
Data Processing	208,116
Motor Pool	821,903
<b>Total Expenditures</b>	<b>\$36,464,242</b>

Total fund reserves (not including the capitalization of assets) shall be decreased by \$728,493 based on the FY 2019 revenues and expenditures for All Funds. Fund reserves will increase by \$1,329,544 if all capital outlay is capitalized in the enterprise and internal services funds.

The City Council of the City of Marshall did give notice of the time and place when a public hearing on adoption of the budget would be held in accordance with Public Act 43 of 1963, proof of publication of the Notice of Public Hearing is now on file, and which Public Hearing was duly held pursuant to said notice and in conformity therewith. A copy of the budget proposal was on file with the City Clerk and available for public inspection for at least one week prior to adoption of the budget; and

Further, the City Council of the City of Marshall did give notice of the time and place when a public hearing would be held in conformity with the provisions of Public Act 5 of 1982 authorizing a tax rate in excess of the present authorized tax rate for General Operating, Recreation, Leaf & Brush, Dial-A-Ride and Downtown Development Authority tax levies, proof of publication of Notice of Public Hearing is now on file, and which Public Hearing was duly held pursuant to said notice and in conformity therewith; and

This Resolution shall take effect July 1, 2018.

Dated: May 21, 2018

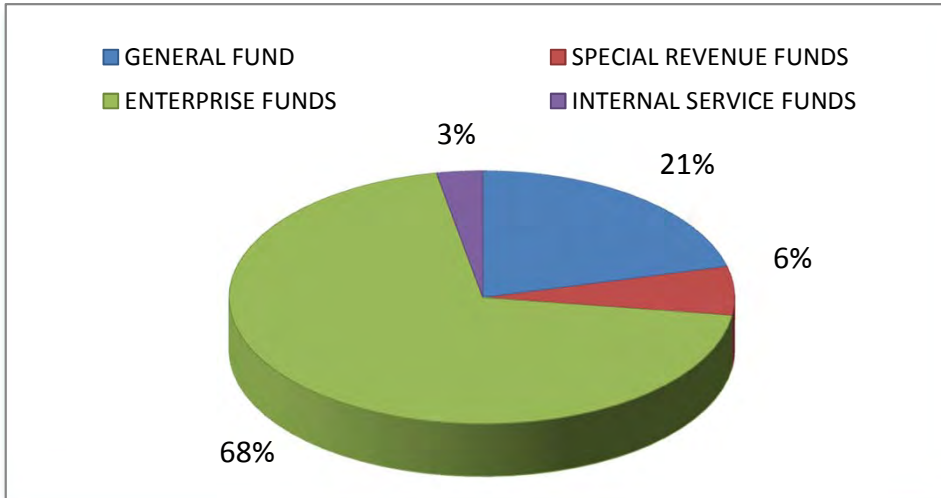
  
Trisha Nelson, City Clerk

I, Trisha Nelson, being duly sworn as the City Clerk for the City of Marshall, hereby certify that the foregoing is a true and complete copy of a Resolution adopted by the City Council, City of Marshall, County of

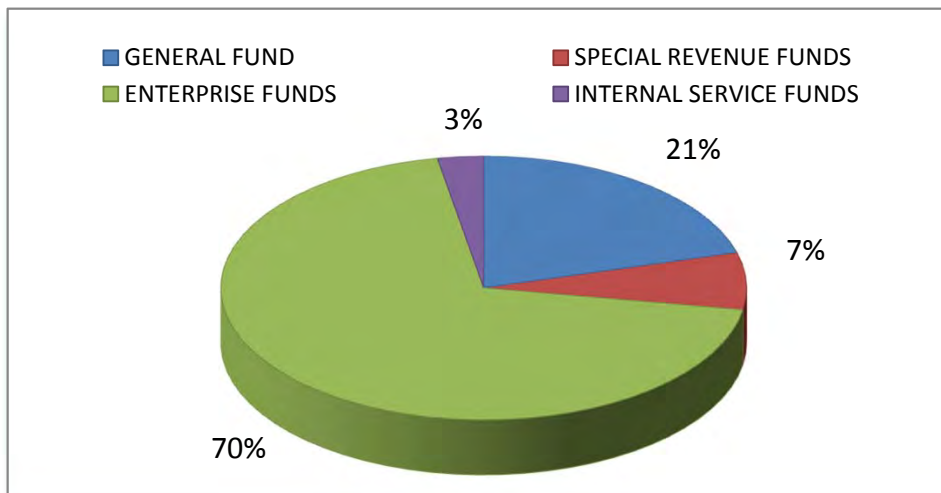
Calhoun, State of Michigan, at a regular meeting held on May 21, 2018,  
and that said meeting was conducted and that the minutes of said meeting  
were kept and will be or have been made available.

  
Trisha Nelson  
Trisha Nelson, City Clerk

FY 2019 ALL FUNDS REVENUES BY FUND		
GENERAL FUND	\$ 7,514,246	21%
SPECIAL REVENUE FUNDS	2,229,252	6%
ENTERPRISE FUNDS	24,944,268	68%
INTERNAL SERVICE FUNDS	1,047,983	3%
<b>TOTAL REVENUES</b>	<b>\$ 35,735,749</b>	<b>100%</b>



FY 2019 ALL FUNDS EXPENDITURES BY FUND		
GENERAL FUND	\$ 7,541,594	21%
SPECIAL REVENUE FUNDS	2,544,777	7%
ENTERPRISE FUNDS	25,347,852	70%
INTERNAL SERVICE FUNDS	1,030,019	3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 36,464,242</b>	<b>100%</b>



## All Funds Revenues

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected	% Change
<b>General Fund</b>						
Taxes	3,454,453	3,521,527	3,576,490	3,647,761	3,718,253	2.0%
Licenses & Permits	67,486	88,442	92,000	147,000	134,000	59.8%
Intergovernmental	842,013	886,764	861,988	867,352	867,352	0.6%
Charges for Services	97,754	96,856	99,400	103,150	103,150	3.8%
Fines & Forfeitures	54,844	65,213	51,800	51,800	51,800	0.0%
Interest	10,225	22,346	10,000	10,000	10,000	0.0%
Miscellaneous	306,435	359,255	351,928	308,502	332,602	-12.3%
Proceeds from Bonds/Notes	400,000					0.0%
Transfers In	1,045,000	1,751,419	1,516,875	1,476,857	1,485,981	-2.6%
S-Total General Fund	6,278,210	6,791,822	6,560,481	6,612,422	6,703,138	0.8%
Marshall Regional Law Enforcement Center	229,323	295,236	333,920	287,079	287,079	-14.0%
Recreation	391,207	386,484	424,826	416,010	419,772	-2.1%
Farmer's Market	26,973	27,570	27,625	30,815	30,815	11.5%
Airport	149,692	144,405	156,082	167,920	167,920	7.6%
<b>Total General Fund</b>	<b>7,075,405</b>	<b>7,645,517</b>	<b>7,502,934</b>	<b>7,514,246</b>	<b>7,608,724</b>	<b>0.2%</b>
<b>Special Revenue Funds</b>						
MVH--Major & Trunkline	558,560	573,713	570,536	622,080	584,799	9.0%
MVH--Local	296,643	361,619	435,435	387,070	292,838	-11.1%
Leaf, Brush and Trash Removal	77,648	93,722	96,084	93,730	95,691	-2.4%
Local Development Finance Authority	420,410	459,080	389,695	941,263	606,490	141.5%
Downtown Development Authority	244,069	197,856	179,774	185,109	187,594	3.0%
<b>Total Special Revenue Funds</b>	<b>1,597,330</b>	<b>1,685,990</b>	<b>1,671,524</b>	<b>2,229,252</b>	<b>1,767,412</b>	<b>33.4%</b>
<b>Enterprise Funds</b>						
Marshall House	897,211	879,830	970,500	881,000	902,013	-9.2%
Fiber to the Premise	-	-	348,400	1,080,000	1,392,360	210.0%
Electric	6,548,349	12,777,754	12,480,500	18,250,500	23,750,500	46.2%
Dial-A-Ride	432,235	533,768	681,938	858,471	549,046	25.9%
Wastewater	1,536,359	1,744,525	1,961,120	1,990,001	2,019,316	1.5%
Water	1,582,511	1,761,067	1,844,580	1,884,296	1,898,593	2.2%
<b>Total Enterprise Funds</b>	<b>10,996,665</b>	<b>17,696,944</b>	<b>18,287,038</b>	<b>24,944,268</b>	<b>30,511,828</b>	<b>36.4%</b>
<b>Internal Service Funds</b>						
Data Processing	167,398	152,675	172,621	184,790	184,790	7.0%
Motor Pool	1,098,914	602,652	711,296	863,193	854,440	21.4%
<b>Total Internal Service Funds</b>	<b>1,266,312</b>	<b>755,327</b>	<b>883,917</b>	<b>1,047,983</b>	<b>1,039,230</b>	<b>18.6%</b>
<b>Total Revenues</b>	<b>20,935,712</b>	<b>27,783,778</b>	<b>28,345,413</b>	<b>35,735,749</b>	<b>40,927,194</b>	<b>26.1%</b>

## All Funds Expenditures

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected	% Change
<b>General Fund</b>						
General Government	1,458,631	1,887,284	1,865,236	2,046,036	2,065,020	9.7%
Public Safety	2,732,611	2,787,710	3,022,960	3,097,810	3,208,166	2.5%
Public Works	1,032,758	1,006,400	1,023,961	1,022,037	1,035,171	-0.2%
Community Development	243,981	224,040	225,008	163,151	167,467	-27.5%
Parks	102,575	101,911	97,957	94,522	95,807	-3.5%
Capital Outlay	232,912	26,285	240,910	74,500	138,300	-69.1%
Transfers Out	1,253,602	615,145	112,637	113,479	122,535	0.7%
S-Total General Fund	7,057,070	6,648,775	6,588,669	6,611,535	6,832,466	0.3%
Marshall Regional Law Enforcement Center	201,207	332,010	306,112	325,689	329,252	6.4%
Recreation	423,498	393,410	423,109	409,867	422,239	-3.1%
Farmer's Market	15,113	15,406	20,599	25,570	25,743	24.1%
Airport	143,485	173,663	160,182	168,933	183,501	5.5%
<b>Total General Fund</b>	<b>7,840,373</b>	<b>7,563,264</b>	<b>7,498,671</b>	<b>7,541,594</b>	<b>7,793,201</b>	<b>0.6%</b>
<b>Special Revenue Funds</b>						
MVH--Major & Trunkline	586,555	644,493	962,831	881,984	725,049	-8.4%
MVH--Local	343,220	437,494	542,466	435,003	293,260	-19.8%
Leaf, Brush and Trash Removal	85,853	93,673	95,995	93,662	95,640	-2.4%
Local Development Finance Authority	876,436	416,396	525,345	966,165	564,885	83.9%
Downtown Development Authority	280,456	185,047	171,724	167,963	202,973	-2.2%
<b>Total Special Revenue Funds</b>	<b>2,172,520</b>	<b>1,777,103</b>	<b>2,298,361</b>	<b>2,544,777</b>	<b>1,881,807</b>	<b>10.7%</b>
<b>Enterprise Funds</b>						
Marshall House	626,969	648,734	1,399,222	865,778	848,393	-38.1%
Fiber to the Premise	-	135,729	2,389,819	1,831,100	1,023,641	-23.4%
Electric	13,287,457	14,156,490	14,282,985	17,765,802	21,890,907	24.4%
Dial-A-Ride	555,012	518,162	686,888	860,522	588,319	25.3%
Wastewater	1,807,454	1,916,703	2,314,072	2,080,019	2,587,298	-10.1%
Water	1,631,951	1,737,392	4,466,493	1,944,631	5,468,675	-56.5%
<b>Total Enterprise Funds</b>	<b>17,908,843</b>	<b>19,113,210</b>	<b>25,539,479</b>	<b>25,347,852</b>	<b>32,407,233</b>	<b>-0.8%</b>
<b>Internal Service Funds</b>						
Data Processing	137,989	146,157	181,807	208,116	170,772	14.5%
Motor Pool	665,605	734,803	1,043,182	821,903	1,071,288	-21.2%
<b>Total Internal Service Funds</b>	<b>803,594</b>	<b>880,960</b>	<b>1,224,989</b>	<b>1,030,019</b>	<b>1,242,060</b>	<b>-15.9%</b>
<b>Total Expenditures</b>	<b>28,725,330</b>	<b>29,334,537</b>	<b>36,561,500</b>	<b>36,464,242</b>	<b>43,324,301</b>	<b>-0.3%</b>
<b>Excess of Revenues Over (Under)</b>						
<b>Expenditures</b>	<b>(7,789,618)</b>	<b>(1,550,759)</b>	<b>(8,216,087)</b>	<b>(728,493)</b>	<b>(2,397,107)</b>	

Note: Totals include depreciation and capital outlay expense



**FULL-TIME EQUIVALENT (FTE) ALLOCATED POSITIONS**

	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
<b>General Fund</b>					
General Government	11.71	11.40	10.30	9.30	9.30
Public Safety	22.00	25.00	21.00	21.00	21.00
Public Works	9.01	9.95	8.55	8.55	8.55
Community Development	2.03	2.00	2.00	1.00	2.00
Parks	0.25	1.00	0.05	0.05	0.05
Marshall Regional Law Enforcement Center	0.50	0.50	0.50	0.50	0.50
Recreation	3.28	3.25	3.00	3.00	3.00
Airport	0.16	0.10	0.16	0.10	0.10
<b>Total General Fund</b>	<b>48.94</b>	<b>53.20</b>	<b>45.56</b>	<b>43.50</b>	<b>44.50</b>
<b>Special Revenue Funds</b>					
MVH--Major & Trunkline	0.00	0.00	0.00	0.00	0.00
MVH--Local	0.00	0.00	0.00	0.00	0.00
Leaf, Brush and Trash Removal	0.00	0.00	0.00	0.00	0.00
Local Development Finance Authority	0.00	0.00	0.00	0.00	0.00
Downtown Development Authority	0.00	0.00	0.00	0.00	0.00
Special Projects Fund	0.00	0.00	0.00	0.00	0.00
<b>Total Special Revenue Funds</b>	<b>0.00</b>	<b>0.00</b>	<b>0.09</b>	<b>0.00</b>	<b>0.00</b>
<b>Enterprise Funds</b>					
Marshall House	3.03	3.10	3.10	3.10	3.10
Fiber to the Premise		1.95	4.70	4.70	4.70
Electric	20.11	17.65	17.65	18.55	18.55
Dial-A-Ride	3.03	3.00	2.00	1.00	1.00
Wastewater	7.62	6.50	6.50	7.00	7.00
Water	6.91	6.25	6.15	6.00	6.00
<b>Total Enterprise Funds</b>	<b>40.70</b>	<b>38.43</b>	<b>41.59</b>	<b>40.35</b>	<b>40.35</b>
<b>Internal Service Funds</b>					
Data Processing	0.20	0.00	0.00	0.00	0.00
Motor Pool	2.43	1.40	1.15	1.15	1.15
Safety	0.00	0.00	0.00	0.00	0.00
<b>Total Internal Service Funds</b>	<b>2.63</b>	<b>1.40</b>	<b>1.60</b>	<b>1.15</b>	<b>1.15</b>
<b>TOTAL FTEs</b>	<b>92.25</b>	<b>93.03</b>	<b>88.84</b>	<b>85.00</b>	<b>86.00</b>

**Fund Balance/Net Position Summary by Fund**

	Projected Fund Balance July 1, 2018	Revenues	Expenditures*	Revenues Over/(Under) Expenditures	Projected Fund Balance June 30, 2019	Percentage Change
<b>General Fund</b>	\$ 1,904,229	\$ 6,612,422	\$ 6,611,535	\$ 887	\$ 1,905,116	0.05%
Marshall Regional Law Enforcement Center	\$ 84,234	\$ 287,079	\$ 325,689	\$ (38,610)	\$ 45,624	-45.84%
Recreation	\$ 235,421	\$ 416,010	\$ 409,867	\$ 6,143	\$ 241,564	2.61%
Farmer's Market	\$ 33,693	\$ 30,815	\$ 25,570	\$ 5,245	\$ 38,938	15.57%
Airport	\$ 3,519	\$ 167,920	\$ 168,933	\$ (1,013)	\$ 2,506	-28.79%
<b>Total General Fund (Audit Presentation)</b>	\$ 2,261,096	# \$ 7,514,246	\$ 7,541,594	\$ (27,348)	\$ 2,233,748	-1.21%
<b>Special Revenue Funds</b>						
Motor Vehicle Highway--Major & Trunkline	\$ 583,846	\$ 622,080	\$ 881,984	\$ (259,904)	\$ 323,942	-44.52%
Motor Vehicle Highway--Local	364,597	387,070	435,003	(47,933)	316,664	-13.15%
Leaf, Brush and Trash Removal	190	93,730	93,662	68	258	35.79%
<b>Total Special Revenue Funds</b>	\$ 948,633	\$ 1,102,880	\$ 1,410,649	\$ (307,769)	\$ 640,864	-32.44%
<b>Component Units</b>						
Local Development Finance Authority	\$ 1,603,460	\$ 941,263	\$ 966,165	\$ (24,902)	\$ 1,578,558	-1.55%
Downtown Development Authority	69,970	185,109	167,963	17,146	87,116	24.50%
<b>Total Component Units</b>	\$ 1,673,430	\$ 1,126,372	\$ 1,134,128	\$ (7,756)	\$ 1,665,674	-0.46%
	<b>Projected Net Position</b>				<b>Projected Net Position</b>	
<b>Enterprise Funds</b>						
Marshall House	\$ 1,423,764	\$ 881,000	\$ 719,278	\$ 161,722	\$ 1,585,486	11.36%
Fiber to the Premise	\$ (690,150)	\$ 1,080,000	\$ 1,131,100	\$ (51,100)	\$ (741,250)	7.40%
Electric	3,831,681	18,250,500	17,305,802	944,698	4,776,379	24.65%
Dial-A-Ride Transportation	53,185	858,471	565,782	292,689	345,874	550.32%
Wastewater	2,488,192	1,990,001	1,956,019	33,982	2,522,174	1.37%
Water	4,262,137	1,884,296	1,722,081	162,215	4,424,352	3.81%
<b>Total Enterprise Funds</b>	\$11,368,809	\$24,944,268	\$23,400,062	\$1,544,206	\$12,913,015	13.58%
<b>Internal Service Funds</b>						
Data Processing	\$ 351,615	\$ 184,790	\$ 168,116	\$ 16,674	\$ 368,289	4.74%
Motor Pool	2,567,533	863,193	779,891	83,302	2,650,835	3.24%
<b>Total Internal Service Funds</b>	\$2,919,148	\$ 1,047,983	\$ 948,007	\$99,976	\$3,019,124	3.42%
<b>TOTALS</b>	<b>\$ 19,171,116</b>	<b># \$ 35,735,749</b>	<b>\$ 34,434,440</b>	<b>\$ 1,301,309</b>	<b>\$ 20,472,425</b>	<b>6.79%</b>

\* Excludes Capital Outlay for Enterprise and Internal Service Funds

FUND BALANCE is when liabilities are subtracted from assets, there is a fund balance. A positive fund balance means there are more assets than liabilities; a negative fund balance means just the opposite. Fund balance can be complicated by the fact that part of the fund balance is reserved and part unreserved. The difference between reserved and unreserved is that the unreserved can potentially be authorized for future expenditures while the reserved cannot. Additionally, the fund balance is a residual and not necessarily a cash amount.

NET POSITION represents the difference between all other elements in a statement of financial position and should be displayed in three components, net investment in capital assets, restricted and unrestricted. The Unrestricted component of net position is the net amount of the assets, deferred outflow of resources, liabilities and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted component of net position.

## DEBT SUMMARY

### Statutory and Constitutional Debt Provisions:

Section 21 of Article VII of the Michigan Constitution establishes the authority, subject to statutory and constitutional limitations, for municipalities to incur debt for public purposes.

The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for public purposes, subject to limitations and prohibitions provided by this constitution or by law.

In accordance with the foregoing authority granted to the State Legislature, the Home Rule Cities Act limits the amount of debt a city may have outstanding at any time. Section 4(a) of this Act provides: "...the net indebtedness incurred for all public purpose may be as much as but shall not exceed the greater of the following:

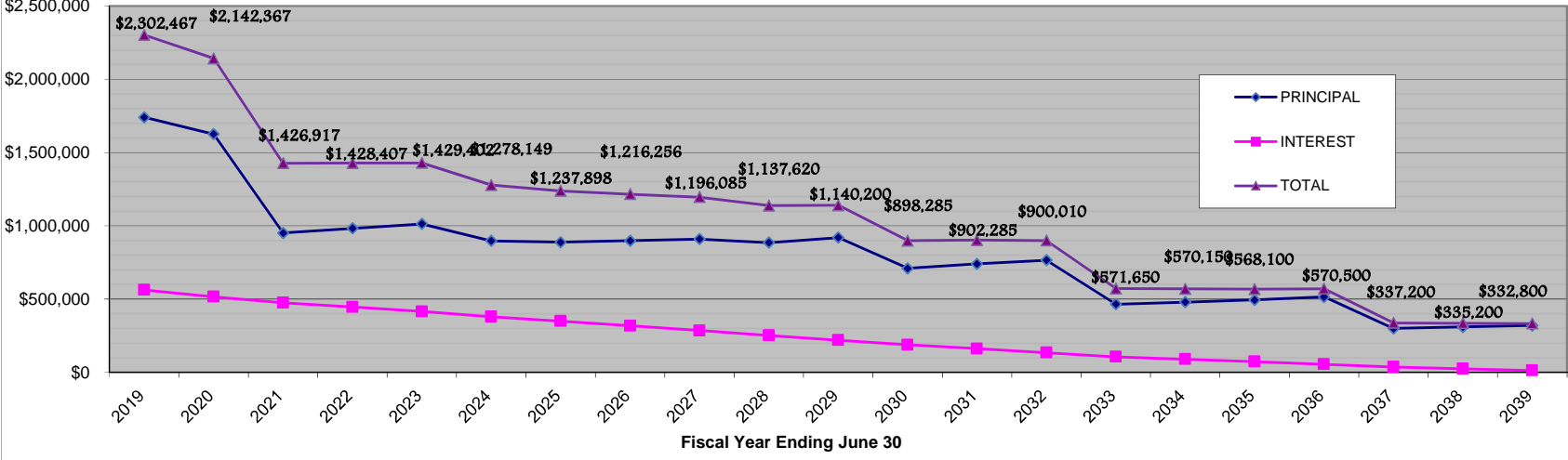
- (a) Ten percent of the assessed value of all real and personal property in the city.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction or renovation of hospital facilities."

There are also exceptions to the debt limitation permitted by the Home Rules Cities Act for other certain types of indebtedness (e.g., transportation and revenue bonds).

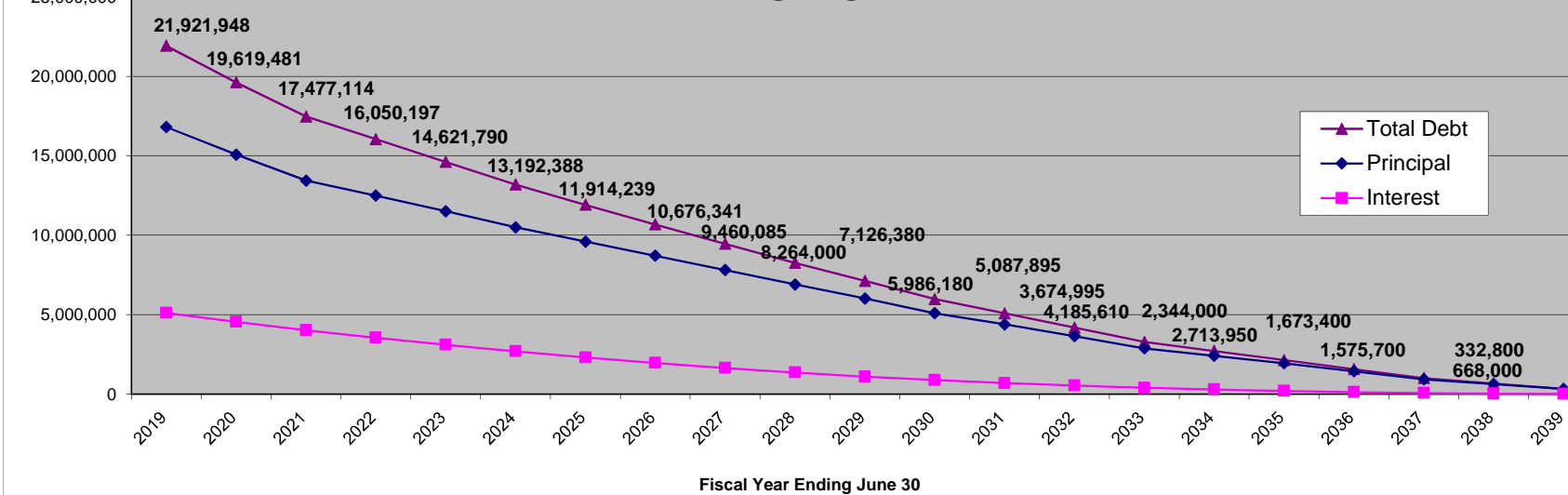
The City of Marshall City Council adopted a Debt Management Policy (February 16, 2016), intended to assure compliance with State Law and provide additional guidance as to the uses, decision making, debt planning and disclosure that the City should pursue relative to the City issuance of debt.

A summary of the City's current debt limit is depicted on the first page of the Debt Service section of the proposed budget document.

### CITY OF MARSHALL ANNUAL DEBT PAYMENTS - ALL FUNDS



### CITY OF MARSHALL OUTSTANDING DEBT - ALL FUNDS



**City of Marshall, Michigan  
Total Debt (Principal and Interest)  
Percent of Total Debt Amortized Within Ten Years**

Fiscal Year Ending June 30	Building Authority	General Fund	MVH-Major	DDA*	LDFA	Electric	Wastewater	Water	Motor Pool Installment Purchase	Total
2019	696,100	61,166	134,163	16,575	97,560	385,050	233,184	526,428	152,241	2,302,467
2020	786,100	45,073	132,063	16,125	93,780	379,850	223,146	313,989	152,241	2,142,367
2021	332,550	45,073	129,963	15,675		294,650	214,540	242,225	152,241	1,426,917
2022	332,750	45,073	132,813	15,225		289,250	215,040	246,015	152,241	1,428,407
2023	332,800	45,073	130,613			288,850	210,390	269,435	152,241	1,429,402
2024	336,000	45,073	133,276			286,450	210,740	266,610		1,278,149
2025	333,800	45,073	135,750			293,850	210,940	218,485		1,237,898
2026	336,400	23,431	133,080			290,650	210,990	221,705		1,216,256
2027	333,600		134,825			292,250	210,890	224,520		1,196,085
2028	335,600		136,000			233,450	210,640	221,930		1,137,620
2029	332,200		137,025			236,650	210,240	224,085		1,140,200
2030	333,600					234,450	214,505	115,730		898,285
2031	334,600					237,050	213,265	117,370		902,285
2032	335,200					234,250	211,765	118,795		900,010
2033	335,400					236,250				571,650
2034	335,200					234,950				570,150
2035	334,600					233,500				568,100
2036	333,600					236,900				570,500
2037	337,200									337,200
2038	335,200									335,200
2039	332,800									332,800
	<u>\$ 7,835,300</u>	<u>\$ 355,035</u>	<u>\$ 1,469,571</u>	<u>\$ 63,600</u>	<u>\$ 191,340</u>	<u>\$ 4,918,300</u>	<u>\$ 3,000,275</u>	<u>\$ 3,327,322</u>	<u>\$ 761,205</u>	<u>\$ 21,921,948</u>

Percent Amortized Within Ten Years	Building Authority	General Fund	MVH-Major	DDA*	LDFA	Electric	Wastewater	Water	Motor Pool Installment Purchase	Total
	48.75%	100.00%	81.42%	100.00%	100.00%	56.95%	64.66%	76.02%	100.00%	62.30%

\*Does not include parking structure lease payments

**Legal Debt Margin:**

Pursuant to the statutory and constitutional debt provisions, the following table reflects the amount of additional debt the City may legally incur as of June 30, 2017.

Debt Limit (1)		\$ 24,595,190
Debt Outstanding	\$ 21,921,948	
Less: Exempt Debt	<u>\$ 3,664,923</u>	<u>\$ 18,257,025</u>
Legal Debt Margin		<u>\$ 6,338,165</u>

(1) 10% of \$245,951,900 which is the City's Total SEV as of June 30, 2017 including the SEV of property granted tax abatement under Act 198.

**City of Marshall  
Summary of Existing Debt - All Funds  
(by Issue Date)**

Fiscal Year	ISSUE: 7				ISSUE: 9				ISSUE: 34			
	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (9/1)	RATE	INTEREST (3/1 & 9/1)	TOTAL
2019	\$215,000	2.00%	\$8,400	\$223,400	\$200,000	4.00%	\$8,000	\$208,000	\$90,000	2.00%	\$3,500	\$93,500
2020	\$205,000	2.00%	\$4,100	\$209,100					\$85,000	2.00%	\$1,700	\$86,700
2021												
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	<u>\$420,000</u>		<u>\$12,500</u>	<u>\$432,500</u>	<u>\$200,000</u>		<u>\$8,000</u>	<u>\$208,000</u>	<u>\$175,000</u>		<u>\$5,200</u>	<u>\$180,200</u>

**City of Marshall  
Summary of Existing Debt - All Funds  
(by Issue Date)**

Fiscal Year	ISSUE: 20				ISSUE: 21				ISSUE: 22			
	AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Hanover Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Mulberry Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Aquifer Study & Well DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591			
Ending June 30	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2019	\$15,000	2.00%	\$2,779	\$17,779	\$10,000	2.00%	\$1,852	\$11,852	\$5,000	2.00%	\$926	\$5,926
2020	\$15,000	2.00%	\$2,875	\$17,875	\$10,000	2.00%	\$1,917	\$11,917	\$5,000	2.00%	\$958	\$5,958
2021	\$15,000	3.00%	\$2,575	\$17,575	\$10,000	3.00%	\$1,717	\$11,717	\$5,000	3.00%	\$858	\$5,858
2022	\$15,000	3.00%	\$2,125	\$17,125	\$15,000	3.00%	\$1,417	\$16,417	\$5,000	3.00%	\$708	\$5,708
2023	\$20,000	4.00%	\$1,600	\$21,600	\$15,000	4.00%	\$1,067	\$16,067	\$10,000	4.00%	\$533	\$10,533
2024	\$20,000	4.00%	\$800	\$20,800	\$15,000	4.00%	\$533	\$15,533	\$10,000	4.00%	\$267	\$10,267
2025												
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	<u>\$100,000</u>		<u>\$12,754</u>	<u>\$112,754</u>	<u>\$75,000</u>		<u>\$8,503</u>	<u>\$83,503</u>	<u>\$40,000</u>		<u>\$4,250</u>	<u>\$0</u>

**City of Marshall  
Summary of Existing Debt - All Funds  
(by Issue Date)**

Fiscal Year	ISSUE: 25				ISSUE: 26				ISSUE: 27			
	AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Downtown Alley Reconstruction DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100% Fund 101				AUTH: Act 31 CUSIP: 572435 TYPE: AUTH PURPOSE: Refunding Bonds, 2005 DATED: June 16, 2005 CALLABLE: 4/1/15 @ 100% Fund 369				AUTH: Act 281 CUSIP: 572457 TYPE: LDFA (LT) PURPOSE: Local Development Bonds, 2005 DATED: August 16, 2005 CALLABLE: 4/1/15 @ 100% Fund 296			
Ending June 30	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2019	\$15,000	2.00%	\$1,093	\$16,093	\$345,000	2.00%	\$15,800	\$360,800	\$90,000	4.20%	\$7,560	\$97,560
2020					\$445,000	2.00%	\$8,900	\$453,900	\$90,000	4.20%	\$3,780	\$93,780
2021												
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2038												
2039												
	<u>\$15,000</u>		<u>\$1,093</u>	<u>\$16,093</u>	<u>\$790,000</u>		<u>\$24,700</u>	<u>\$814,700</u>	<u>\$180,000</u>		<u>\$11,340</u>	<u>\$191,340</u>



**City of Marshall  
Summary of Existing Debt - All Funds  
(by Issue Date)**

Fiscal Year	ISSUE: 28				ISSUE: 29				ISSUE: 30			
	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (2/7)	RATE	INTEREST (2/7)	TOTAL
Ending June 30												
2019	\$40,000	2.00%	\$14,200	\$54,200	\$60,000	4.00%	43,180	\$103,180	\$127,319		\$24,922	\$152,241
2020	\$45,000	2.00%	\$13,400	\$58,400	\$65,000	4.00%	40,360	\$105,360	\$131,954		\$20,287	\$152,241
2021	\$45,000	3.00%	\$12,500	\$57,500	\$70,000	4.00%	37,240	\$107,240	\$136,757		\$15,484	\$152,241
2022	\$45,000	3.00%	\$11,150	\$56,150	\$70,000	4.00%	33,880	\$103,880	\$141,735		\$10,506	\$152,241
2023	\$45,000	4.00%	\$9,800	\$54,800	\$75,000	4.00%	30,450	\$105,450	\$146,894		\$5,347	\$152,241
2024	\$45,000	4.00%	\$8,000	\$53,000	\$75,000	4.00%	26,775	\$101,775				
2025	\$50,000	4.00%	\$6,200	\$56,200	\$80,000	4.00%	22,950	\$102,950				
2026	\$50,000	4.00%	\$4,200	\$54,200	\$85,000	4.00%	18,870	\$103,870				
2027	\$55,000	4.00%	\$2,200	\$57,200	\$90,000	4.00%	14,535	\$104,535				
2028					\$95,000	4.00%	9,945	\$104,945				
2029					\$100,000	4.00%	5,100	\$105,100				
2030												
2031												
2032												
2033												
2034												
2035												
2036												
2037												
2038												
2039												
	<u>\$420,000</u>		<u>\$81,650</u>	<u>\$501,650</u>	<u>\$865,000</u>		<u>\$283,285</u>	<u>\$1,148,285</u>	<u>\$684,659</u>		<u>\$76,546</u>	<u>\$761,205</u>

**City of Marshall  
Summary of Existing Debt - All Funds  
(by Issue Date)**

Fiscal Year  Ending June 30	ISSUE: 31 AUTH: 31 CUSIP: 349 TYPE: Installment Purchase Agreement PURPOSE: Motor Pool Equipment DATED: 2018 CALLABLE: In Process Fund 661				ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: DDA (LT) PURPOSE: DDA - Parking Lots DATED: September 5, 2012 CALLABLE: Fund 298				ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Sewer System Improvements DATED: September 5, 2012 CALLABLE: Fund 590			
	PRINCIPAL (11/1)	RATE	INTEREST (11/1)	TOTAL	PRINCIPAL (6/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (6/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2019					\$15,000	3.00%	\$1,575	\$16,575	\$20,000	3.00%	\$65,740	\$85,740
2020					\$15,000	3.00%	\$1,125	\$16,125	\$20,000	3.00%	\$65,140	\$85,140
2021					\$15,000	3.00%	\$675	\$15,675	\$150,000	3.00%	\$64,540	\$214,540
2022					\$15,000	3.00%	\$225	\$15,225	\$155,000	3.00%	\$60,040	\$215,040
2023									\$155,000	3.00%	\$55,390	\$210,390
2024									\$160,000	3.00%	\$50,740	\$210,740
2025									\$165,000	3.00%	\$45,940	\$210,940
2026									\$170,000	3.00%	\$40,990	\$210,990
2027									\$175,000	3.00%	\$35,890	\$210,890
2028									\$180,000	3.00%	\$30,640	\$210,640
2029									\$185,000	3.10%	\$25,240	\$210,240
2030									\$195,000	3.20%	\$19,505	\$214,505
2031									\$200,000	3.25%	\$13,265	\$213,265
2032									\$205,000	3.30%	\$6,765	\$211,765
2033												
2034												
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2036												
2037												
2038												
2039												
	<u>\$0</u>		<u>\$0</u>	<u>\$0</u>	<u>\$60,000</u>		<u>\$3,600</u>	<u>\$63,600</u>	<u>\$2,135,000</u>		<u>\$579,825</u>	<u>\$2,714,825</u>

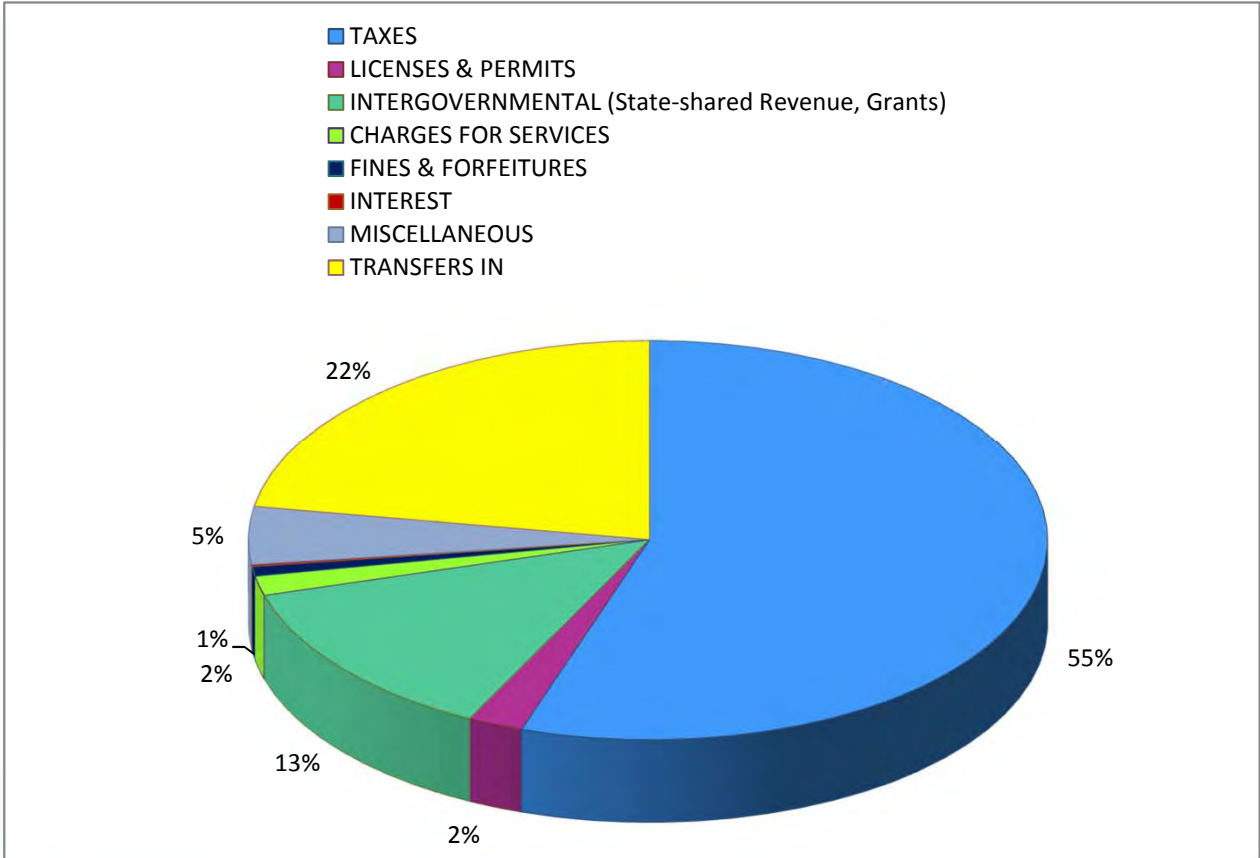
**City of Marshall  
Summary of Existing Debt - All Funds  
(by Issue Date)**

Fiscal Year	ISSUE: 32				ISSUE: 33				ISSUE: 34			
	Fund 591				Fund 202				Fund 202			
Ending June 30	PRINCIPAL (6/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2019	\$65,000	3.00%	\$38,735	\$103,735	\$105,000	2.00%	\$29,163	\$134,163	\$155,000	2.00%	\$180,300	\$335,300
2020	\$65,000	3.00%	\$36,785	\$101,785	\$105,000	2.00%	\$27,063	\$132,063	\$155,000	2.00%	\$177,200	\$332,200
2021	\$65,000	3.00%	\$34,835	\$99,835	\$105,000	2.00%	\$24,963	\$129,963	\$160,000	3.00%	\$172,550	\$332,550
2022	\$70,000	3.00%	\$32,885	\$102,885	\$110,000	2.00%	\$22,813	\$132,813	\$165,000	3.00%	\$167,750	\$332,750
2023	\$85,000	3.00%	\$30,785	\$115,785	\$110,000	2.00%	\$20,613	\$130,613	\$170,000	3.00%	\$162,800	\$332,800
2024	\$90,000	3.00%	\$28,235	\$118,235	\$115,000	2.15%	\$18,276	\$133,276	\$180,000	4.00%	\$156,000	\$336,000
2025	\$90,000	3.00%	\$25,535	\$115,535	\$120,000	2.15%	\$15,750	\$135,750	\$185,000	4.00%	\$148,800	\$333,800
2026	\$95,000	3.00%	\$22,835	\$117,835	\$120,000	2.30%	\$13,080	\$133,080	\$195,000	4.00%	\$141,400	\$336,400
2027	\$100,000	3.00%	\$19,985	\$119,985	\$125,000	3.00%	\$9,825	\$134,825	\$200,000	4.00%	\$133,600	\$333,600
2028	\$100,000	3.00%	\$16,985	\$116,985	\$130,000	3.00%	\$6,000	\$136,000	\$210,000	4.00%	\$125,600	\$335,600
2029	\$105,000	3.10%	\$13,985	\$118,985	\$135,000	3.00%	\$2,025	\$137,025	\$215,000	4.00%	\$117,200	\$332,200
2030	\$105,000	3.20%	\$10,730	\$115,730					\$225,000	4.00%	\$108,600	\$333,600
2031	\$110,000	3.25%	\$7,370	\$117,370					\$235,000	4.00%	\$99,600	\$334,600
2032	\$115,000	3.30%	\$3,795	\$118,795					\$245,000	4.00%	\$90,200	\$335,200
2033									\$255,000	4.00%	\$80,400	\$335,400
2034									\$265,000	4.00%	\$70,200	\$335,200
2035									\$275,000	4.00%	\$59,600	\$334,600
2036									\$285,000	4.00%	\$48,600	\$333,600
2037									\$300,000	4.00%	\$37,200	\$337,200
2038									\$310,000	4.00%	\$25,200	\$335,200
2039									\$320,000	4.00%	\$12,800	\$332,800
	<u>\$1,260,000</u>		<u>\$323,480</u>	<u>\$1,583,480</u>	<u>\$1,280,000</u>		<u>\$189,571</u>	<u>\$1,469,571</u>	<u>\$4,705,000</u>		<u>\$2,315,600</u>	<u>\$7,020,600</u>

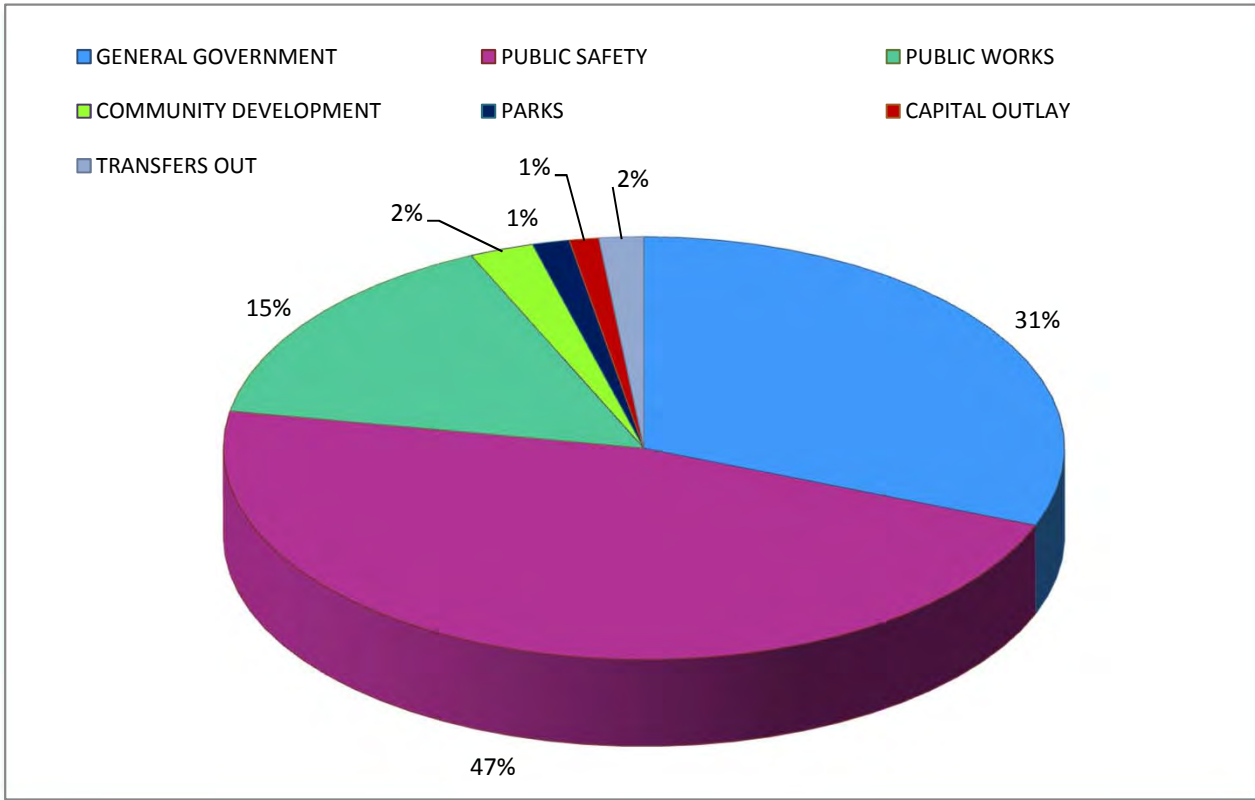
**City of Marshall  
Summary of Existing Debt - All Funds  
(by Issue Date)**

Fiscal Year	ISSUE: 35				ISSUE: 36				Total Existing Debt		
	PRINCIPAL 1/1 & 7/1	RATE	INTEREST 1/1 & 7/1	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
Ending June 30											
2019	\$38,001	2.36%	\$7,072	\$45,073	\$130,000	2.00%	\$107,350	\$237,350	\$1,740,320	\$562,147	\$2,302,467
2020	\$38,904	2.36%	\$6,169	\$45,073	\$130,000	2.00%	\$104,750	\$234,750	\$1,625,858	\$516,509	\$2,142,367
2021	\$39,813	2.36%	\$5,260	\$45,073	\$135,000	3.00%	\$102,150	\$237,150	\$951,570	\$475,347	\$1,426,917
2022	\$40,775	2.36%	\$4,298	\$45,073	\$135,000	3.00%	\$98,100	\$233,100	\$982,510	\$445,897	\$1,428,407
2023	\$41,744	2.36%	\$3,329	\$45,073	\$140,000	4.00%	\$94,050	\$234,050	\$1,013,638	\$415,764	\$1,429,402
2024	\$42,736	2.36%	\$2,337	\$45,073	\$145,000	4.00%	\$88,450	\$233,450	\$897,736	\$380,413	\$1,278,149
2025	\$43,747	2.36%	\$1,326	\$45,073	\$155,000	4.00%	\$82,650	\$237,650	\$888,747	\$349,151	\$1,237,898
2026	\$23,159	2.36%	\$272	\$23,431	\$160,000	4.00%	\$76,450	\$236,450	\$898,159	\$318,097	\$1,216,256
2027					\$165,000	4.00%	\$70,050	\$235,050	\$910,000	\$286,085	\$1,196,085
2028					\$170,000	4.00%	\$63,450	\$233,450	\$885,000	\$252,620	\$1,137,620
2029					\$180,000	4.00%	\$56,650	\$236,650	\$920,000	\$220,200	\$1,140,200
2030					\$185,000	4.00%	\$49,450	\$234,450	\$710,000	\$188,285	\$898,285
2031					\$195,000	4.00%	\$42,050	\$237,050	\$740,000	\$162,285	\$902,285
2032					\$200,000	4.00%	\$34,250	\$234,250	\$765,000	\$135,010	\$900,010
2033					\$210,000	3.00%	\$26,250	\$236,250	\$465,000	\$106,650	\$571,650
2034					\$215,000	3.00%	\$19,950	\$234,950	\$480,000	\$90,150	\$570,150
2035					\$220,000	3.00%	\$13,500	\$233,500	\$495,000	\$73,100	\$568,100
2036					\$230,000	3.00%	\$6,900	\$236,900	\$515,000	\$55,500	\$570,500
2037									\$300,000	\$37,200	\$337,200
2038									\$310,000	\$25,200	\$335,200
2039									\$320,000	\$12,800	\$332,800
	<u>\$308,879</u>		<u>\$30,063</u>	<u>\$338,942</u>	<u>\$3,100,000</u>		<u>\$1,136,450</u>	<u>\$4,236,450</u>	<u>\$16,813,538</u>	<u>\$5,108,410</u>	<u>\$21,921,948</u>

FY 2019 GENERAL FUND REVENUES		
TAXES	\$ 3,647,761	55%
LICENSES & PERMITS	147,000	2%
INTERGOVERNMENTAL (State-shared Revenue, Grants)	867,352	13%
CHARGES FOR SERVICES	103,150	2%
FINES & FORFEITURES	51,800	1%
INTEREST	10,000	0%
MISCELLANEOUS	308,502	5%
TRANSFERS IN	1,476,857	22%
<b>TOTAL REVENUES</b>	<b>\$ 6,612,422</b>	<b>100%</b>



FY 2019 GENERAL FUND EXPENDITURES		
GENERAL GOVERNMENT	\$ 2,046,036	31%
PUBLIC SAFETY	3,097,810	47%
PUBLIC WORKS	1,022,037	15%
COMMUNITY DEVELOPMENT	163,151	2%
PARKS	94,522	1%
CAPITAL OUTLAY	74,500	1%
TRANSFERS OUT	113,479	2%
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,611,535</b>	<b>100%</b>



**City of Marshall  
Summary of General Fund Debt**

Fiscal Year	ISSUE: 25 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Downtown Alley Reconstruction DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Refunded July 20, 2016 Fund 101-441 Streets Dept.				ISSUE: 35 AUTH: CUSIP: N/A TYPE: Installment Purchase Agreement PURPOSE: Fire Department Pumper DATED: July 9, 2015 CALLABLE: Matures 07-09-2025 Fund 101				<b>Total General Fund Debt</b>		
	Ending June 30	PRINCIPAL (4/1)	RATE	INTEREST (4/1) & (10/1)	TOTAL	PRINCIPAL (11/1)	RATE	INTEREST (11/1)	TOTAL	PRINCIPAL	INTEREST
2019	\$15,000	2.00%	\$1,093	\$16,093	\$38,001	2.36%	\$7,072	\$45,073	\$53,001	\$8,165	\$61,166
2020					\$39,813	2.36%	\$5,260	\$45,073	\$39,813	\$5,260	\$45,073
2021					\$40,775	2.36%	\$4,298	\$45,073	\$40,775	\$4,298	\$45,073
2022					\$41,744	2.36%	\$3,329	\$45,073	\$41,744	\$3,329	\$45,073
2023					\$42,736	2.36%	\$2,337	\$45,073	\$42,736	\$2,337	\$45,073
2024					\$43,747	2.36%	\$1,326	\$45,073	\$43,747	\$1,326	\$45,073
2025					\$23,159	2.36%	\$272	\$23,431	\$23,159	\$272	\$23,431
	<u>\$15,000</u>		<u>\$1,093</u>	<u>\$16,093</u>	<u>\$308,879</u>		<u>\$30,063</u>	<u>\$338,942</u>	<u>\$323,879</u>	<u>\$31,156</u>	<u>\$355,035</u>

## General Fund Revenues

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected	% Change
<b>Taxes</b>						
Current Property Taxes	3,300,045	3,190,587	3,276,843	3,345,657	3,410,613	2.1%
Property Taxes - Prior Years	(4,392)	376	375	375	375	0.0%
Tax Collection Fee	125,088	118,684	117,000	119,457	124,993	2.1%
Delinquent Personal Property Taxes	6,267	9,955	6,000	6,000	6,000	0.0%
Local Comm Stabilization Share Tax	-	175,615	149,272	149,272	149,272	0.0%
Penalties & Interest on Taxes	27,445	26,310	27,000	27,000	27,000	0.0%
<b>Total Taxes</b>	<b>3,454,453</b>	<b>3,521,527</b>	<b>3,576,490</b>	<b>3,647,761</b>	<b>3,718,253</b>	<b>2.0%</b>
<b>Licenses &amp; Permits</b>						
General (Bicycle, Amusement Device, Other)	2,300	1,041	2,000	2,000	2,000	0.0%
Building, Mechanical, Plumbing, Electrical, etc.	65,186	87,401	90,000	145,000	132,000	61.1%
<b>Total Licenses &amp; Permits</b>	<b>67,486</b>	<b>88,442</b>	<b>92,000</b>	<b>147,000</b>	<b>134,000</b>	<b>59.8%</b>
<b>Intergovernmental</b>						
State Grant	3,936	2,541	-	-	-	0.0%
Federal Grants	3,009	23,406	-	-	-	0.0%
Local Units	131,469	127,831	145,000	145,000	145,000	0.0%
Liquor License Refund	8,433	8,731	8,500	8,500	8,500	0.0%
Sales Tax (Revenue Sharing)	647,700	678,605	662,636	668,000	668,000	0.8%
Contract Revenue - Albion Assessing	47,466	45,650	45,852	45,852	45,852	0.0%
<b>Total Intergovernmental</b>	<b>842,013</b>	<b>886,764</b>	<b>861,988</b>	<b>867,352</b>	<b>867,352</b>	<b>0.6%</b>
<b>Charges for Services</b>						
Charges for Services - Fees	6,761	5,188	10,150	10,150	10,150	0.0%
Charges for Services - FOIA	99	27	-	-	-	0.0%
Charges for Services - Planning and Zoning	3,437	875	500	500	500	0.0%
Charges for Services - Compost			3,750	7,500	7,500	100.0%
Charges for Services - Sales	38,587	41,369	39,000	39,000	39,000	0.0%
Charges for Services - Cemetery	600	650	1,000	1,000	1,000	0.0%
Rents	48,270	48,747	45,000	45,000	45,000	0.0%
<b>Total Charges for Services</b>	<b>97,754</b>	<b>96,856</b>	<b>99,400</b>	<b>103,150</b>	<b>103,150</b>	<b>3.8%</b>
<b>Fines &amp; Forfeits</b>						
Civil Infractions	440	877	300	300	300	0.0%
Charges for Services - Parking Violations	1,964	1,729	1,500	1,500	1,500	0.0%
District Court Ordinance Fines	52,440	62,607	50,000	50,000	50,000	0.0%
<b>Total Fines &amp; Forfeits</b>	<b>54,844</b>	<b>65,213</b>	<b>51,800</b>	<b>51,800</b>	<b>51,800</b>	<b>0.0%</b>
<b>Interest</b>	<b>10,225</b>	<b>22,346</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0.0%</b>
<b>Miscellaneous</b>						
Miscellaneous	220,923	179,463	286,928	243,502	267,602	-15.1%
Cable Commissions	67,812	65,794	65,000	65,000	65,000	0.0%
Reimbursement	17,700	32,393	-	-	-	0.0%
Proceeds from Bonds/Notes	400,000					0.0%
Sale of Fixed Assets	-	81,605	-	-	-	0.0%
<b>Total Miscellaneous</b>	<b>706,435</b>	<b>359,255</b>	<b>351,928</b>	<b>308,502</b>	<b>332,602</b>	<b>-12.3%</b>
<b>Transfers In</b>						
Contributions-DDA & LDFA	-	-	-	-	-	
Contributions-Other Funds	1,045,000	1,751,419	1,516,875	1,476,857	1,485,981	-2.6%
<b>Total Transfers In</b>	<b>1,045,000</b>	<b>1,751,419</b>	<b>1,516,875</b>	<b>1,476,857</b>	<b>1,485,981</b>	<b>-2.6%</b>
<b>Total General Fund Only</b>	<b>6,278,210</b>	<b>6,791,822</b>	<b>6,560,481</b>	<b>6,612,422</b>	<b>6,703,138</b>	<b>0.8%</b>
<b>Marshall Regional Law Enforcement</b>	<b>229,323</b>	<b>295,236</b>	<b>333,920</b>	<b>287,079</b>	<b>287,079</b>	<b>-14.0%</b>
<b>Recreation</b>	<b>391,207</b>	<b>386,484</b>	<b>424,826</b>	<b>416,010</b>	<b>419,772</b>	<b>-2.1%</b>
<b>Farmer's Market</b>	<b>26,973</b>	<b>27,570</b>	<b>27,625</b>	<b>30,815</b>	<b>30,815</b>	<b>11.5%</b>
<b>Airport</b>	<b>149,692</b>	<b>144,405</b>	<b>156,082</b>	<b>167,920</b>	<b>167,920</b>	<b>7.6%</b>
<b>Total General Fund Revenues</b>	<b>7,075,405</b>	<b>7,645,517</b>	<b>7,502,934</b>	<b>7,514,246</b>	<b>7,608,724</b>	<b>0.2%</b>



## General Fund Expenditures

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected	% Change
<b>General Government</b>						
City Council	3,275	3,566	3,507	3,509	3,512	0.1%
City Manager	150,978	192,861	168,444	172,515	179,475	2.4%
Assessor	154,053	155,392	159,439	138,600	141,998	-13.1%
City Attorney	49,142	65,165	50,000	50,000	50,000	0.0%
Human Resources	64,612	88,391	84,154	86,650	91,091	3.0%
Clerk	48,940	103,535	96,266	101,860	101,609	5.8%
Finance/Treasurer	246,208	514,522	499,482	540,652	539,276	8.2%
City Hall	77,527	73,462	72,224	76,346	77,891	5.7%
Chapel	-	372	900	906	916	0.7%
Other City Property	26,938	29,333	29,300	31,420	31,420	7.2%
Non-Departmental	517,549	521,517	572,089	698,135	721,218	22.0%
PSB Operations	119,409	139,168	129,431	145,443	126,614	12.4%
<b>Total General Government</b>	<b>1,458,631</b>	<b>1,887,284</b>	<b>1,865,236</b>	<b>2,046,036</b>	<b>2,065,020</b>	<b>9.7%</b>
<b>Public Safety</b>						
Police	1,685,958	1,636,311	1,768,230	1,823,622	1,890,832	3.1%
Crossing Guards	10,668	11,356	11,791	12,501	12,749	6.0%
Dispatch	109,967	108,635	112,500	112,500	112,500	0.0%
Fire	926,018	1,031,408	1,130,439	1,149,187	1,192,085	1.7%
<b>Total Public Safety</b>	<b>2,732,611</b>	<b>2,787,710</b>	<b>3,022,960</b>	<b>3,097,810</b>	<b>3,208,166</b>	<b>2.5%</b>
<b>Public Works</b>						
Cemetery	204,895	180,996	179,442	171,339	174,133	-4.5%
Streets	738,781	704,887	776,272	785,606	794,831	1.2%
Engineering	44,378	43,756	36,310	32,604	33,382	-10.2%
Compost	44,704	76,761	31,937	32,488	32,825	1.7%
<b>Total Public Works</b>	<b>1,032,758</b>	<b>1,006,400</b>	<b>1,023,961</b>	<b>1,022,037</b>	<b>1,035,171</b>	<b>-0.2%</b>
<b>Community Development</b>						
Building Inspection - Code Enforcement	124,025	135,384	142,181	124,606	128,285	-12.4%
Planning & Zoning	119,956	88,656	82,827	38,545	39,182	-53.5%
<b>Total Community Development</b>	<b>243,981</b>	<b>224,040</b>	<b>225,008</b>	<b>163,151</b>	<b>167,467</b>	<b>-27.5%</b>
<b>Parks</b>						
Parks	102,575	101,911	97,957	94,522	95,807	-3.5%
<b>Total Parks</b>	<b>102,575</b>	<b>101,911</b>	<b>97,957</b>	<b>94,522</b>	<b>95,807</b>	<b>-3.5%</b>
<b>Capital Outlay</b>						
Capital Improvements	232,912	26,285	240,910	74,500	138,300	-69.1%
<b>Total Capital Outlay</b>	<b>232,912</b>	<b>26,285</b>	<b>240,910</b>	<b>74,500</b>	<b>138,300</b>	<b>-69.1%</b>
<b>Transfers Out</b>	<b>1,253,602</b>	<b>615,145</b>	<b>112,637</b>	<b>113,479</b>	<b>122,535</b>	<b>0.7%</b>
<b>Total General Fund Only</b>	<b>7,057,070</b>	<b>6,648,775</b>	<b>6,588,669</b>	<b>6,611,535</b>	<b>6,832,466</b>	<b>0.3%</b>
<b>Marshall Regional Law Enforcement</b>	<b>201,207</b>	<b>332,010</b>	<b>306,112</b>	<b>325,689</b>	<b>329,252</b>	<b>6.4%</b>
<b>Recreation</b>	<b>423,498</b>	<b>393,410</b>	<b>423,109</b>	<b>409,867</b>	<b>422,239</b>	<b>-3.1%</b>
<b>Farmer's Market</b>	<b>15,113</b>	<b>15,406</b>	<b>20,599</b>	<b>25,570</b>	<b>25,743</b>	<b>24.1%</b>
<b>Airport</b>	<b>143,485</b>	<b>173,663</b>	<b>160,182</b>	<b>168,933</b>	<b>183,501</b>	<b>5.5%</b>
<b>Total General Fund Operating Expenditures</b>	<b>7,840,373</b>	<b>7,563,264</b>	<b>7,498,671</b>	<b>7,541,594</b>	<b>7,793,201</b>	<b>0.6%</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(764,968)</b>	<b>82,253</b>	<b>4,263</b>	<b>(27,348)</b>	<b>(184,477)</b>	

# City of Marshall

## GENERAL FUND

### Summary of Revenue

	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
101-000-402.00	3,300,045	3,190,587	3,276,843	3,345,657	3,410,613
101-000-404.00	(4,392)	376	375	375	375
101-000-405.00	125,088	118,684	117,000	119,457	124,993
101-000-420.00	6,267	9,955	6,000	6,000	6,000
101-000-441.00		175,615	149,272	149,272	149,272
101-000-445.00	27,445	26,310	27,000	27,000	27,000
101-000-451.00	2,300	1,041	2,000	2,000	2,000
101-000-451.01	65,186	87,401	90,000	145,000	132,000
101-000-452.00	67,812	65,794	65,000	65,000	65,000
101-000-505.00	3,009	23,406			
101-000-540.00	3,936	2,541			
101-000-543.00	8,433	8,731	8,500	8,500	8,500
101-000-574.00	535,064	565,969	550,000	550,000	550,000
101-000-574.01	112,636	112,636	112,636	118,000	118,000
101-000-588.00	131,469	127,831	145,000	145,000	145,000
101-000-588-10			143,000		
101-000-601.00	80	40	150	150	150
101-000-607.00	6,681	5,148	10,000	10,000	10,000
101-000-607.01	99	27			
101-000-607.02	3,437	875	500	500	500
101-000-626.00			3,750	7,500	7,500
101-000-627.06	47,466	45,650	45,852	45,852	45,852
101-000-642.00	38,587	41,369	39,000	39,000	39,000
101-000-642.01	600	650	1,000	1,000	1,000
101-000-658.00	1,964	1,729	1,500	1,500	1,500
101-000-659.00	52,440	62,607	50,000	50,000	50,000
101-000-659.01	440	877	300	300	300
101-000-665.00	10,225	22,346	10,000	10,000	10,000
101-000-667.00	48,270	48,747	45,000	45,000	45,000
101-000-669.00		1,200			
101-000-671.00	104,723	139,027	104,723	116,723	116,723
101-000-675.00	115,711	39,205	39,205	126,779	150,879
101-000-676.00	17,700	32,393			
101-000-681.00		5,605			
101-000-693.00		76,000			
101-000-694.00	489	31			
101-000-698.00	400,000				
101-000-699.00	1,045,000	1,751,419	1,516,875	1,476,857	1,485,981
<b>General Fund Revenue - Total</b>	<b>6,278,210</b>	<b>6,791,822</b>	<b>6,560,481</b>	<b>6,612,422</b>	<b>6,703,138</b>

<b>GENERAL FUND</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Summary of Dept Totals</b>						
<b>Expenditures</b>						
101-101	City Council - Expenditures:	3,275	3,566	3,507	3,509	3,512
101-172	City Manager - Expenditures:	150,978	192,861	168,444	172,515	179,475
101-209	Assessor - Expenditures:	154,053	155,392	159,439	138,600	141,998
101-210	City Attorney - Expenditures:	49,142	65,165	50,000	50,000	50,000
101-226	Human Resources - Expenditures:	64,612	88,391	84,154	86,650	91,091
101-250	Clerk - Expenditures:	48,940	103,535	96,266	101,860	101,609
101-260	Finance/Treasurer - Expenditures:	246,208	514,522	499,482	540,652	539,276
101-265	City Hall - Expenditures:	77,527	73,462	72,224	76,346	77,891
101-266	Chapel - Expenditures:		372	900	906	916
101-269	Other City Property - Expenditures:	26,938	29,333	29,300	31,420	31,420
101-276	Cemetery - Expenditures:	204,895	180,996	179,442	171,339	174,133
101-294	Non-Departmental - Expenditures:	1,771,151	1,136,662	684,726	811,614	843,753
101-301	Police - Expenditures:	1,685,958	1,636,311	1,768,230	1,823,622	1,890,832
101-316	Crossing Guards - Expenditures:	10,668	11,356	11,791	12,501	12,749
101-325	Dispatch - Expenditures:	109,967	108,635	112,500	112,500	112,500
101-336	Fire - Expenditures:	926,018	1,031,408	1,130,439	1,149,187	1,192,085
101-371	Inspections - Expenditures:	124,025	135,384	142,181	124,606	128,285
101-410	Planning & Zoning - Expenditures:	119,356	88,656	82,827	38,545	39,182
101-441	Streets - Expenditures:	738,781	704,887	776,272	785,606	794,831
101-442	Compost - Expenditures:	44,704	76,761	31,937	32,488	32,825
101-447	Engineering - Expenditures:	44,378	43,756	36,310	32,604	33,382
101-540	PSB Operations - Expenditures:	119,409	139,168	129,431	145,443	126,614
101-729	Community Develop - Expenditures:	600				
101-774	Parks - Expenditures:	102,575	101,911	97,957	94,522	95,807
101-900	Capital Improvement - Expenditures:	232,912	26,285	240,910	74,500	138,300
	<b>General Fund Expenditures Total:</b>	<b>7,057,070</b>	<b>6,648,775</b>	<b>6,588,669</b>	<b>6,611,535</b>	<b>6,832,466</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(778,860)</b>	<b>143,047</b>	<b>(28,188)</b>	<b>887</b>	<b>(129,328)</b>

<b>ALLOCATED POSITIONS: GENERAL FUND</b>		
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**CITY MANAGER**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
City Manager	0.70	1.00	1.00	1.00	1.00
Asst. City Manager	0.50	0.10	0.00	0.00	0.00
Clerk	0.25	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.45</b>	<b>1.10</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**ASSESSOR**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Assessor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>

**HUMAN RESOURCES**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Human Resources Coordinator	0.80	1.00	1.00	1.00	1.00
<b>Total</b>	<b>0.80</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**CLERK**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Clerk	0.50	0.50	1.00	1.00	1.00
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**FINANCE/TREASURER**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Finance Director	1.00	1.00	1.00	1.00	1.00
Treasurer	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00
Accountant-Utility Billing-Payroll-Accounts Payable	3.00	3.00	3.00	3.00	3.00
Receptionist/Cashier	1.00	1.00	0.00	0.00	0.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**CITY HALL**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Facilities Manager	0.20	0.10	0.10	0.10	0.10
<b>Total</b>	<b>0.20</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

**CEMETERY**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
DPW Superintendent	0.25	0.25	0.25	0.25	0.25
Administrative Assistant	0.05	0.05	0.00	0.00	0.00
Receptionist	0.00	0.00	0.00	0.00	0.00
Equipment Operator	0.91	0.80	0.00	0.00	0.00
<b>Total</b>	<b>1.21</b>	<b>1.10</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

**POLICE**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Public Safety	0.50	0.50	0.50	0.50	0.50
Deputy Police Chief	1.00	1.00	1.00	1.00	1.00
Lieutenant	1.00	1.00	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00	3.00	3.00
Patrolman	9.00	11.00	8.00	8.00	8.00
<b>Total</b>	<b>14.50</b>	<b>16.50</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>

**FIRE**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Public Safety	0.50	0.50	0.50	0.50	0.50
Deputy Fire Chief	1.00	1.00	0.00	0.00	0.00
Assistant Chief	3.00	3.00	3.00	3.00	3.00
Lieutenant	3.00	4.00	4.00	4.00	4.00
<b>Total</b>	<b>7.50</b>	<b>8.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>

**INSPECTION**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Community Services	0.35	0.25	0.25	0.00	0.25
Building Inspector	0.00	1.00	1.00	1.00	1.00
Receptionist	0.05	0.05	0.00	0.00	0.00
<b>Total</b>	<b>0.40</b>	<b>1.30</b>	<b>1.25</b>	<b>1.00</b>	<b>1.25</b>

**PLANNING & ZONING**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Community Services	0.58	0.65	0.75	0.00	0.75
Building	1.00	0.00	0.00	0.00	0.00
Receptionist	0.05	0.05	0.00	0.00	0.00
<b>Total</b>	<b>1.63</b>	<b>0.70</b>	<b>0.75</b>	<b>0.00</b>	<b>0.75</b>

**STREETS**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Public Services	0.25	0.35	0.35	0.35	0.35
DPW Superintendent	0.50	0.55	0.55	0.55	0.55
Facilities Manager	0.05	0.05	0.05	0.05	0.05
GIS Specialist	0.25	0.00	0.00	0.00	0.00
Receptionist	0.25	0.25	0.00	0.00	0.00
DPW Supervisor	0.76	0.80	0.00	0.00	0.00
Equipment Operator	5.64	6.20	7.00	7.00	7.00
<b>Total</b>	<b>7.70</b>	<b>8.20</b>	<b>7.95</b>	<b>7.95</b>	<b>7.95</b>

**ENGINEERING**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Public Services	0.05	0.10	0.10	0.10	0.10
GIS Specialist		0.50	0.25	0.25	0.25
Receptionist	0.05	0.05	0.00	0.00	0.00
<b>Total</b>	<b>0.10</b>	<b>0.65</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>

**PSB OPERATIONS**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
DPW Superintendent	0.05	0.00	0.00	0.00	0.00
Facilities Manager	0.20	0.20	0.20	0.20	0.20
Equipment Operator	0.01	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.26</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>

**PARKS**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
DPW Superintendent	0.05	0.05	0.05	0.05	0.05
Environmental Specialist	0.00	0.45	0.00	0.00	0.00
Equipment Operator	0.20	0.50	0.00	0.00	0.00
<b>Total</b>	<b>0.25</b>	<b>1.00</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>

<b>TOTAL GENERAL FUND FTE's</b>	<b>45.00</b>	<b>49.35</b>	<b>41.90</b>	<b>39.90</b>	<b>40.90</b>
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## CITY COUNCIL

Article II of the City Charter dictates the composition, qualifications, terms, compensation, powers, and prohibitions of the City Council. The City Charter can be found at the City's website [www.cityofmarshall.com/council](http://www.cityofmarshall.com/council).

The City Council is comprised of the Mayor and six Councilmembers. Five of the Councilmembers are nominated from their Ward and the sixth member is from At-Large. Councilmembers are elected for four year terms. The Mayor is elected every two years. The current members of the City Council are:

- Mayor Jack Reed (term expires December 31, 2018)
- Councilmember At Large Joe Caron (term expires December 31, 2020)
- Councilmember First Ward Kari Schurig (term expires December 31, 2018)
- Councilmember Second Ward Nick Metzger (term expires December 31, 2020)
- Councilmember Third Ward Brent Williams (term expires December 31, 2018)
- Councilmember Fourth Ward Michael McNeil (term expires December 31, 2020)
- Councilmember Fifth Ward Robert Costa (term expires December 31, 2018)

City Charter Section 2.04 states that the Mayor shall receive an annual salary of \$500 and the Councilmembers receive a \$300 annual salary. The Council's general powers and duties are described in the City Charter Section 2.05.

**City of Marshall**

<b>CITY COUNCIL</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-101-703.00	Part-time Salaries	2,300	2,300	2,300	2,300	2,300
101-101-715.00	Social Security	176	176	176	176	176
101-101-721.00	Workers Compensation	0	124	124	124	124
101-101-740.00	Operating Supplies	120	193	122	124	124
101-101-810.00	Dues & Memberships	285	285	285	285	285
101-101-860.00	Transportation & Travel	94	398	375	375	375
101-101-958.00	Education & Training	300	90	125	125	125
	<b>City Council - Expenditures:</b>	<b>3,275</b>	<b>3,566</b>	<b>3,507</b>	<b>3,509</b>	<b>3,509</b>



## **CITY MANAGER**

Section 2.11 of the City Charter allows the appointment of a City Manager. Section 3.02 of the City Charter designates the City Manager as the Chief Administrative Officer of the City. The Manager is appointed by and responsible to the City Council for the administration of all affairs delegated to the Manager by the City Charter and Council. The Manager serves for indefinite term by a two-thirds vote of the entire Council. Tom Tarkiewicz assumed the duties of City Manager on March 13, 2009.

The major responsibilities of the City Manager include:

- Providing recommendations to the City Council concerning policy making.
- Directs the four City Directors to assure the policies of the City Council and the provisions of the City Charter are executed.
- Recommend and implement the goals established by the City Council.
- Implementation of the City budget and capital improvement program.

Currently, the City Manager is a member of the following Boards and Committees:

- Downtown Development Authority
- Local Development Finance Authority
- Michigan South Central Power Agency
- Michigan Municipal Electric Association
- Michigan Municipal League – Transportation Legislative Committee
- Marshall Community Foundation
- Marshall Area Economic Development Alliance

## City of Marshall

<b>CITY MANAGER</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-172-702.00	Payroll	99,584	122,501	115,845	118,162	120,525
101-172-702.01	Other Fringe Benefits-taxable	1,435	1,620	1,500	1,500	1,500
101-172-715.00	Social Security	7,562	9,397	8,862	9,154	9,337
101-172-716.00	Hospitalization	17,011	17,667	17,745	16,294	18,249
101-172-717.00	Life Insurance	835	371	411	411	411
101-172-718.00	Retirement	15,611	34,098	16,165	19,120	21,577
101-172-721.00	Workers Compensation	306	391	392	392	392
101-172-727.00	Office Supplies	51	61	77	70	71
101-172-810.00	Dues & Memberships	2,149	1,287	1,270	1,300	1,300
101-172-850.00	Communications	707	719	0	0	0
101-172-860.00	Transportation & Travel	899	402	600	500	500
101-172-941.00	Motor Pool Equip Rental	2,015	1,335	2,000	1,755	1,755
101-172-941.01	Data Processing	2,254	2,557	3,457	3,457	3,457
101-172-958.00	Education & Training	559	455	120	400	400
<b>City Manager - Expenditures:</b>		<b>150,978</b>	<b>192,861</b>	<b>168,444</b>	<b>172,515</b>	<b>179,474</b>

## **ASSESSING DEPARTMENT**

The Assessing Department is responsible for establishing assessed values of all taxable property for the equitable distribution of the property tax burden in accordance with Michigan's General Property Tax Act and various other applicable State statutes. Additionally, it is critical to the success of this department to continue to provide excellent customer service in person and by providing accessibility to accurate property information through the online assessing database.

### **Goals:**

To annually identify and inventory all property within the city and determine value based on the requirements of the General Property tax Act.

To annually provide the property owners of Marshall with fair and equitable assessments.

To accurately and timely process all property transfer information in compliance with applicable State laws.

To provide administrative oversight to the Land Division Ordinance and processing of all splits and combinations.

To meet and/or exceed all State tax Commission requirements.

To process Special Acts requests (Industrial Facilities Exemptions, Obsolete Property Rehabilitation, etc.)

To prepare the warrant for the collection of property taxes.

## City of Marshall

<b>ASSESSOR</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Expenditures</b>						
101-209-702.00	Payroll	81,363	89,893	90,000	57,868	59,025
101-209-702.01	Other Fringe Benefits-taxable	0	0	0	0	0
101-209-703.00	Part-Time Salaries	2,685	0	0	31,200	31,200
101-209-704.00	Overtime Salaries	108	0	0	0	0
101-209-715.00	Social Security	5,960	6,307	6,885	6,814	6,950
101-209-716.00	Hospitalization	31,180	31,170	31,945	15,200	17,024
101-209-717.00	Life Insurance	281	161	172	132	132
101-209-718.10	Retirement - D/C	13,924	8,833	9,000	5,787	5,903
101-209-721.00	Workers Compensation	272	362	362	362	362
101-209-727.00	Office Supplies	1,483	816	1,479	1,509	1,539
101-209-740.00	Operating Supplies	378	451	500	510	520
101-209-801.00	Professional Services	0	0	0	0	0
101-209-810.00	Dues & Memberships	475	405	400	400	400
101-209-820.00	Contracted Services	5,365	5,477	6,120	6,242	6,367
101-209-850.00	Communications	1,635	1,679	975	975	975
101-209-860.00	Transportation & Travel	2,805	2,010	2,200	2,200	2,200
101-209-901.00	Advertising	426	0	0	244	244
101-209-941.00	Motor Pool Equip Rental	325	653	1,500	1,256	1,256
101-209-941.01	Data Processing	5,135	5,200	6,111	6,111	6,111
101-209-958.00	Education & Training	253	1,975	1,790	1,790	1,790
<b>Assessor - Expenditures:</b>		<b>154,053</b>	<b>155,392</b>	<b>159,439</b>	<b>138,600</b>	<b>141,998</b>

## **CITY ATTORNEY**

The City Attorney is recommended by the Mayor and approved by the Council. This appointment occurs in May following each regular City election by the City Council for a two year term. This appointment is required by the City Charter Section 2.10 (b).

James Dyer has served as the City Attorney since 2016. The City Attorney is assisted by other counsel, John Brundage and John Sullivan. Labor Attorney Doug Callander of Miller-Canfield is consulted on labor issues.

Legal fees which are related to an Enterprise Fund are charged to the appropriate fund. Legal costs will increase as more economic development occurs for the preparation of development agreements, reviewing professional service contracts and sale of City owned properties.

<b>City of Marshall</b>						
<b>CITY ATTORNEY</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-210-801.00	Professional Services	49,142	65,165	50,000	50,000	50,000
	<b>City Attorney - Expenditures:</b>	<b>49,142</b>	<b>65,165</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

## **HUMAN RESOURCES**

It is the mission of the Human Resources Department to service the overall personnel needs of the City by hiring and retaining qualified personnel to assist with the implementation of City Council's Strategic Goals. This includes administering personnel policies, ensuring the City is in compliance with State and Federal laws, marketing of vacant positions, approval for Family/Medical Leave, administering CDL compliance, and monitoring the employee benefits package.

The Human Resources Coordinator is responsible for most of the HR related duties. Labor negotiations, a large component of the human resources, is handled directly by the City Manager, with the Human Resources Coordinator assisting as staff support for record keeping, conducting surveys, and statistical analysis.

Directors and Department Heads, with support from the Human Resources Coordinator, take a very active role in managing the day-to-day HR functions of their respective Departments. This team approach to personnel management works well.

The City offers its employees a market competitive wage and a solid benefit package including health, dental, optical, and life insurance, paid vacation, paid sick leave, twelve paid holidays, and a retirement plan through the Municipal Employees' Retirement System. Optional items include short and long-term disability insurance, additional life insurance, and a 457 investment plan. Depending on the employee's work responsibilities, full uniforms may be furnished.

## City of Marshall

<b>HUMAN RESOURCES</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-226-702.00	Payroll	37,628	47,615	47,615	48,390	49,358
101-226-702.01	Other Fringe Benefits-taxable	1,200	1,500	1,500	1,500	1,500
101-226-715.00	Social Security	2,625	3,329	3,643	3,817	3,893
101-226-716.00	Hospitalization	12,708	19,072	19,455	19,775	22,148
101-226-717.00	Life Insurance	162	118	127	127	127
101-226-718.00	Retirement	6,009	13,010	6,620	7,830	8,836
101-226-721.00	Workers Compensation	129	185	185	185	185
101-226-727.00	Office Supplies	564	313	306	312	318
101-226-740.00	Operating Supplies	72	0	51	52	53
101-226-801.00	Professional Services	194	150	500	510	520
101-226-810.00	Dues & Memberships	100	100	100	100	100
101-226-820.00	Contracted Services	70	14	15	15	16
101-226-850.00	Communications	707	719	0	0	0
101-226-860.00	Transportation & Travel	0	0	100	100	100
101-226-901.00	Advertising	474	302	1,000	1,000	1,000
101-226-941.00	Motor Pool Equip Rental	0	0	0	0	0
101-226-941.01	Data Processing	1,757	1,874	2,687	2,687	2,687
101-226-958.00	Education & Training	213	90	250	250	250
	<b>Human Resources - Expenditures:</b>	<b>64,612</b>	<b>88,391</b>	<b>84,154</b>	<b>86,650</b>	<b>91,091</b>



## **CITY CLERK**

The City Clerk, in accordance with Section 2.10 of the Marshall City Charter, shall hold office by virtue of appointment by the City Manager. Trisha Nelson was appointed as City Clerk on December 3, 2012. The City Clerk's office is located on the second floor of City Hall and the hours of operation are Monday – Friday 8:00 a.m. to 5:00 p.m.

The Clerk's office participates in almost every aspect of communication for and by the City. This includes Council minutes, notice for Council public hearings and other various boards, administering oaths, ordinance review/codification, and signing of official bonds, contracts or agreements. The Clerk also acts as custodian of all official papers, documents and records pertaining to the City of Marshall.

The City Clerk oversees all elections held in the City of Marshall, working in coordination of the Calhoun County Clerk. Elections in Marshall are run with honesty and integrity and are in compliance with all federal, state, and local laws.

<b>City of Marshall</b>						
<b>CLERK</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-250-702.00	Payroll	22,814	45,665	45,670	46,408	47,336
101-250-702.01	Other Fringe Benefits-taxable	550	1,200	1,300	1,400	1,500
101-250-703.00	Part-Time Salaries		1,345	3,000	4,000	1,000
101-250-715.00	Social Security	1,689	3,356	3,494	3,564	3,736
101-250-716.00	Hospitalization	8,510	18,814	19,455	19,775	22,148
101-250-717.00	Life Insurance	100	113	125	125	125
101-250-718.00	Retirement	4,059	12,477	6,350	7,510	8,475
101-250-721.00	Workers Compensation	134	179	180	180	180
101-250-727.00	Office Supplies	125	162	306	312	318
101-250-801.00	Professional Services	291	0	3,000	3,060	3,121
101-250-810.00	Dues & Memberships	240	245	245	245	245
101-250-820.00	Contracted Services	994	1,426	1,394	1,422	1,450
101-250-830.00	Elections	3,222	12,441	3,000	5,000	3,000
101-250-850.00	Communications	707	719	0	0	0
101-250-860.00	Transportation & Travel	0	0	150	150	150
101-250-901.00	Advertising	4,407	4,019	5,610	5,722	5,837
101-250-941.01	Data Processing	1,098	1,374	2,687	2,687	2,687
101-250-958.00	Education & Training	0	0	300	300	300
	<b>Clerk - Expenditures:</b>	<b>48,940</b>	<b>103,535</b>	<b>96,266</b>	<b>101,860</b>	<b>101,608</b>

## **FINANCE - TREASURER**

The Finance Department is responsible for all tax collection, cash receipting, utility billing, budgeting, payments, payroll, assessing, purchasing and all other financial transactions involving City funds.

### **TREASURER**

The City Treasurer is appointed by the City Manager pursuant to Section 2.10 of the Marshall City Charter. The current City Treasurer, William Dopp, was appointed by council and began employment on April 4, 2016. The Treasurer serves as general accountant for the City and is responsible for all of the accounting, audit preparation, and the accounting of all fixed assets. Treasurer is also responsible for the cash receipting of all revenue of the City, depositing such funds, and reconciling all bank accounts.

The City Treasurer is responsible for creating the summer and winter tax rolls, printing and mailing tax bills, collection of all tax revenue, distribution of tax revenue to other taxing jurisdictions, and turning over to the County Treasurer all delinquent real property taxes for collection. In 2017, nearly 7000 tax bills were printed and mailed to taxpayers totaling \$11,781,050.

Council Goals: To assure accurate, fair and timely tax collections to support City operations and assure support for economic development activities.

### **PURCHASING**

The purchasing function involves the procurement of materials, supplies, equipment, and services at the lowest possible cost consistent with the quality needed to meet the required standards. In an effort to create uniformity and cost savings, the City is continuing to reorganize from de-centralized purchasing to centralize purchasing. A purchasing policy has been developed based off of the City Ordinance and Charter to outline methods for executing purchases, define authority, and establish guidelines for the City. A purchasing website has been created to feature current proposals out for bid as well as a place for prospective vendors to register with the City.

Council Goals: To support City operations in providing quality goods and services in a timely manner at the most competitive prices. This effort will assure that the City will have the necessary material to support the Council's goals and activities.

## City of Marshall

<b>FINANCE/TREASURER</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Expenditures</b>						
101-260-702.00	Payroll	137,594	285,715	275,985	281,505	287,135
101-260-702.01	Other Fringe Benefits-taxable	2,060	2,900	3,100	3,300	2,000
101-260-703.00	Part-time Salaries				23,500	23,970
101-260-715.00	Social Security	10,369	20,474	21,113	23,585	23,953
101-260-716.00	Hospitalization	22,236	111,350	105,595	111,049	124,375
101-260-717.00	Life Insurance	334	466	476	436	436
101-260-718.00	Retirement - D/B	16,354	48,791	15,946	18,850	21,272
101-260-718-10	Retirement - D/C			16,170	16,500	16,830
101-260-721.00	Workers Compensation	865	54	595	595	595
101-260-727.00	Office Supplies	10,334	5,730	7,140	7,283	7,428
101-260-727.02	Postage and Shipping	14,221	8,000	8,000	8,160	8,323
101-260-740.00	Operating Supplies	280	271	306	312	318
101-260-755.00	Miscellaneous Supplies	34	0	0	0	0
101-260-801.00	Professional Services	7,772	7,884	7,548	8,000	8,160
101-260-803.00	Service Fee	20	0	0	0	0
101-260-810.00	Dues & Memberships	1,171	428	500	500	500
101-260-820.00	Contracted Services	12	75	765	780	796
101-260-850.00	Communications	10,601	10,314	10,256	10,256	10,256
101-260-860.00	Transportation & Travel	1,196	566	500	500	500
101-260-901.00	Advertising	271	100	275	275	275
101-260-930.00	Equipment Maintenance	125	129	150	153	156
101-260-941.00	Motor Pool Equip Rental	432	192	250	300	300
101-260-941.01	Data Processing	7,556	9,386	22,312	22,312	22,312
101-260-958.00	Education & Training	2,371	1,697	2,500	2,500	2,500
	<b>Finance/Treasurer - Expenditures:</b>	<b>246,208</b>	<b>514,522</b>	<b>499,482</b>	<b>540,651</b>	<b>562,390</b>

# CITY HALL

## **Description of Services:**

Located at 323 W. Michigan Ave. the City Hall Building began as a Livery Stable in 1856 and after many diverse uses was purchased by the City and converted to a Town Hall in 1930. City Hall currently houses multiple city departments; City Administration, Treasurer, Assessing, Engineering, Finance, as well as, the Marshall Area Economic Development Authority (MAEDA). This building is largely customer service related while also hosting the City Council Meetings, Planning and Zoning Meetings and providing information for visitors to Marshall within the MAEDA Offices. General maintenance and operations are overseen by the Facility Manager with oversight of the Director of Public Services.

## **Objectives:**

City Hall while primarily the center for management and customer service for the city is an important historic structure within Marshall's Historic District which is considered one of the nation's largest architecturally significant National Historic Landmark Districts with over 850 buildings. Maintaining the historic nature of the building while providing modern day services can be a challenge and continues to align with the City's Visioning Goal for a vibrant community atmosphere and preservation of our infrastructure.

## **Measures:**

This building has been remodeled in the recent past to accommodate new office spaces following the Fire and Police Departments moving to new buildings. Last year, by use of a grant, many of the mechanical systems were updated to newer energy efficient units providing the city with savings on operational costs. In the near future, as funds are programmed, other mechanical units will be updated and accessibility improvements will be planned such as adding mechanical door openers, etc.

## **Issues:**

City Hall is a General Fund budget center and with shrinking revenues and increasing costs, capital improvement projects are slow to be programmed. These projects are incrementally being implemented and we are looking to secure grants for these upgrades.

## City of Marshall

CITY HALL		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
<b>Expenditures</b>						
101-265-702.00	Payroll	2,783	3,734	3,732	3,807	3,883
101-265-703.00	Part-time Salaries	14,768	14,781	14,985	17,365	17,712
101-265-704.00	Overtime Salaries	410	0	0	0	0
101-265-715.00	Social Security	1,368	1,408	1,432	1,620	1,652
101-265-716.00	Hospitalization	393	606	626	675	756
101-265-717.00	Life Insurance	4	4	4	4	4
101-265-718.10	Retirement - D/C	275	373	374	381	389
101-265-721.00	Workers Compensation	0	141	142	142	142
101-265-776.00	Building Maintenance Supplies	4,832	3,545	4,080	4,000	4,080
101-265-820.00	Contracted Services	7,462	5,243	9,510	7,000	7,140
101-265-825.00	Insurance	0	5,006	5,006	5,106	5,208
101-265-850.00	Communications	29	0	0	0	0
101-265-921.00	Utilities - Gas	3,447	3,320	3,000	2,500	2,550
101-265-922.00	Utilities-Elec, Water, Sewer	16,616	17,941	16,000	19,750	20,145
101-265-930.00	Equipment Maintenance	1,485	1,395	2,000	3,200	3,264
101-265-931.00	Maintenance of Building	18,744	11,508	8,200	8,500	8,670
101-265-941.00	Motor Pool Equip Rental	824	972	1,150	313	313
101-265-941.01	Data Processing	4,087	3,485	1,983	1,983	1,983
	<b>City Hall - Expenditures:</b>	<b>77,527</b>	<b>73,462</b>	<b>72,224</b>	<b>76,346</b>	<b>77,891</b>

## **CHAPEL BUILDING**

### **Description of Services:**

The Chapel Building is a beautiful and historic structure located on Homer Road in front of Oakridge Cemetery. In 1993, the building was remodeled to house the Utilities Director and Public Works Superintendent. In 2000, the Assessing Department relocated to the building when the Utilities Director moved to the new Public Services Building. In 2005, the building became vacant until 2013 when the Marshall Community Foundation and the Marshall United Way established their offices in the building. The budget has minimal expenses related to maintenance costs and the City's Facilities Manager oversees minor maintenance activities at the building.

### **Objectives:**

Maintaining this historic structure is in line with the City's Vision by focusing on an improved Infrastructure. This will preserve, rehabilitate and expand the city infrastructure and assets.

### **Challenges:**

Plans should be developed for a Sinking Fund for future maintenance.

<b>City of Marshall</b>						
<b>CHAPEL</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-266-820.00	Contracted Services	0	46	190	190	194
101-266-825.00	Insurance	0	309	310	316	323
101-266-931.00	Maintenance of Building	0	17	400	400	400
<b>Chapel - Expenditures:</b>		<b>0</b>	<b>372</b>	<b>900</b>	<b>906</b>	<b>917</b>



## **OTHER CITY PROPERTY**

Over the years, the City has acquired various parcels of property outside of the City of Marshall city limits. The property taxes for these parcels, as well as other City property, are paid out of this department.

<b>City of Marshall</b>						
<b>OTHER CITY PROPERTY</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-269-811.00	Taxes	26,750	29,301	29,300	31,420	31,420
101-266-931.00	Maintenance of Building	188	32	0	0	0
<b>Other City Property - Expenditures:</b>		<b>26,938</b>	<b>29,333</b>	<b>29,300</b>	<b>31,420</b>	<b>31,420</b>

# Cemetery

## **Description:**

Originally developed in 1839 the Oakridge Cemetery property is 65 acres in size and composed of four developed sections. Oakridge Cemetery has approximately 11,000 burials and is one of the oldest operating cemeteries in Michigan. Oakridge Cemetery is linked to the Underground Railroad through the Crosswhite Family interred in the New Ground Section of the Cemetery. The Marshall Library has information regarding the Crosswhites.

## **Objectives:**

Approximately 80 burials take place at Oakridge Cemetery each year. Interments take place Monday – Saturday. There are no burials on Sundays and some holidays. The seven members of the Department of Public Works are responsible for cemetery operation. Seasonal employees help with the daily mowing, trimming, and pruning required to keep Oakridge Cemetery beautiful.

The City is dedicated to operating and maintaining Oakridge Cemetery at a level that reflects the communities pride in its historic cemetery.

## **Challenges:**

Fees were raised in 2017 to help offset operational costs but the Cemetery budget continues to be subsidized by the general fund. Expansion of the cemetery will need to begin in the next ten years as the spaces available for purchase are dwindling. This will require a capital expenditure to begin drawing the plans for expansion of land that the city owns east of the existing boundaries.

<b>City of Marshall</b>						
<b>CEMETERY</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-276-702.00	Payroll	25,953	23,814	16,421	15,273	15,578
101-276-702.01	Other Fringe Benefits-taxable	1,639	769	1,290	175	200
101-276-702.41	Payroll - Mowing/Trimming	9,899	2,268	9,000	2,500	2,550
101-276-702.51	Payroll - Open/Close Grave	11,946	12,872	11,000	13,000	13,260
101-276-702.52	Payroll - Decorations	992	1,929	1,300	2,000	2,040
101-276-702.53	Payroll - Foundations	9,341	5,623	9,200	10,000	10,200
101-276-703.00	Part-time Salaries	38,438	41,519	47,650	48,603	49,575
101-276-704.00	Overtime Salaries	746	472	800	816	832
101-276-704.41	Overtime - Mowing/Trimming	64	261	150	153	156
101-276-704.51	Overtime - Open/Close Grave	3,663	2,553	3,500	3,737	3,812
101-276-704.52	Overtime-Decorations	16	0	0	0	0
101-276-715.00	Social Security	7,491	6,958	7,662	7,364	7,513
101-276-716.00	Hospitalization	20,487	17,456	360	356	399
101-276-717.00	Life Insurance	263	96	33	33	33
101-276-718.00	Retirement - D/B	10,540	6,851	10,797	2,475	2,793
101-276-718.10	Retirement - D/C	0	0	0	3,225	3,290
101-276-720.00	Unemployment	601	0	0	0	0
101-276-721.00	Workers Compensation	1,890	485	491	491	491
101-276-727.00	Office Supplies	0	0	0	0	0
101-276-740.00	Operating Supplies	8,189	5,851	7,500	6,635	6,768
101-276-741.00	Uniforms	375	282	400	300	300
101-276-760.00	Medical Services	92	32	100	0	0
101-276-761.00	Safety Supplies	0	0	150	0	0
101-276-775.00	Repair & Maintenance Supplies	674	979	1,900	1,900	1,938
101-276-777.00	Minor Tools	722	773	800	800	800
101-276-820.00	Contracted Services	3,729	2,610	4,500	4,500	4,590
101-276-825.00	Insurance	0	282	340	400	408
101-276-901.00	Advertising	241	133	300	200	200
101-276-922.00	Utilities-Elec, Water, Sewer	160	122	200	250	250
101-276-930.00	Equipment Maintenance	0	0	250	255	260
101-276-941.00	Motor Pool Equip Rental	45,953	45,053	42,500	45,050	45,050
101-276-941.01	Data Processing	791	953	848	848	848
<b>Cemetery - Expenditures:</b>		<b>204,895</b>	<b>180,996</b>	<b>179,442</b>	<b>171,339</b>	<b>174,134</b>

## **NON-DEPARTMENTAL**

Non-departmental expenses do not fit into any specific department.

Many projects supported by the City are included in this area: our general membership fees for the Michigan Municipal League, (MML) and MML Defense Fund, property and liability insurance, retiree healthcare, retirement and bond payments transferred to the Building Authority Debt Fund. In addition, there is a modest amount included for unanticipated costs such as payouts when an employee retires.

Transfers to other funds is the General Fund's contribution to the Airport Fund.

<b>City of Marshall</b>						
<b>NON-DEPARTMENTAL</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-294-718.00	Retirement	0	0	153,571	175,090	197,589
101-294-718.01	Retiree Health Insurance	319,355	250,720	280,000	310,000	347,200
101-294-719.00	Hospitalization - Prescriptio	54	0	0	0	0
101-294-740.00	Operating Supplies	486	0	0	0	0
101-294-755.00	Miscellaneous Supplies	10,175	4,144	11,220	6,000	6,120
101-294-801.00	Professional Services	7,870	5,470	8,000	8,000	8,160
101-294-803.00	Service Fee	104	0	100	100	100
101-294-804.00	BANK FEES	1,203	1,249	1,300	1,300	1,300
101-294-805.00	Administrative Costs	2,750	0	3,000	3,000	3,000
101-294-810.00	Dues & Memberships	6,145	6,990	6,200	6,200	6,200
101-294-820.00	Contracted Services	44,137	67,258	14,000	25,500	26,010
101-294-825.00	Insurance	80,459	45,229	46,920	47,858	48,816
101-294-826.00	Bond Issuance Costs	0	0	0	0	0
101-294-850.00	Communications	31,411	42,173	47,090	47,200	47,200
101-294-956.00	Bad Debt Expense	8,179	0	0	0	0
101-294-964.00	Refund or Rebates	5,221	89,917	5,000	5,000	5,000
101-294-969.00	Contingency	0	0	42,010	54,395	18,645
101-294-990.00	Debt Service	15,000	22,398	15,000	7,398	4,932
101-294-995.00	Bond Interest Paid	2,700	6,402	1,241	1,094	946
101-294-999.00	Transfers to Other Funds	1,235,902	594,712	112,637	113,479	122,535
	<b>Non-Departmental - Expenditures:</b>	<b>1,771,151</b>	<b>1,136,662</b>	<b>747,289</b>	<b>811,614</b>	<b>843,753</b>

## **POLICE DEPARTMENT**

The Marshall Police Department stated goal is to protect the safety and wellbeing of all citizens and visitors within the City of Marshall. The stated value is that all citizens and visitors within the City of Marshall shall be treated with respect and dignity while respecting the rights of those individuals at all times.

The Police Department is made up of 12 full time sworn police officers, and one part time clerical staff. The department is responsible for maintaining police coverage 24 hours a day, seven days a week. We are currently working 80 hours scheduled over a two week pay period.

The Marshall Police Department is actively engaged in meeting Goal II of the adopted goals for the City. We are working to maintain a safe environment while working towards a diverse community. Our officers are responsible for patrol activities, traffic enforcement, responding to calls for service and to protect life and property. One of the most proactive ways to achieve these goals is to provide adequate training in high liability areas.

The police department has recently updated report writing and documentation software to better identify the needs of the department. Utilizing real time information to include locations, times of occurrences, methods and frequencies will further the abilities of the department to meet the stated goals.

The police department further collaborated with the community and received grant funding to purchase and install 4 speed detection devices. These devices will be mounted in areas at or near school zones. This will enhance awareness to motorists of their speed and to gain compliance of the posted speeds. The devices have the ability to record data to enhance enforcement and better utilize the officers time.

This budget considers all personnel wages, benefits, training, uniforms, equipment purchases and maintenance, operating supplies and data processing costs. As you look at the budget, approximately 90% of the total budget expenditures are for personnel wages and benefits. The other 10% is for operations, training and equipment purchases. This budget was developed to ensure that the Police Department is being fiscally responsible to meet the needs of the community and to maintain the equipment for optimal use.

As the agency moves forward we will be able to adapt to changes in crime trends, needs of the community and community interactions to provide the very best service. It is the responsibility and requirement for every officer to treat each individual with respect and provide the very best service to determine the most appropriate outcome.

## City of Marshall

<b>POLICE</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Expenditures</b>						
101-301-702.00	Payroll - Union	870,080	872,964	809,471	684,939	698,638
101-301-702.00	Payroll - Non-Union				117,263	119,608
101-301-702.01	Other Fringe Benefits-taxable	19,281	21,190	4,411	5,850	6,200
101-301-703.00	Part-time Salaries	74,644	62,024	18,200	17,600	17,952
101-301-704.00	Overtime Salaries	19,325	4,125	68,000	69,360	70,747
101-301-704.70	Overtime - Worked Over/Late Complaint	6,573	3,243			
101-301-704.71	Overtime - Cover for Sick Time	15,494	6,774			
101-301-704.72	Overtime - Posted Patrol	27,911	31,931			
101-301-704.73	Overtime - Traffic Grant	2,791	809			
101-301-704.74	Overtime - Court/Informal Hearing	3,810	3,871			
101-301-704.75	Overtime - Training	10,036	9,286			
101-301-704.76	Overtime - Special Event Coverage	6,892	3,257			
101-301-704.77	Overtime - Called in for Major Crime	2,295	845			
101-301-715.00	Social Security	19,832	17,793	14,155	14,438	14,727
101-301-716.00	Hospitalization	258,668	273,074	261,880	261,300	292,656
101-301-717.00	Life Insurance	3,217	1,734	1,830	1,830	1,830
101-301-718.00	Retirement	124,367	130,860	110,490	149,500	167,440
101-301-720.00	Unemployment	0	0	0	0	0
101-301-721.00	Workers Compensation	14,472	16,757	16,925	16,925	16,925
101-301-727.00	Office Supplies	6,291	2,795	3,060	3,121	3,184
101-301-727.02	Postage and Shipping	15	0	150	153	156
101-301-740.00	Operating Supplies	8,824	7,649	9,500	9,690	9,884
101-301-741.00	Uniforms	8,195	6,244	8,000	8,000	8,000
101-301-742.00	Laundry	2,796	3,037	2,700	2,700	2,700
101-301-755.00	Miscellaneous Supplies	6	206	250	255	260
101-301-757.00	Fuel & Lubricants				26,500	26,500
101-301-760.00	Medical Services	102	57	400	400	400
101-301-801.00	Professional Services	2,673	3,618	3,000	3,060	3,121
101-301-810.00	Dues & Memberships	704	550	1,000	1,000	1,000
101-301-820.00	Contracted Services	8,414	6,320	5,000	5,100	5,202
101-301-825.00	Insurance	21,149	14,475	14,765	15,060	15,362
101-301-850.00	Communications	21,287	13,034	16,000	16,000	16,000
101-301-860.00	Transportation & Travel	2,097	2,769	2,500	2,500	2,500
101-301-901.00	Advertising	84	139	400	400	400
101-301-921.00	Utilities - Gas	20				
101-301-922.00	Utilities-Elec, Water, Sewer	1,345				
101-301-930.00	Equipment Maintenance	11,014	6,692	13,000	13,260	13,525
101-301-941.00	Motor Pool Equip Rental	80,432	77,083	80,000	66,225	66,225
101-301-941.01	Data Processing	25,165	22,300	19,122	19,122	19,122
101-301-958.00	Education & Training	5,657	8,806	4,000	4,000	4,000
101-301-999.00	Transfer to Other Funds - MRLEC	0		286,901	288,070	286,568
	<b>Police - Expenditures:</b>	<b>1,685,958</b>	<b>1,636,311</b>	<b>1,775,110</b>	<b>1,823,621</b>	<b>1,890,832</b>



## **CROSSING GUARDS**

The Marshall Crossing Guards are responsible for crossing our elementary students at identified intersections. There are currently 4 dedicated crossing guards that respond to their locations to cross the students at the beginning and end of their school days. These duties are taken very seriously by the adult crossing guards.

Each member of the crossing guards have to attend training at the beginning of the school year prior to them taking their position. We are asking them to perform their duties in extreme weather conditions. They issued special equipment to aid them to cross the students in a manner that conforms to laws and safety standards established by the State of Michigan and the ordinances of the City of Marshall.

<b>City of Marshall</b>						
<b>CROSSING GUARDS</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-316-703.00	Part-time Salaries	9,910	10,390	10,700	11,450	11,679
101-316-715.00	Social Security	758	795	918	876	893
101-316-721.00	Workers Compensation	0	171	173	175	176
	<b>Crossing Guards - Expenditures:</b>	<b>10,668</b>	<b>11,356</b>	<b>11,791</b>	<b>12,501</b>	<b>12,748</b>

## **DISPATCH COMMUNICATIONS**

The Marshall Police and Fire Departments are dispatched by the Calhoun County Consolidated Dispatch Authority. When the Marshall Police Department transferred this duty and responsibility over to the authority, a significant savings was realized. The City of Marshall is charged a prorated fee each year based on calls for service

When the original budget for services was developed the City of Marshall was paying \$228,654. The costs have steadily reduced over the past 3 years. This year's cost has been reduced to approximately \$112,500. This has been done through continued collaboration with the Dispatch Authority.

<b>City of Marshall</b>						
<b>DISPATCH</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-325-820.00	Contracted Services	109,967	108,635	112,500	112,500	112,500
	<b>Dispatch - Expenditures:</b>	<b>109,967</b>	<b>108,635</b>	<b>112,500</b>	<b>112,500</b>	<b>112,500</b>

## **FIRE DEPARTMENT**

The Fire Department is made up of 7 full time certified firefighters. The department is responsible for maintaining fire coverage 24 hours a day, seven days a week.

The Marshall Fire Department is actively engaged in meeting Goal II of the adopted goals for the City. We are working to maintain a safe environment while working towards a diverse community. Our firefighters are responsible for responding to fire calls, emergency medical calls, fire prevention presentations, commercial and industrial fire inspections and presentations to local groups and organizations. One of the most proactive ways to achieve these goals is to provide adequate training in high liability areas.

This budget considers all personnel wages, benefits, training, uniforms, equipment purchases and maintenance, operating supplies and data processing costs. This budget was developed to ensure that the Fire Department is being fiscally responsible to meet the needs of the community and to maintain the equipment for optimal use.

The Marshall Fire Department engaged with the community through a collaborative effort to identify potential fire and safety risks. This is done through an extensive commercial and industrial fire inspection program. This program is developed to gain awareness and compliance with those doing business in the City of Marshall. This program continues to reduce hazards to life and property.

## City of Marshall

FIRE		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
<b>Expenditures</b>						
101-336-702.00	Payroll - Union	424,534	476,713	413,080	382,844	390,501
101-336-702.00	Payroll - Non-union				43,298	44,164
101-336-702.01	Other Fringe Benefits-taxable	10,478	17,038	22,557	43,940	46,108
101-336-703.00	Part-time Salaries	36,556	32,243	42,000	42,840	43,697
101-336-704.00	Overtime Salaries	71,354	48,186	44,000	44,900	45,798
101-336-715.00	Social Security	9,982	10,075	11,705	11,705	11,939
101-336-716.00	Hospitalization	107,524	114,558	117,468	77,065	86,313
101-336-717.00	Life Insurance	779	450	400	400	400
101-336-718.00	Retirement	108,162	123,190	148,357	165,581	186,858
101-336-720.00	Unemployment	0	0	0	0	0
101-336-721.00	Workers Compensation	9,287	13,835	14,113	14,395	14,395
101-336-725.00	Other Fringe Benefits-non tax	4,413	5,252	5,255	5,255	5,255
101-336-727.00	Office Supplies	263	524	357	364	371
101-336-727.02	Postage and Shipping	36	3	50	51	52
101-336-729.00	K-9 Equipment & Supplies	0	2,705	0	0	0
101-336-740.00	Operating Supplies	5,294	4,834	5,140	5,243	5,348
101-336-741.00	Uniforms	4,894	8,454	6,000	6,000	6,000
101-336-742.00	Laundry	93	0	50	50	50
101-336-755.00	Miscellaneous Supplies	(23)	486	1,098	1,120	1,142
101-336-757.00	Fuels & Lubricants	5,882	7,747	7,645	7,645	7,645
101-336-760.00	Medical Services	292	1,404	3,000	3,000	3,000
101-336-775.00	Repair & Maintenance Supplies	302	180	77	79	80
101-336-777.00	Minor Tools & Equipment	0	0	200	200	200
101-336-810.00	Dues & Memberships	2,686	612	2,000	2,000	2,000
101-336-820.00	Contracted Services	4,228	3,147	7,115	7,257	7,402
101-336-825.00	Insurance	7,030	5,043	5,144	5,247	5,352
101-336-850.00	Communications	4,274	29,884	4,500	4,500	4,500
101-336-860.00	Transportation & Travel	1,552	1,900	1,500	1,500	1,500
101-336-901.00	Advertising	48	0	50	50	50
101-336-921.00	Utilities-Gas	3,549	2,990	5,000	5,000	5,000
101-336-922.00	Utilities-Elec, Water, Sewer	20,133	21,278	22,000	22,000	22,000
101-336-930.00	Equipment Maintenance	46,225	35,874	28,000	28,560	29,131
101-336-931.00	Maintenance of Building		113	4,000	4,080	4,162
101-336-941.00	Motor Pool Equip Rental	6,581	5,489	4,000	7,570	7,570
101-336-941.01	Data Processing	9,961	10,580	12,169	12,169	12,169
101-336-958.00	Education & Training	1,876	1,549	2,500	2,500	2,500
101-336-990.00	Debt Service - Fire Truck	15,000	36,185	37,120	38,001	38,904
101-336-995.00	Bond Interest Paid - Fire Truck	2,773	8,887	7,953	7,072	6,169
101-336-999.00	Transfer to Other Funds - Build Auth 2014 D			65,183	67,356	67,356
101-336-999.00	Transfer to Other Funds - Build Auth 2014 I			79,653	78,350	77,003
	<b>Fire - Expenditures:</b>	<b>926,018</b>	<b>1,031,408</b>	<b>1,130,439</b>	<b>1,149,187</b>	<b>1,192,084</b>

## **INSPECTION**

The Inspection budget is the operating allowance for the department of Building Safety. The money received for plan reviews and permits support the operations in this department. The department of Building Safety works within the confines of the Michigan Building Code and its updates, as adopted by the State of Michigan. These codes pertain to all construction and alteration projects within the City. The essential mission of the department is to ensure the health, safety and welfare of Marshall's residents.

The Inspection Department contracts with various Electrical, Plumbing and Mechanical Inspectors. While the Inspectors retain their own licensing and continuing educational requirements, city staff does maintain a library of all current Building Code publications and its updates. The department is staffed by the Director of Community Services and the City's Building Inspector, who take in permits, organize plan reviews, keep the City's building database current, and log inspector payroll on a monthly basis.

<b>City of Marshall</b>						
<b>INSPECTION</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-371-702.00	Payroll	53,876	69,128	66,165	52,185	53,229
101-371-702.01	Other Fringe Benefits-taxable	340	395	0	0	0
101-371-703.00	Part-time Salaries	0	7,129	7,488	7,638	7,791
101-371-704.00	Overtime Salaries	4	0	0	0	0
101-371-715.00	Social Security	3,955	5,493	5,634	4,576	4,668
101-371-716.00	Hospitalization	14,756	16,576	19,166	15,200	17,024
101-371-717.00	Life Insurance	123	75	96	40	40
101-371-718.10	Retirement - D/C	7,448	10,792	6,617	5,220	5,324
101-371-721.00	Workers Compensation	(17)	203	204	280	280
101-371-727.00	Office Supplies	211	227	156	175	179
101-371-740.00	Operating Supplies	766	488	650	700	714
101-371-810.00	Dues & Memberships	195	135	135	300	300
101-371-812.00	License				300	300
101-371-820.00	Contracted Services	30,537	14,817	20,000	22,250	22,695
101-371-850.00	Communications	812	986	0	0	0
101-371-860.00	Transportation & Travel	0	413	700	700	700
101-371-901.00	Advertising	57	48	50	50	50
101-371-940.00	Rentals	6,000	1,942	6,480	6,140	6,140
101-371-941.00	Motor Pool Equip Rental	1,235	2,473	2,000	2,212	2,212
101-371-941.01	Data Processing	3,434	3,824	6,240	6,240	6,240
101-371-958.00	Education & Training	293	240	400	400	400
	<b>Inspection - Expenditures:</b>	<b>124,025</b>	<b>135,384</b>	<b>142,181</b>	<b>124,606</b>	<b>128,286</b>



## **PLANNING & ZONING**

The Planning & Zoning department receives site plans, special land use requests, zoning amendment requests, and variance requests. Staff works with the Planning Commission, Joint Planning Commission and Zoning Board of Appeals to bring these matters to resolution under the guidelines set forth in the Michigan Planning Enabling Act of 2008 and the Michigan Zoning Enabling Act of 2006. The Planning Commission and City staff also work together to update the City's Master Plan, Zoning Ordinance and Sign Ordinance.

The department consists of the Director of Community Services. The office is located in the Public Services Building at 900 South Marshall Avenue. Membership dues to the American Planning Association (APA) and the Michigan Planning Association (MPA) keep the staff current in all planning trends and planning law. Annually, the staff attend the National Conference for a week which serves as a concentrated educational opportunity for the department to stay current on planning trends.

Public communication is essential for planning purposes. On a daily basis, phone calls are taken from residents, representatives of businesses, and design professionals. Public hearings are held on ordinance changes and updates, zoning amendments, variances and for many other reasons. The Planning & Zoning department also maintains an "open door" policy for residents who desire to look at plans, ask questions, or participate in future planning events. These hearings, policies and initiatives are often time intensive for staff and require the use of written materials, mailings, marketing efforts and a multitude of various office supplies to properly communicate and engage the public.

## City of Marshall

<b>PLANNING &amp; ZONING</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-410-702.00	Payroll	53,478	46,334	45,000	0	0
101-410-702.01	Other Fringe Benefits-taxable	697	968	0	0	0
101-410-703.00	Part-time Salaries	0	0	500	1,000	1,020
101-410-704.00	Overtime Salaries	172	0	0	0	0
101-410-715.00	Social Security	3,980	3,445	3,481	77	78
101-410-716.00	Hospitalization	10,187	7,180	14,591	0	0
101-410-717.00	Life Insurance	209	101	161	0	0
101-410-718.00	Retirement - D/B	8,770	15,430	0	0	0
101-410-718.10	Retirement - D/C	0	0	4,500	0	0
101-410-721.00	Workers Compensation	558	(451)	160	0	0
101-410-727.00	Office Supplies	267	303	255	260	265
101-410-740.00	Operating Supplies	264	342	357	364	371
101-410-801.00	Professional Services	21,480	3,927	2,000	25,000	25,500
101-410-810.00	Dues & Memberships	360	331	360	360	360
101-410-850.00	Communications	821	348	0	0	0
101-410-860.00	Transportation & Travel	1,925	170	1,600	1,600	1,600
101-410-901.00	Advertising	2,191	1,041	1,500	1,500	1,500
101-410-940.00	Rentals	6,604	6,664	3,805	3,801	3,877
101-410-941.00	Motor Pool Equip Rental	315	13	400	400	400
101-410-941.01	Data Processing	4,514	2,016	2,832	2,832	2,832
101-410-958.00	Education & Training	2,564	494	1,325	1,352	1,379
<b>Planning &amp; Zoning - Expenditures Total:</b>		<b>119,356</b>	<b>88,656</b>	<b>82,827</b>	<b>38,546</b>	<b>39,182</b>

# Streets

## Description of Services:

Many of the services that the Public Works Department provides to the Citizens of Marshall are funded through the Streets budget. Department responsibilities include:

- general street maintenance
- maintenance of City right-of-ways
- forestry operations
- sanitary and sewer maintenance and repair
- street signage replacement and repair
- snow removal operations
- Parking Lot Maintenance
- Downtown Presentation to the Public

In addition to these responsibilities the Public works Department is often utilized for activities requiring general labor and for special event activities that occur throughout the year.

## Objectives:

To meet our citizens expected level of service in the maintenance of the City's public works infrastructure. To do this we drive every street yearly and assign a rating to each street segment. That rating is used to plan future work that may include replacement of asphalt and curb, water and sewer mains, and sidewalk repair to meet ADA requirements.

We also plan the removal of hazardous trees in the right-of-way, maintain signage throughout the city, and most notably, perform snow and ice removal in the winter months.

## Challenges:

Budget restraints have reduced manpower in the Department of Public Works as well as the purchasing power of the department. This means certain tasks may take longer to accomplish and upgrades to infrastructure are delayed.

## City of Marshall

<b>STREETS</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-441-702.00	Payroll - Union	204,314	185,779	208,345	189,005	192,785
101-441-702.00	Payroll - Non-Union				0	0
101-441-702.01	Other Fringe Benefits-taxable	8,845	9,908	12,485	7,477	7,716
101-441-702.60	Payroll - Forestry Tree Removal&Trimming	29,806	30,833	25,000	25,500	26,010
101-441-702.61	Payroll - Events Barricades/Banners	6,046	5,184	5,000	5,100	5,202
101-441-702.62	Payroll - Parking Lot Maint	3,055	2,988	4,000	4,080	4,162
101-441-702.63	Payroll - Christmas Decorations	4,647	4,418	4,500	5,500	5,610
101-441-702.64	Payroll - Leaf Disposal	2,722		2,500	2,550	2,601
101-441-702.65	Payroll - Brush Disposal	3,091		2,500	2,550	2,601
101-441-702.66	Payroll - Sign Replacement	9,361	76	0	0	0
101-441-702.67	Payroll - Sidewalk	2,330	0	0	0	0
101-441-702.68	KETCHUM PARK RESTROOM	2,243	80	0	0	0
101-441-703.00	Part-time Salaries	7,506	5,725	20,780	23,105	23,567
101-441-703.64	Part-time Leaf Disposal	294	0	0		0
101-441-704.00	Overtime Salaries	4,089	2,990	4,000	4,325	4,412
101-441-704.60	Overtime - Forestry Removal&Trimming	1,098	1,794	1,000	1,020	1,040
101-441-704.61	Overtime - Events Barricades/Banners	1,165	1,230	800	816	832
101-441-704.62	Overtime - Parking Lot Maint	1,074	1,192	1,000	2,000	2,040
101-441-704.65	Overtime - Brush Disposal	1,759	0	0		
101-441-704.66	Overtime - Sign Replacement	90	0	0	0	0
101-441-704.67	Overtime - Sidewalks	30	0	0	0	0
101-441-704.68	O/T KETCHUM PARK RESTROOM	0	0	0	0	0
101-441-715.00	Social Security	21,877	19,148	19,889	20,887	21,304
101-441-716.00	Hospitalization	67,942	64,373	101,515	112,881	126,427
101-441-717.00	Life Insurance	927	568	566	566	566
101-441-718.00	Retirement - D/B	54,576	76,918	44,200	35,910	40,524
101-441-718.10	Retirement - D/C				22,530	22,981
101-441-721.00	Workers Compensation	14,589	23,472	21,819	13,000	13,000
101-441-727.00	Office Supplies	934	337	600	600	612
101-441-740.00	Operating Supplies	11,503	7,341	10,000	10,200	10,404
101-441-741.00	Uniforms	2,865	5,068	4,160	4,160	4,160
101-441-760.00	Medical Services	994	1,497	510	1,000	1,000
101-441-761.00	Safety Supplies	214	312	1,500	1,000	1,020
101-441-775.00	Repair & Maintenance Supplies	(6,751)	2,988	3,000	3,500	3,570
101-441-777.00	MINOR TOOLS AND EQUIPMENT	3,157	992	3,000	3,800	3,800
101-441-778.00	Paint & Signs	3,316	0	0	0	0
101-441-801.00	Professional Services	1,611	2,374	2,850	2,907	2,965
101-441-810.00	Dues & Memberships	550	390	528	528	528
101-441-820.00	Contracted Services	12,998	5,039	2,600	3,300	3,366
101-441-850.00	Communications	2,783	1,741	350	480	480
101-441-860.00	Transportation & Travel	401	469	750	850	850
101-441-901.00	Advertising	536	108	550	550	550
101-441-921.00	Utilities - Gas	83	0	0	0	0
101-441-922.00	Utilities-Elec, Water, Sewer	81,843	79,567	82,000	82,000	82,000
101-441-939.00	Contracted Maintenance	21,547	20,023	25,500	15,500	15,810
101-441-940.00	Rentals	8,062	11,398	5,250	4,906	4,906
101-441-940.00	Rentals - MVP Building Rent				20,423	20,423
101-441-941.00	Motor Pool Equip Rental	112,068	119,568	128,800	115,637	115,637
101-441-941.01	Data Processing	7,881	8,174	7,320	7,320	7,320
101-441-958.00	Education & Training	1,160	825	785	12,050	12,050
101-441-970.00	Capital Outlay	0	0	0	0	0
101-441-990.00	Debt Service	15,000	0	15,000	15,000	0
101-441-995.00	Bond Interest Paid	2,550		1,320	1,093	0
	<b>Streets - Expenditures Total:</b>	<b>738,781</b>	<b>704,887</b>	<b>776,272</b>	<b>785,606</b>	<b>794,831</b>

## COMPOST

In 2016 the City of Marshall and Calhoun County decided to close the joint compost center on Division Drive.

In 2017 the City opened a new Compost Site east of the DPW Building on Homer Rd in April. This site will operate from April to November on Friday's and Saturday's and receive leaf and brush materials from City Residents only with proof of residency.

The City maintains its membership in the Southwest Michigan Compost Group (SWMCG). The SWMCG members own, operate and share a brush grinder and compost row turner. Processing of compost piles and chipping of brush are done by Public Works employees on an as needed basis.

This Composting Facility fulfills the City's Vision by focusing on an improved Quality Of Life by achieving and sustaining a concentrated effort to promote a vibrant community atmosphere.

## City of Marshall

<b>Compost</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-442-702.00	Payroll	11,209	13,260	6,500	6,630	6,763
101-442-702.01	Other Fringe Benefits-taxable	258	0	0	0	0
101-442-703.00	Part-time Salaries	7,294	5,718	4,250	4,255	4,340
101-442-704.00	Overtime Salaries	0	687	0	0	0
101-442-715.00	Social Security	1,412	1,470	822	833	849
101-442-716.00	Hospitalization	1,274	0	0	0	0
101-442-717.00	Life Insurance	5	0	0	0	0
101-442-718.00	Retirement	1,498	0	0	0	0
101-442-721.00	Workers Compensation	(37)	0	50	50	50
101-442-740.00	Operating Supplies	0	78	15	15	16
101-442-760.00	Medical Services	12	0	0	0	0
101-442-775.00	Repair & Maintenance Supplies	1,379	116	1,500	1,530	1,561
101-442-810.00	Dues & Memberships			600	600	600
101-442-820.00	Contracted Services	2,871	26,863	3,500	3,570	3,641
101-442-901.00	Advertising	0	375	300	300	300
101-442-930.00	Equipment Maintenance	596	2,198	2,000	2,000	2,000
101-442-941.00	Motor Pool Equip Rental	16,933	19,612	6,000	6,000	6,000
101-442-970.00	Capital Outlay	0	6,384	6,400	6,705	6,705
<b>Compost - Expenditures Total:</b>		<b>44,704</b>	<b>76,761</b>	<b>31,937</b>	<b>32,488</b>	<b>32,825</b>

# ENGINEERING

## **Description of Services:**

In 1996, the City of Marshall established the Engineering Department to support the design, construction and engineering for municipal operations and facilities. The primary responsibilities associated with this department include, parks, sewer, street, water main design, preparation of plans and specifications, and field inspection of construction projects. Other department responsibilities include review of utility construction permits, site plan and storm water review, and project management. In 2015 the Engineering Department staff was expanded to include a GIS specialist to assist with project management and to maintain the city's GIS maps.

## **Objectives:**

This department is wholly focused on developing and overseeing the implementation of asset management plans for the various oversight areas. This department is aligned with the City's Vision by focusing on an improved Quality of Life and Infrastructure. This will achieve and sustain a concentrated effort to promote a vibrant community atmosphere by preserving, rehabilitating and expanding the city's infrastructure and assets. This department is also integral in assisting with Economic Development which will sustain and intensify the economic vitality of the Marshall area.

## **Issues:**

The Engineering Department is a General Fund Budget and with shrinking funding and increasing costs, implementing an Asset Management plan can be slow until funding is available for projects.

<b>City of Marshall</b>						
<b>ENGINEERING</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-447-702.00	Payroll	22,842	23,726	13,550	18,920	19,298
101-447-702.01	Other Fringe Benefits-taxable	1,636	182	202	96	96
101-447-704.00	Overtime Salaries	4	85	311	317	324
101-447-715.00	Social Security	1,852	1,914	1,076	1,479	1,509
101-447-716.00	Hospitalization	2,933	3,148	2,285	2,437	2,729
101-447-717.00	Life Insurance	53	34	31	31	31
101-447-718.10	Retirement - D/C	3,635	2,631	5,113	1,920	1,958
101-447-721.00	Workers Compensation	(3)	105	106	106	106
101-447-727.00	Office Supplies	143	189	200	204	208
101-447-740.00	Operating Supplies	146	724	300	306	312
101-447-801.00	Professional Services	600	0	900	918	936
101-447-810.00	Dues & Memberships	462	240	350	350	350
101-447-820.00	Contracted Services	199	275	200	204	208
101-447-850.00	Communications	459	719	0	0	0
101-447-860.00	Transportation & Travel	2,680	819	700	700	700
101-447-901.00	Advertising		54			
101-447-940.00	Rentals	3,962	5,369	5,370	0	0
101-447-941.00	Motor Pool Equip Rental			1,000		
101-447-941.01	Data Processing	694	2,487	3,696	3,696	3,696
101-447-958.00	Education & Training	2,081	1,055	920	920	920
	<b>Engineering - Expenditures Total:</b>	<b>44,378</b>	<b>43,756</b>	<b>36,310</b>	<b>32,604</b>	<b>33,381</b>



## **PSB OPERATIONS**

The Public Services Building opened in May of 2001. It houses the Recreation Department, Electric Utility Department, Dial-A-Ride, FiberNet, and Building Inspection. The building has 9,000 square feet of office space, 20,000 square feet of vehicle storage area, and 27,000 square feet of inventory and storage space.

## City of Marshall

<b>PSB OPERATIONS</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Expenditures</b>						
101-540-702.00	Payroll	8,829	7,886	7,462	7,611	7,763
101-540-702.01	Other Fringe Benefits-taxable	15	0	0	0	0
101-540-703.00	Part-time Salaries	7,212	0	3,300	4,485	4,575
101-540-704.00	Overtime Salaries	150	108	540	500	510
101-540-715.00	Social Security	1,228	594	612	964	983
101-540-716.00	Hospitalization	772	1,206	1,251	1,350	1,512
101-540-717.00	Life Insurance	18	7	8	8	8
101-540-718.10	Retirement - D/C	1,163	1,299	747	812	828
101-540-721.00	Workers Compensation	(4)	465	285	250	250
101-540-727.00	Office Supplies	4,260	988	2,000	2,040	2,081
101-540-740.00	Operating Supplies	3,122	1,091	3,000	3,060	3,121
101-540-760.00	Medical Services	8	0	0	0	0
101-540-761.00	Safety Supplies	0	0	100	102	104
101-540-776.00	Building Maintenance Supplies	2,589	2,280	4,500	4,590	4,682
101-540-820.00	Contracted Services	9,869	42,695	13,750	34,025	14,025
101-540-825.00	Insurance	7,062	8,693	8,869	9,046	9,227
101-540-850.00	Communications	5,262	1,719	3,000	3,000	3,000
101-540-921.00	Utilities - Gas	5,611	5,865	6,500	6,500	6,500
101-540-922.00	Utilities-Elec, Water, Sewer	38,004	40,286	45,000	45,000	45,000
101-540-930.00	Equipment Maintenance	393	22	400	408	416
101-540-931.00	Maintenance of Building	13,921	18,694	16,500	16,830	17,167
101-540-941.00	Motor Pool Equip Rental	3,787	2,698	2,870	2,625	2,625
101-540-941.01	Data Processing	6,138	2,453	2,237	2,237	2,237
101-540-970.00	Capital Outlay		119	6,500	0	
<b>PSB Operations - Expenditures Total:</b>		<b>119,409</b>	<b>139,168</b>	<b>129,431</b>	<b>145,443</b>	<b>126,614</b>

# Parks

## Description of Services:

The City of Marshall is fortunate to have 7 designated park properties and a number of open spaces encompassing approximately 233 acres available to the public to enjoy. The Department of Public Works is the department assigned the task of maintaining these properties and their amenities which include restrooms, playground equipment, ball fields, picnic tables, picnic pavilions and a community band amphitheater.

In addition to green space, the City also maintains one and one-half miles of boardwalk, paved paths, and look-out areas along the Kalamazoo River.

## Objectives:

The Citizens of Marshall, through various clubs, associations, and groups, along with support from City Employees, work as a team to improve Marshall's park system.

Sherman Park, Marshall's newest park in the northwest section of the city, is a testament to that cooperation. In an effort recognized with an award by the American Public Works Association, employees of the Street Department erected a beautiful pavilion in the park, saving the city thousands of dollars in contractor costs.

There is an active Ketchum Park Committee planning for the transformation of Ketchum Park thanks to a generous donation from Enbridge.

## Challenges:

The parks budget will need an infusion of cash and labor availability to meet the challenges of maintaining a growing and aging park system. We must find a way to fund the maintenance of our Riverwalk district.

## City of Marshall

<b>PARKS</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Expenditures</b>						
101-774-702.00	Payroll - Union	16,376	23,595	8,995	3,055	3,116
101-774-702.00	Payroll - Non-Union				9,000	9,180
101-774-702.01	Other Fringe Benefits-taxable	4,669	4,765	210	210	210
101-774-702.40	Payroll - Rubbish/Garbage	587	259	750	800	816
101-774-702.41	Payroll - Mowing/Trimming	3,354	2,667	3,000	3,000	3,060
101-774-702.55	Payroll - Trees/Forestry	488	174	500	500	510
101-774-702.58	Payroll - Fountain	0	0	0	0	0
101-774-703.00	Part-time Salaries	9,649	8,750	11,275	15,116	15,418
101-774-704.00	Overtime Salaries	171	22	150	0	0
101-774-704.40	Overtime - Rubbish/Garbage	0	0	0	0	0
101-774-704.55	Overtime - Trees/Forestry	0	0	150	0	0
101-774-704.58	Overtime - Fountain	196	0	150	0	0
101-774-715.00	Social Security	2,691	3,007	4,332	2,424	2,472
101-774-716.00	Hospitalization	191	3,291	2,430	72	81
101-774-717.00	Life Insurance	12	12	141	8	8
101-774-718.00	Retirement - D/B	2,177	10,200	1,260	500	564
101-774-718.10	Retirement - D/C				430	439
101-774-721.00	Workers Compensation	(43)	820	2,484	1,100	1,100
101-774-740.00	Operating Supplies	3,107	2,241	4,000	5,000	5,100
101-774-760.00	Medical Services	18	39	77	77	77
101-774-775.00	Repair & Maintenance Supplies	4,818	455	3,500	3,570	3,641
101-774-777.00	MINOR TOOLS AND EQUIPMENT	256	20	400	400	400
101-774-801.00	Professional Services	166	38	200	204	208
101-774-810.00	Dues & Memberships	0	460	0	0	0
101-774-820.00	Contracted Services	4,223	3,992	4,725	8,000	8,160
101-774-825.00	Insurance	0	4,276	4,386	4,474	4,563
101-774-901.00	Advertising	0	0	0	0	0
101-774-922.00	Utilities-Elec, Water, Sewer	11,228	11,248	11,500	11,500	11,500
101-774-930.00	Equipment Maintenance	0	0	0	0	0
101-774-939.00	Contracted Maintenance	8,689	975	9,500	5,000	5,100
101-774-940.00	Rentals		876	700	700	700
101-774-941.00	Motor Pool Equip Rental	29,430	19,242	23,000	19,241	19,241
101-774-941.01	Data Processing	122	487	142	142	142
<b>Parks - Expenditures Total:</b>		<b>102,575</b>	<b>101,911</b>	<b>97,957</b>	<b>94,523</b>	<b>95,806</b>

## **CAPITAL IMPROVEMENTS**

The General Fund has a separate departmental budget for capital improvements. This budget was created so that the costs for capital improvements, generally costing \$5,000 or more and non-recurring, are not included with the operating budgets of the various general fund activities (except for PSB operations). There is a need to be able to compare operational expenses for the general fund activities from year to year. When capital improvements are included in the various department operating budgets, the actual operating costs become distorted. Having capital included in one area alleviates this distortion.

**City of Marshall**

<b>CAPITAL IMPROVEMENTS</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-900-970.00	Capital Outlay	232,912	26,285	240,910	74,500	138,300
	<b>Capital Improvements Expenditures Total:</b>	<b>232,912</b>	<b>26,285</b>	<b>240,910</b>	<b>74,500</b>	<b>138,300</b>

## **Marshall Regional Law Enforcement Center**

The Marshall Regional Law Enforcement Center (MRLEC) is a state of the arts building designed like no other law enforcement facility in the State of Michigan. This facility was a collaborative between the City of Marshall, Calhoun County and the State of Michigan to have all three agencies occupy the structure. It was the intent to build a facility that would alleviate duplicated resources, combine talents and utilize better policing practices.

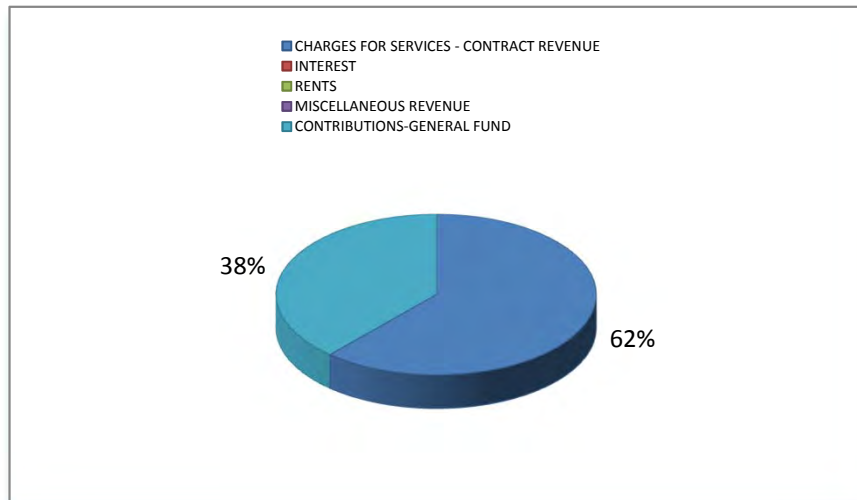
The concept behind this project was to house the three agencies to better serve the public. The personnel assigned to this building have resources available to them that they may not have in a stand-alone facility. The building is designed to have administration in their respected sections, patrol in their own area and the detectives in a designated location. This will allow each agency to share information more efficiently and provide better outcomes during investigations.

This facility was constructed using funds from each agency depending on the percentage of utilized space. The City of Marshall has ownership of MRLEC and the State of Michigan and the Calhoun County Sheriff's Office lease the space from the City. There are funds built into the leases that are designated for continued building upkeep now and into the future.

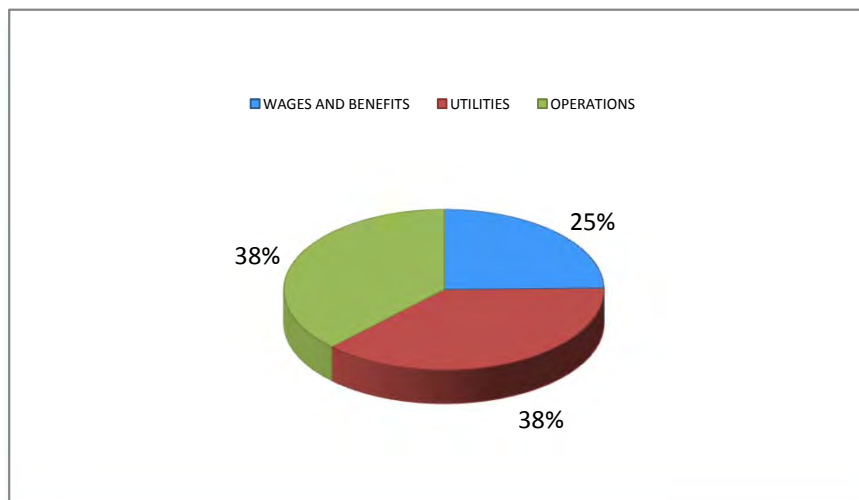
The impact on the City of Marshall budget has been reduced by having long term leases for continued occupancy. The building also utilized more than \$3.1 million dollars in grant funding based on the collaboration and cooperation of all three agencies. This facility was designed to last well beyond 50 years and the space and needs have been designed to meet those expectations.

As the MRLEC concept moves forward we will be able to adapt to changes in crime trends, needs of the community and community interactions to provide the very best service. It is the responsibility and requirement for every agency to provide the very best service to determine the most appropriate outcomes.

<b>FY 2019 MRLEC REVENUES</b>		
CHARGES FOR SERVICES - CONTRACT REVENUE	\$ 176,615	62%
INTEREST	100	0%
RENTS	-	0%
MISCELLANEOUS REVENUE		0%
CONTRIBUTIONS-GENERAL FUND	110,364	38%
<b>TOTAL REVENUES</b>	<b>\$ 287,079</b>	<b>100%</b>



<b>FY 2019 MRLEC EXPENDITURES</b>		
WAGES AND BENEFITS	\$ 80,443	25%
UTILITIES	122,585	38%
OPERATIONS	122,661	38%
<b>TOTAL EXPENDITURES</b>	<b>\$ 325,689</b>	<b>100%</b>





# City of Marshall

<b>Marshall Regional Law Enforcement Center</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Revenues</b>						
207-000-627.00	Charges for Services - Contract Revenue	135,740	184,754	208,150	176,615	176,615
207-000-665.00	Interest	25	108	100	100	100
207-000-699.01	Contributions - General Fund	93,558	110,374	125,670	110,364	110,364
	<b>MRLEC Revenues Total:</b>	<b>229,323</b>	<b>295,236</b>	<b>333,920</b>	<b>287,079</b>	<b>287,079</b>
<b>Expenditures</b>						
207-305-702.00	Payroll	14,083	21,321	18,656	19,029	19,410
207-305-703.00	Part-time Salaries	2,832	0	14,000	18,500	18,870
207-305-703.01	PT Salaries - Exempt	13,200	31,200	30,000	31,200	31,200
207-305-704.00	Overtime Salaries	1,898	86	400	1,076	1,098
207-305-715.00	Social Security	1,410	1,583	3,753	5,340	5,399
207-305-716.00	Hospitalization	1,735	3,023	3,130	3,375	3,780
207-305-717.00	Life Insurance	18	18	20	20	20
207-305-718.00	Retirement - D/B	1,374	1,863	0	0	0
207-305-718.10	Retirement - D/C			1,866	1,903	1,941
207-305-721.00	Workers Compensation	0	705	710	710	710
207-305-740.00	Operating Supplies	8,409	3,329	4,000	3,500	3,570
207-305-776.00	Building Maintenance Supplies	8,254	5,182	4,500	4,590	4,682
207-305-820.00	Contracted Services	5,420	16,183	38,700	32,000	32,640
207-305-820.01	Contracted Maint. - Plowing	11,421	13,599	16,300	18,500	18,870
207-305-820.02	Contracted Maint - Lawn	3,385	5,055	6,500	6,630	6,763
207-305-825.00	Insurance	4,945	19,172	19,392	19,780	20,175
207-305-850.00	Communications	1,198	6,802	6,000	6,000	6,000
207-305-901.00	Advertising	390	0	0	0	0
207-305-921.00	Utilities - Gas	15,896	23,292	24,785	24,785	24,785
207-305-922.00	Utilities-Elec, Water, Sewer	54,889	87,371	85,500	97,800	97,800
207-305-930.00	Equipment Maintenance	2,015	9,826	13,500	20,000	20,400
207-305-931.00	Maintenance of Building		23,023	8,000	8,160	8,323
207-305-939.00	Contracted Maintenance	48,435	53,456	0	0	0
207-305-941.00	Motor Pool Equip Rental		5,922	6,400	1,555	1,555
207-305-941.01	Data Processing				1,236	1,261
	<b>MRLEC Expenditure Total:</b>	<b>201,207</b>	<b>332,011</b>	<b>306,112</b>	<b>325,689</b>	<b>329,252</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>28,116</b>	<b>(36,775)</b>	<b>27,808</b>	<b>(38,610)</b>	<b>(42,173)</b>

**ALLOCATED POSITIONS: MRLEC**

Job Description		FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Facility Manager		0.50	0.50	0.50	0.50	0.50
Total		0.50	0.50	0.50	0.50	0.50



A COMMUNITY AT PLAY



## RECREATION

“To enhance the quality of life for our community by providing safe, healthy and fun recreation opportunities”, this living mission statement encompasses the philosophy of the Marshall Recreation Department. The Department encourages members of the community to participate in recreational activities by offering a wide variety of programming opportunities making us, “A Community at Play”.

Marshall Recreation serves a wide variety of people throughout the City of Marshall and surrounding communities with over 60 programs throughout the year. Our department office hours are Monday – Friday 8:00am – 5:00pm. However most all of our programs are held after 5:00pm during the weekdays and between 9:00am and 4:00pm on Saturday and Sunday throughout the year. Marshall Rec offers programs for youth 3 years and older all the way up to older adults in their 80's.

**Marshall Recreation:** In 1945, the citizens of the City of Marshall decided to establish a permanent recreation program. The Community Chest and Marshall Public Schools became the financial donors. In 1958, the Recreation Department received its first millage support through the citizens of Marshall.

Today, the Recreation Department is supported by a .9306 mil for the continuation of programs provided to the citizens of City of Marshall, the surrounding townships and communities. This support allows us to offer a large array of programs including, special events, youth sports, activities, youth summer camp, archery, canoes and kayaks, outdoor adventures and adult sports.

Our largest partner is the Marshall Public Schools who provides the facilities we use for the majority of our programs. We also work closely with many local businesses through sponsorships for our youth and adult sports. We have also created a long-standing relationship with the Baseball Players Association who run multiple tournaments at the Marshall Athletic Fields.

Our most recent accomplishments have been the implementation of new outdoor programming, such as Canoe, Kayak and Tube Rentals down the Kalamazoo River, Archery equipment, we now offer multiple archery lessons to multiple people in the community with the ultimate goal of creating a school archery team. Other goals the department has is to have baseball and softball tournaments at the Marshall Athletic Fields every weekend of the spring and summer.

**Staff:** The Recreation Department consists of 3 FTE's, 8 seasonal employees and multiple exempt employees such as umpires, referees, and scorekeepers making payroll & benefits (FT employees) our largest expense. Our 3 FTE's consist of 1 Recreation Superintendent, 1 Recreation Coordinator and 1 Asst. Recreation Coordinator. Our 8 seasonal employees consist of 1 Athletic Field Maintenance employee and 7 Summer Camp Employees.

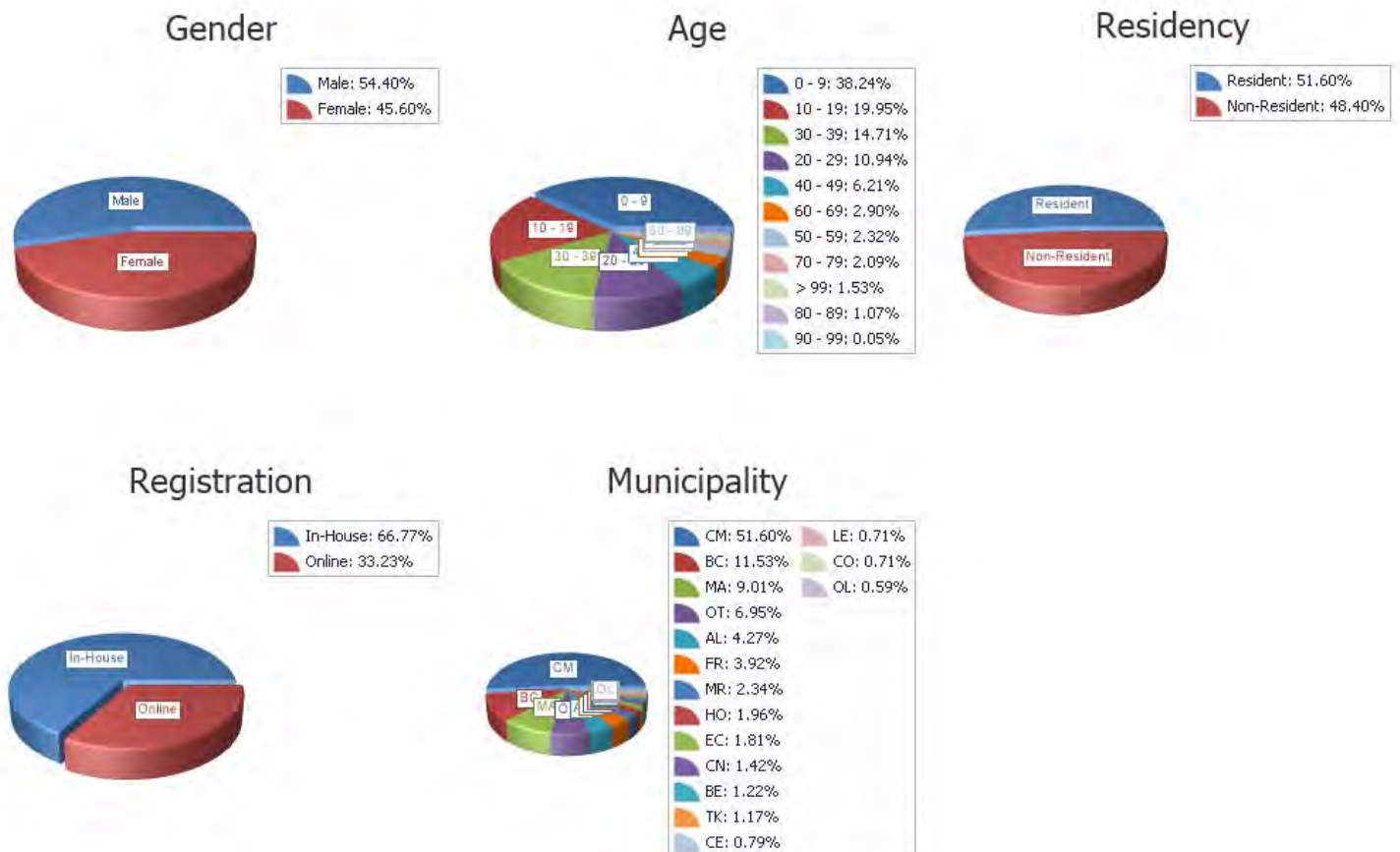
**Funding:** A .9306 millage helps fund approximately \$180,000 (45%) of our \$400,000 budget. User fees from all our programs and sponsorships \$120,000 (55%) makes up the remainder of our budget. Adding new programming each year, allow the department to keep up with the increased cost each year.

**City Goals:** The Recreation Department’s aim is to continue to strengthen and support our canoe and kayak rental program directly coincides with Strategic Goal #9 of our City’s Economic Development Strategic Plan, “Marshall has facilities for expanded social and recreational attractions”, by offering family, group, and individual recreational opportunities down the Kalamazoo River and possible partnerships with local businesses. With increased rentals, our canoe/kayak livery is an excellent example of Strategic Goal #7, “The downtown has been expanded to the River District.” By offering new recreational opportunities for incoming businesses, it will create a positive influence on the future expansion of the River District.

Along with our watercraft rentals, the development and use of the Recreation Department’s Marshall Athletic Fields also impacts Strategic Goal #9 as one of Marshall’s most utilized parks. The athletic fields offer four baseball/softball diamonds and three sand volleyball courts. Marshall Athletic fields host, on average, ten tournaments per summer as well as multiple Adult Softball, Adult Sand Volleyball, Youth Baseball, and Softball leagues throughout the spring, summer and fall seasons. With the introduction of our Archery in the Parks program the department will now be utilizing all parks in the city for this program.

Our youth and adult athletics, as well as special events, supply local businesses with sponsorship and partnering opportunities with new and existing businesses in Marshall, which helps to enact Strategic Goal #5, “Marshall Supports innovation and entrepreneurship in business.” By helping to sponsor one or more of Marshall Recreation Department’s programs, local businesses create an effective and mutually-beneficial way to advertise business throughout the community and also support the youth and adults of the community.

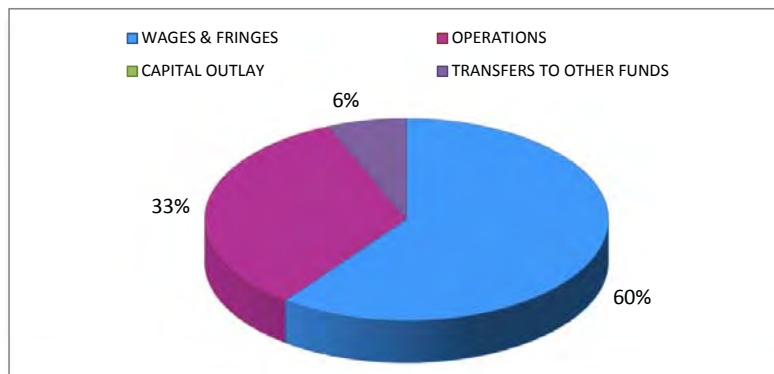
### Recreation Department Demographic Breakdown



FY 2019 GENERAL FUND-RECREATION REVENUES		
TAXES	\$ 191,607	46%
USER FEES	223,403	54%
INTEREST	1,000	0%
MISCELLANEOUS REVENUE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 416,010</b>	<b>100%</b>



FY 2019 GENERAL FUND-RECREATION EXPENDITURES		
WAGES & FRINGES	246,793	60%
OPERATIONS	137,122	33%
CAPITAL OUTLAY	-	0%
TRANSFERS TO OTHER FUNDS	25,953	6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 409,868</b>	<b>100%</b>



# City of Marshall

<b>General Fund-Recreation</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Revenues</b>						
208-000-402.00	Current Property Taxes	180,608	174,757	180,006	179,127	182,889
208-000-404.00	Property Taxes - Prior Years	1	0	0	0	0
208-000-420.00	Delinquent Personal Prop Taxes	349	545	100	100	100
208-000-441.00	Local Community Stabilization Tax		23,475	16,433	11,780	11,780
208-000-445.00	Penalties & Int. on Taxes	878	815	600	600	600
208-000-587.00	Local Recreation grants		0	12,500	0	0
208-000-651.00	Use Fees	207,582	185,204	223,403	223,403	223,403
208-000-665.00	Interest	1,121	1,648	1,000	1,000	1,000
208-000-671.00	Miscellaneous Revenue	80	40	0	0	0
208-000-675.23	Contributions-Scholarships	600	0	0	0	0
208-000-694.00	Cash - over & short	(12)	0	0	0	0
<b>Recreation Revenues Total:</b>		<b>391,207</b>	<b>386,484</b>	<b>434,042</b>	<b>416,010</b>	<b>419,772</b>
<b>Expenditures</b>						
208-751-702.00	Payroll	155,693	118,785	113,295	115,561	117,872
208-751-702.01	Other Fringe Benefits-taxable	5,766	3,050	4,300	3,050	3,050
208-751-703.00	Part-time Salaries	24,912	24,819	33,475	29,951	29,951
208-751-703.01	PT Salaries - exempt	12,482	11,985	12,907	12,926	12,926
208-751-704.00	Overtime Salaries	1,240	1,998	1,334	0	0
208-751-715.00	Social Security	14,248	11,149	12,547	11,365	11,542
208-751-716.00	Hospitalization	11,757	26,900	34,076	19,775	22,148
208-751-717.00	Life Insurance	323	221	212	212	212
208-751-718.00	Retirement - D/B	29,157	15,210	21,590	25,200	28,438
208-751-718.10	Retirement - D/C		6,030	6,030	6,151	6,274
208-751-718.01	Retiree Health Insurance	1,990	19,842	20,180	22,602	25,314
208-751-721.00	Workers Compensation	2,359	1,971	2,000	2,300	2,323
208-751-727.00	Office Supplies	146	1,444	1,660	500	510
208-751-740.00	Operating Supplies	75,641	59,413	69,392	73,945	75,424
208-751-755.00	Miscellaneous Supplies	1,453	4,479	2,352	3,500	3,011
208-751-776.00	Building Maintenance Supplies	28	68	400	400	408
208-751-801.00	Professional Services	348	363	830	350	357
208-751-810.00	Dues & Memberships	548	500	556	556	556
208-751-820.00	Contracted Services	16,557	15,603	13,390	19,570	19,961
208-751-825.00	Insurance	2,310	776	788	796	804
208-751-850.00	Communications	1,754	1,668	1,200	1,200	1,200
208-751-860.00	Transportation & Travel	365	450	500	500	500
208-751-901.00	Advertising	90	0	1,400	1,400	1,400
208-751-922.00	Utilities-Elec, Water, Sewer	3,240	3,504	4,000	3,500	3,500
208-751-930.00	Equipment Maintenance	1,892	412	500	0	0
208-751-931.00	Maintenance of Building	140	0	140	0	0
208-751-940.00	Rentals	15,849	10,540	12,245	11,903	11,903
208-751-941.00	Motor Pool Equip Rental	14,072	11,266	14,700	6,100	6,100
208-751-941.01	Data Processing	7,262	10,009	9,562	9,562	9,562
208-751-958.00	Education & Training	843	890	1,095	740	740
208-751-964.00	Refund or Rebates	268	4,112	500	300	300
208-751-970.00	Capital Outlay	20,765	0	12,500	0	0
208-751-999.00	Transfers to Other Funds		25,953	25,953	25,953	25,953
<b>Recreation Expenditures Total:</b>		<b>423,498</b>	<b>393,410</b>	<b>435,609</b>	<b>409,868</b>	<b>422,239</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(32,291)</b>	<b>(6,926)</b>	<b>(1,567)</b>	<b>6,142</b>	<b>(2,467)</b>

**ALLOCATED POSITIONS: RECREATION**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Community Services	0.25	0.00	0.00	0.00	0.00
Supervisor	1.00	0.00	0.00	0.00	0.00
Administrator	1.00	1.00	1.00	1.00	1.00
Secretary	0.03	0.25	0.00	0.00	0.00
Recreation Coordinator I	0.00	1.00	1.00	1.00	1.00
Recreation Coordinator II	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>3.28</b>	<b>3.25</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## **FARMERS MARKET**

### **Description of Services:**

Since 2002, the Marshall Area Farmer's Market has operated in Marshall's downtown area bringing fresh fruits and vegetables, meat and poultry, baked goods, plants and flowers, and more to Marshall's citizens and visitors. Beginning in 2016 the Market began a winter market within the lobby of Oaklawn Hospital, this market was a success from the start serving many of the hospital's staff and general public on Wednesday afternoons. Management of the Farmer's Market is overseen by an advisory board and a contractual Market Manager. A city staff liaison is the designated to assist the Farmer's Market when needed

### **Objectives:**

The market is committed to support of Michigan based local farmers, growers, artisans and producers who also support sustainable economies and environmental practices while providing employment and income to our citizens.

### **Measures:**

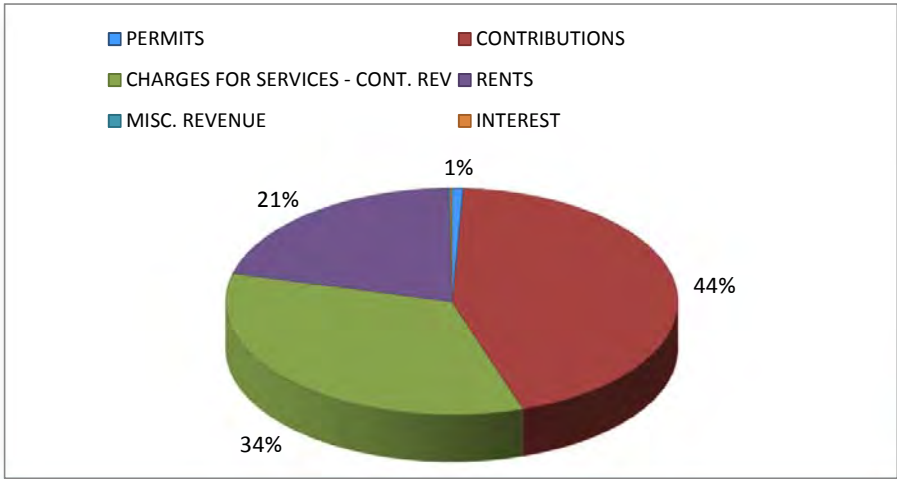
The market remains flexible and open to innovations to maintain and increase the numbers of patrons and vendors, as well as, expanding the available wares. In 2016 the Market instituted the SNAP program allowing patrons with Bridge Cards access to the market's wares. The Advisory Board, 2 years ago, began a fundraising event called "Farm to Table" to promote the foods available at the market that were prepared by area Chef's presenting a meal to the ticket holders. This fundraiser is a significant event and helps raise additional revenue to help fund the Farmer's Market.

### **Issues:**

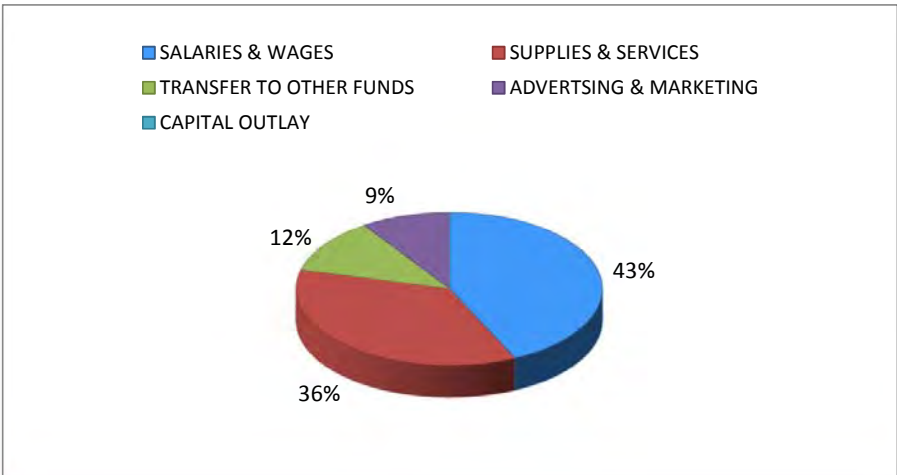
The Farmers Market site is a city owned parking lot. The Market Advisory Board would like to fix the lot to better promote accessibility and access to the vendor locations, as well as, constructing a structure to cover the market area. They have begun looking into grants and available funding options to develop a plan for fundraising to build the structure. The city's general fund is currently unable to assist with this effort.



FY 2019 FARMER'S MARKET REVENUES		
PERMITS		240 1%
CONTRIBUTIONS		13,600 44%
CHARGES FOR SERVICES - CONT. REV	\$	10,500 34%
RENTS		6,400 21%
MISC. REVENUE		50 0%
INTEREST		25 0%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>30,815 100%</b>



FY 2019 FARMER'S MARKET EXPENDITURES		
SALARIES & WAGES	\$	11,000 43%
SUPPLIES & SERVICES		9,195 36%
TRANSFER TO OTHER FUNDS		2,975 12%
ADVERTISING & MARKETING		2,400 9%
CAPITAL OUTLAY		- 0%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>25,570 100%</b>



# City of Marshall

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Marshall Farmer's Market		Actual	Actual	Budget	Requested	Projected
<b>Revenues</b>						
210-000-451.01	Permits	420	200	200	240	240
210-000-588.10	CONTRIBUTIONS	10,400	2,520	0	2,500	2,500
210-000-588.11	CONTRIBUTIONS - MARKET FRIENDS	2,400	10,433	10,000	11,000	11,000
210-000-588.13	CONTRIBUTIONS - MERCHANDISE	875	208	400	100	100
210-000-627.00	Charges for Services - Contract Revenue	9,846	11,368	15,000	10,500	10,500
210-000-642.00	Charges for Services - Sales	0	0	0	0	0
210-000-665.00	Interest	13	36	25	25	25
210-000-667.00	Rents	2,929	2,805	2,000	6,400	6,400
210-000-671.00	Miscellaneous Revenue	91	0	0	50	50
	<b>Farmer's Market Revenues Total:</b>	<b>26,974</b>	<b>27,570</b>	<b>27,625</b>	<b>30,815</b>	<b>30,815</b>
<b>Expenditures</b>						
210-000-703.00	Part-time Salaries	3,075	0	0	0	0
210-000-703.01	PT Salaries - exempt	3,010	7,224	7,224	11,000	11,000
210-000-715.00	Social Security	235	0	0	0	0
210-000-727.00	Office Supplies	432	232	100	320	326
210-000-755.00	Miscellaneous Supplies	1,758	1,487	1,575	5,609	5,721
210-000-804.00	Bank Fees		(668)	570	570	570
210-000-810.00	Dues & Memberships	250	250	250	250	250
210-000-850.00	Communications	203	480	480	480	480
210-000-860.00	Transportation & Travel	0	0	0	0	0
210-000-901.00	Advertising	86	51	0	0	0
210-000-902.00	Marketing	1,995	2,554	3,000	2,400	2,448
210-000-922.00	Utilities-Elec, Water, Sewer	187	226	300	306	312
210-000-940.00	Rentals	355	578	625	660	660
210-000-944.00	Projects/Fundraisers		2,960	3,500	1,000	1,000
210-000-945.03	RETAIL PURCHASES	998	33	0	0	0
210-000-958.00	Education & Training	0	0	0	0	0
210-000-970.00	Capital Outlay	2,529	0	0	0	0
210-000-999.00	Transfer to Other Funds			2,975	2,975	2,975
	<b>Farmer's Market Expenditures Total:</b>	<b>15,113</b>	<b>15,407</b>	<b>20,599</b>	<b>25,570</b>	<b>25,742</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>11,861</b>	<b>12,163</b>	<b>7,026</b>	<b>5,245</b>	<b>5,073</b>

# BROOKS AIRPORT

## **Description of Services:**

Brooks Field is an uncontrolled airfield owned and operated by the City of Marshall. The Federal Aviation Administration has designated Brooks Field as a Tier II airport considered to be essential/critical to the statewide system and respond to local community needs. Brooks Field can support Medium turboprops and business jets on the 3500 x 75 feet runway. The airport also houses a Helipad, public and private hangers. The airport also offers two types of self-service fuels, 100LL and 94 Octane Swift ethanol free, at very competitive prices which are available 24 hours a day 7 days a week.

Brooks Field has 30 aircraft based at the airport and on average will see approximately 8,200 operations per year. It is managed by the Director of Public Services, part-time Airport Manager, a five member Airport Advisory Board and the City Council.

## **Objectives:**

Brooks Field's basic objective is to fulfill the City's Visioning Goal by focusing on an improved Quality Of Life and Infrastructure. Additionally, as part of the Michigan Aviation System Plan, it is our goal to align with the multiple system goals as set forth by the Michigan Department of Transportation – Aeronautics Division. These goals include measures relating to facility and pavement maintenance.

Brook's Field is included in the National Plan of Integrated Airport Systems (NPIAS) and receives FAA funding through an Airport Improvement Plan (AIP). These grant assurances help keep the airport viable and preserve the investments made at the airport from the Federal and State levels.

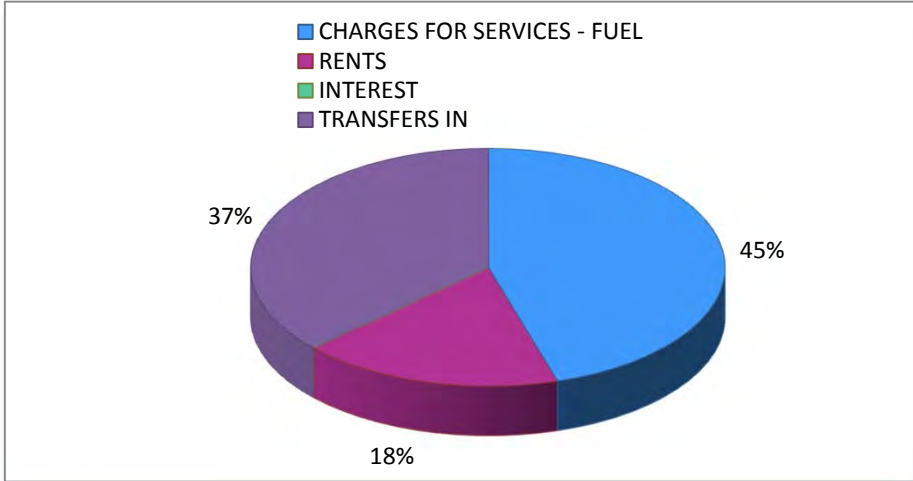
The 2017 Airport Report Card showed Brooks Field to be satisfactorily meeting all applicable facility goals and reaching a Pavement Condition Index (PCI) for the Runway and Taxiway of 86 and 93, respectfully, well above the PCI minimums of 55 and 45.

## **Issues:**

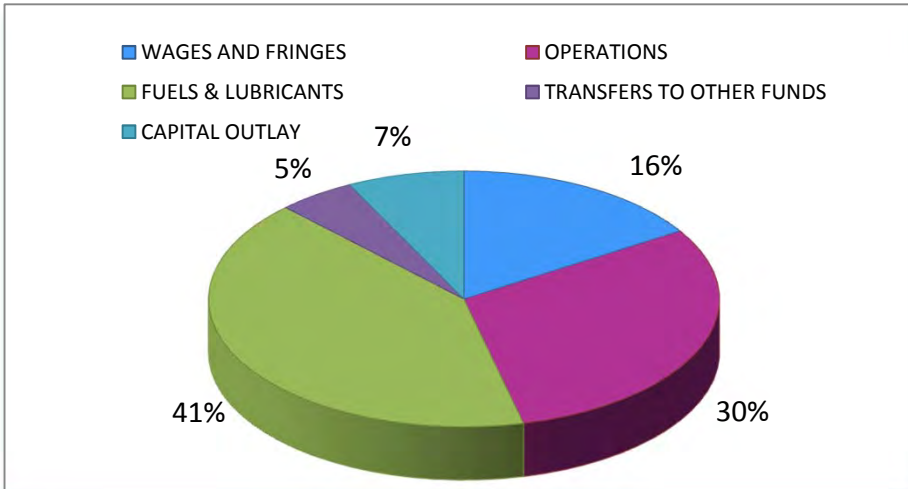
The airport revenue budget is heavily subsidized by the City's General Fund with a small profit from fuel sales and hanger rentals. Recent budget reductions and revenue losses have made the funding of non-FAA funded projects more difficult to complete. These generally include projects such as hanger structure maintenance and fuel pumping system repairs and upgrades.

Brooks Field  
1243 S. Kalamazoo Ave.  
Marshall, MI 49068  
269-781-4447

FY 2019 GENERAL FUND-AIRPORT REVENUES		
CHARGES FOR SERVICES - FUEL	\$ 76,100	45%
RENTS	29,800	18%
INTEREST	20	0%
TRANSFERS IN	62,000	37%
<b>TOTAL REVENUES</b>	<b>\$ 167,920</b>	<b>100%</b>



FY 2019 GENERAL FUND-AIRPORT EXPENDITURES		
WAGES AND FRINGES	\$ 27,167	16%
OPERATIONS	50,964	30%
FUELS & LUBRICANTS	70,000	41%
TRANSFERS TO OTHER FUNDS	8,302	5%
CAPITAL OUTLAY	12,500	7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 168,933</b>	<b>100%</b>



# City of Marshall

General Fund-Airport		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
<b>Revenues</b>						
295-000-540.00	State Grants	0	26	0	0	0
295-000-640.00	Charges for Service - Fuel	62,314	75,744	76,100	76,100	76,100
295-000-665.00	Interest	32	22	20	20	20
295-000-667.00	Rents	24,346	24,878	29,800	29,800	29,800
295-000-671.00	Miscellaneous Revenue	0	235	0	0	0
295-000-699.01	Contributions - General Fund	63,000	43,500	50,162	62,000	62,000
	<b>Airport Revenues Total:</b>	<b>149,692</b>	<b>144,405</b>	<b>156,082</b>	<b>167,920</b>	<b>167,920</b>
<b>Expenditures</b>						
295-895-702.00	Payroll	5,759	6,343	5,760	5,875	5,993
295-895-702.01	Other Fringe Benefits-taxable	0	105	0	49	55
295-895-703.00	Part-time Salaries	27,089	26,891	17,500	18,065	18,426
295-895-704.00	Overtime Salaries	248	179	0	0	0
295-895-715.00	Social Security	2,527	2,553	1,206	1,835	1,872
295-895-716.00	Hospitalization	544	716	675	731	819
295-895-717.00	Life Insurance	18	11	13	13	13
295-895-718.00	Retirement - D/B	620	575	0	0	0
295-895-718.10	Retirement - D/C		0	587	599	611
295-895-721.00	Workers Compensation	(12)	576	580	580	580
295-895-740.00	Operating Supplies	1,894	1,931	2,000	2,040	2,081
295-895-757.00	Fuels & Lubricants	53,799	67,801	70,000	70,000	70,000
295-895-801.00	Professional Services	251	450	100	102	104
295-895-805.00	Administrative Costs	0	0	200	200	200
295-895-812.00	License	150	50	100	100	100
295-895-820.00	Contracted Services	18,144	28,672	19,000	19,380	19,768
295-895-825.00	Insurance	3,928	4,822	5,262	5,315	5,368
295-895-850.00	Communications	4,325	4,551	4,700	4,700	4,700
295-895-860.00	Transportation & Travel	134	144	150	150	150
295-895-921.00	Utilities - Gas	684	696	700	700	700
295-895-922.00	Utilities-Elec, Water, Sewer	4,451	5,020	4,500	4,500	4,500
295-895-930.00	Equipment Maintenance	4,525	4,207	4,000	4,080	4,162
295-895-931.00	Maintenance of Building	3,565	1,524	4,000	4,080	4,162
295-895-941.00	Motor Pool Equip Rental	1,031	2,102	2,100	2,540	2,540
295-895-941.01	Data Processing	2,760	2,698	2,497	2,497	2,497
295-895-956.00	Bad Debt Expense	5,926	(350)	0	0	0
295-895-999.00	Transfers to Other Funds	0	8,302	8,302	8,302	8,302
295-900-970.00	Capital Outlay	1,125	3,094	6,250	12,500	25,800
	<b>Airport Expenditures Total:</b>	<b>143,485</b>	<b>173,663</b>	<b>160,182</b>	<b>168,933</b>	<b>183,503</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>6,207</b>	<b>-29,258</b>	<b>-4,100</b>	<b>-1,013</b>	<b>-15,583</b>

**ALLOCATED POSITIONS: AIRPORT**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Public Services	0.05	0.05	0.05	0.05	0.05
Facilities Manager	0.05	0.05	0.05	0.05	0.05
Equipment Operator	0.06	0.00	0.06	0.00	0.00
Total	0.16	0.10	0.16	0.10	0.10

## **MAJOR STREET -- MVH**

### **Description of Services:**

The Major Street (MVH) Fund was established for the Act 51 funds giving to municipalities for various street expenditures including maintenance and preventative maintenance. Services performed with these funds include work on the City's designated Major Street system as designated by MDOT. Major streets are those considered to be of greatest importance by providing an integral network to the industrial, businesses and collecting traffic between the local network and County and State systems. The City of Marshall currently has 14.38 centerline major street miles receiving \$566,000/year of which \$273,000 covers operating costs.

### **Objectives:**

Public Act (PA) 51, 1951, Gas Tax, was established to provide funding for Michigan Roadways. Gas Tax funds are required to cover costs for all street right-of-way maintenance; this includes but is not limited to snow plowing, traffic signage, pavement markings, traffic signal power/maintenance, ADA sidewalk ramps upgrades, bridge maintenance, etc. PA 51 also requires that 10% of these funds be spent on the non-motorized system such as sidewalks over a 10 year period. This requirement is easily met with the sidewalk ADA ramp upgrades required by the Federal Highway Administration (FHWA) during street construction projects.

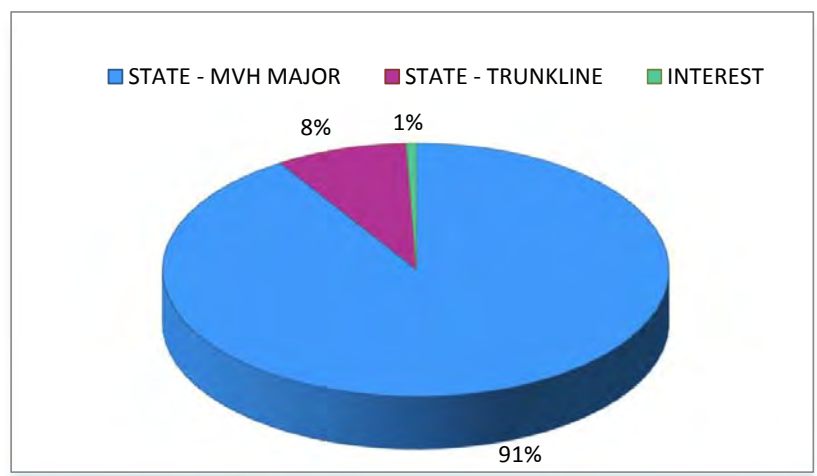
### **Measures:**

The City of Marshall's road system has been rated utilizing the Pavement Surface Evaluation and Rating system (PASER) since 2005. This rating system is utilized by virtually every state road agency allowing for uniformity in comparing conditions of the street system statewide. All the City of Marshall streets are rated using the PASER rating system at least bi-annually. The information is then placed in the RoadSoft integrated roadway management system developed and provided by Michigan's Local Technical Assistance Program (LTAP). This powerful tool allows for tracking of system's deterioration as well as assisting in selection of maintenance project to improve the overall system condition.

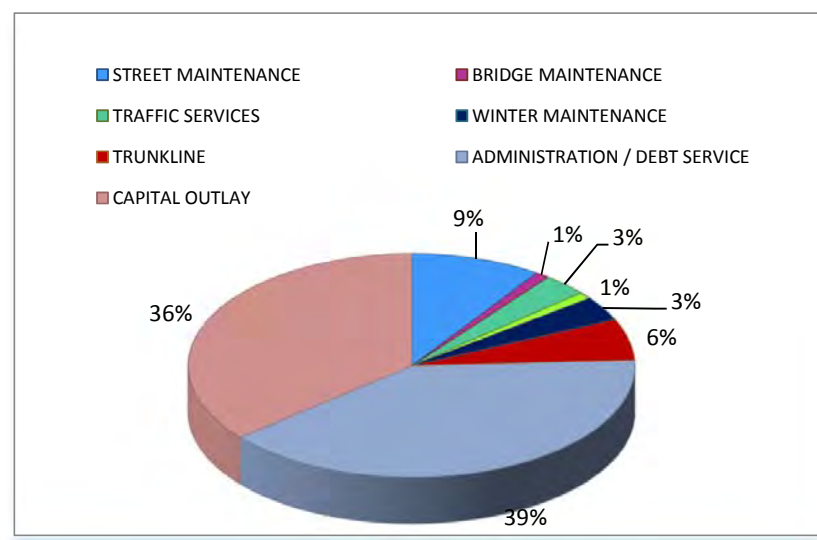
### **Issues:**

Even with the recent "gas tax" increases and additional funding, only a small portion of those makes it to the municipal levels. Major Street receive more funds per mile than local streets and are eligible for many different grants. Generally these Major Street tend to be in better condition than local streets.

FY 2019 MVH MAJOR STREETS REVENUES		
STATE - MVH MAJOR	565,866	91%
STATE - TRUNKLINE	52,214	8%
INTEREST	4,000	1%
<b>TOTAL REVENUES</b>	<b>\$ 622,080</b>	<b>100%</b>



FY 2019 MVH MAJOR STREETS EXPENDITURES		
STREET MAINTENANCE	82,464	9%
BRIDGE MAINTENANCE	8,800	1%
TRAFFIC SERVICES	28,524	3%
TRAFFIC SIGNALS	8,500	1%
WINTER MAINTENANCE	30,781	3%
TRUNKLINE	52,407	6%
ADMINISTRATION / DEBT SERVICE	355,508	39%
CAPITAL OUTLAY	315,000	36%
<b>TOTAL EXPENDITURES</b>	<b>\$ 881,984</b>	<b>100%</b>





## City of Marshall Summary of Michigan Transportation Fund Debt

	ISSUE: 33 AUTH: Act 34 CUSIP: 572427 TYPE: MTF (LT) PURPOSE: Street Improvements DATED: May 1, 2013 CALLABLE: 10/1/22 @ Par Fund 202 & 203				<b>Total Michigan Transportation Fund Debt</b>		
Fiscal	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
Year	(4/1)		(4/1 & 10/1)				
Ending							
June 30							
2019	\$105,000	2.00%	\$29,163	\$134,163	\$105,000	\$29,163	\$134,163
2020	\$105,000	2.00%	\$27,063	\$132,063	\$105,000	\$27,063	\$132,063
2021	\$105,000	2.00%	\$24,963	\$129,963	\$105,000	\$24,963	\$129,963
2022	\$110,000	2.00%	\$22,813	\$132,813	\$110,000	\$22,813	\$132,813
2023	\$110,000	2.00%	\$20,613	\$130,613	\$110,000	\$20,613	\$130,613
2024	\$115,000	2.15%	\$18,276	\$133,276	\$115,000	\$18,276	\$133,276
2025	\$120,000	2.15%	\$15,750	\$135,750	\$120,000	\$15,750	\$135,750
2026	\$120,000	2.30%	\$13,080	\$133,080	\$120,000	\$13,080	\$133,080
2027	\$125,000	3.00%	\$9,825	\$134,825	\$125,000	\$9,825	\$134,825
2028	\$130,000	3.00%	\$6,000	\$136,000	\$130,000	\$6,000	\$136,000
2029	\$135,000	3.00%	\$2,025	\$137,025	\$135,000	\$2,025	\$137,025
	<b>\$1,280,000</b>		<b>\$189,571</b>	<b>\$1,469,571</b>	<b>\$1,280,000</b>	<b>\$189,571</b>	<b>\$1,469,571</b>

<b>City of Marshall</b>						
<b>MVH Major &amp; Trunkline Streets</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Revenues</b>						
Revenues						
202-000-547.00	State - MVH Major	389,850	461,443	508,059	565,866	528,585
202-000-548.00	State - Trunkline	85,809	43,571	58,477	52,214	52,214
202-000-570.00	State Operating Assistance	80,117	0	0	0	0
202-000-665.00	Interest	2,784	5,378	4,000	4,000	4,000
202-000-699.00	Transfers From Other Funds	0	63,321	0	0	0
<b>MVH-Major &amp; Trunkline Revenues Total:</b>		<b>558,560</b>	<b>573,713</b>	<b>570,536</b>	<b>622,080</b>	<b>584,799</b>
<b>Expenditures</b>						
<b>Street Maintenance</b>						
202-463-702.00	Payroll	2,722	19,354	22,000	12,000	12,240
202-463-703.00	Part-time Salaries	0	0	3,000	0	0
202-463-704.00	Overtime Salaries	16	668	8,000	2,200	2,200
202-463-715.00	Social Security	198	1,194	2,525	1,086	1,105
202-463-716.00	Hospitalization	3,000	1,500	1,575	1,701	1,837
202-463-718.00	Retirement - D/B	2,677	1,500	0	0	0
202-463-721.00	Workers Compensation	0	0	0	0	0
202-463-775.00	Repair & Maintenance Supplies	3,521	5,720	7,000	9,000	9,000
202-463-801.00	Professional Services		121	250	250	250
202-463-939.00	Contracted Maintenance	6,558	14,177	20,000	25,000	25,000
202-463-941.00	Motor Pool Equip Rental	4,293	5,774	35,840	6,000	6,000
<b>MVH-Major Street Maintenance Expenditures Total:</b>		<b>22,985</b>	<b>50,008</b>	<b>100,190</b>	<b>57,237</b>	<b>57,632</b>
<b>Expenditures</b>						
<b>Sweeping &amp; Flushing</b>						
202-469-702.00	Payroll	0	834	0	7,000	7,140
202-469-702.94	Payroll - Trunkline I94	0	172	0	0	0
202-469-704.00	Overtime Salaries	0	1,060	0	2,500	2,550
202-469-704.93	Overtime - Trunkline 227	0	98	0	0	0
202-469-704.94	Overtime - Trunkline I94	0	305	0	0	0
202-469-715.00	Social Security	0	184	0	727	741
202-469-941.00	Motor Pool Equip Rental	0	2,427	0	15,000	15,000
<b>MVH-Major Sweeping &amp; Flushing Expenditures Total:</b>		<b>0</b>	<b>5,080</b>	<b>0</b>	<b>25,227</b>	<b>25,431</b>
<b>Expenditures</b>						
<b>Bridge Maintenance</b>						
202-470-801.00	Professional Services	6,742	1,791	5,000	8,800	8,976
<b>MVH-Major Bridge Maintenance Expenditures Total:</b>		<b>6,742</b>	<b>1,791</b>	<b>5,000</b>	<b>8,800</b>	<b>8,976</b>
<b>Expenditures</b>						
<b>Traffic Services</b>						
202-474-702.00	Payroll	107	44	4,080	4,162	4,245
202-474-704.00	Overtime Salaries	0	0	1,000	1,020	1,040
202-474-715.00	Social Security	8	3	389	396	404
202-474-716.00	Hospitalization	650	650	702	786	881
202-474-718.00	Retirement - D/B	574	350	0	0	0
202-474-775.00	Repair & Maintenance Supplies	0	0	1,000	1,020	1,040
202-474-778.00	Paint & Signs	2,500	5,467	10,000	10,000	10,000
202-474-939.00	Contracted Maintenance	509	146	7,000	7,140	7,283
202-469-941.00	Motor Pool Equip Rental	23	0	750	4,000	4,000
<b>MVH-Major Traffic Service Expenditures Total:</b>		<b>4,371</b>	<b>6,660</b>	<b>24,921</b>	<b>28,524</b>	<b>28,893</b>
<b>Expenditures</b>						
<b>Traffic Signals</b>						
202-476-922.00	Utilities-Elec, Water, Sewer	887	1,342	1,500	1,500	1,500
202-476-939.00	Contracted Maintenance	1,960	746	6,000	7,000	7,140
<b>MVH-Major Traffic Signal Expenditures Total:</b>		<b>2,847</b>	<b>2,088</b>	<b>7,500</b>	<b>8,500</b>	<b>8,640</b>
<b>Expenditures</b>						
<b>Winter Maintenance</b>						
202-480-702.00	Payroll	1,473	2,126	3,060	3,121	3,184
202-480-704.00	Overtime Salaries	3,195	2,966	5,000	5,100	5,202
202-480-715.00	Social Security	346	382	617	629	642
202-480-716.00	Hospitalization	500	300	324	363	406
202-480-718.00	Retirement - D/B	765	700	795	888	1,002
202-480-721.00	Workers Compensation	0	0	0	0	0
202-480-775.00	Repair & Maintenance Supplies	8,334	4,447	9,000	9,180	9,364
202-480-941.00	Motor Pool Equip Rental	8,079	7,295	11,500	11,500	11,500
<b>MVH-Major Winter Maintenance Expenditures Total:</b>		<b>22,692</b>	<b>18,216</b>	<b>30,296</b>	<b>30,781</b>	<b>31,300</b>

<b>City of Marshall</b>						
<b>MVH Major &amp; Trunkline Streets</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>	<b>Trunkline</b>					
202-486-702.00	Payroll	7,386	74	13,260	10,000	10,200
202-486-704.00	Overtime Salaries	8,290	91	5,000	5,100	5,202
202-486-715.00	Social Security	1,159	12	1,397	1,155	1,178
202-486-716.00	Hospitalization	2,600	2,500	2,625	2,940	3,293
202-486-718.00	Retirement - D/B	2,295	2,100	2,386	2,712	3,082
202-486-721.00	Workers Compensation	0	0	0	0	0
202-486-775.00	Repair & Maintenance Supplies	25,712	9,776	15,000	11,500	11,730
202-486-941.00	Motor Pool Equip Rental	26,168	6,720	19,500	19,000	19,000
	<b>MVH-Major Trunkline Expenditures Total:</b>	<b>73,610</b>	<b>21,273</b>	<b>59,168</b>	<b>52,407</b>	<b>53,685</b>
<b>Expenditures</b>	<b>Administration</b>					
202-000-803.00	Service Fee	250	250	250	250	250
202-539-805.00	Administrative Costs	2,015	465	500	500	500
202-539-990.00	Debt Service	100,000	100,000	100,000	105,000	105,000
202-539-995.00	Bond Interest Paid	35,213	33,213	31,213	29,163	27,063
202-539-999.00	Transfers to Other Funds	75,481	163,500	293,515	220,595	142,680
	<b>MVH-Major Administration Expenditures Total:</b>	<b>212,959</b>	<b>297,428</b>	<b>425,478</b>	<b>355,508</b>	<b>275,493</b>
<b>Expenditures</b>	<b>Capital Outlay</b>					
202-900-970.00	Capital Outlay	240,348	225,850	310,278	315,000	235,000
	<b>MVH-Major Capital Expenditures Total:</b>	<b>240,348</b>	<b>225,850</b>	<b>310,278</b>	<b>315,000</b>	<b>235,000</b>
	<b>MVH-Major &amp; Trunkline Expenditures Totals:</b>	<b>586,554</b>	<b>628,394</b>	<b>962,831</b>	<b>881,984</b>	<b>725,050</b>
	<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(27,994)</b>	<b>(54,681)</b>	<b>(392,295)</b>	<b>(259,904)</b>	<b>(140,251)</b>

**ALLOCATED POSITIONS:**

<b>Job Description</b>	<b>FY 2016 FTE's</b>	<b>FY 2017 FTE's</b>	<b>FY 2018 FTE's</b>	<b>FY 2019 FTE's</b>	<b>FY 2020 FTE's</b>
Equipment Operator	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## LOCAL STREET -- MVH

### **Description of Services:**

The Local Street (MVH) Fund was established for the Act 51 funds giving to municipalities for various street expenditures including maintenance and preventative maintenance. Services performed with these funds include work on the City's designated Major Street system as designated by MDOT. Local streets are those outside the Major and County/State Systems, generally the neighborhood street system. The City of Marshall has 25.76 centerline miles of local streets, receiving approximately \$210,000/year of which \$147,000 covers operating costs.

### **Objectives:**

Public Act (PA) 51, 1951, Gas Tax, was established to provide funding for Michigan Roadways. Gas Tax funds are required to cover costs for all street right-of-way maintenance; this includes but is not limited to snow plowing, traffic signage, pavement markings, traffic signal power/maintenance, ADA sidewalk ramps upgrades, bridge maintenance, etc.

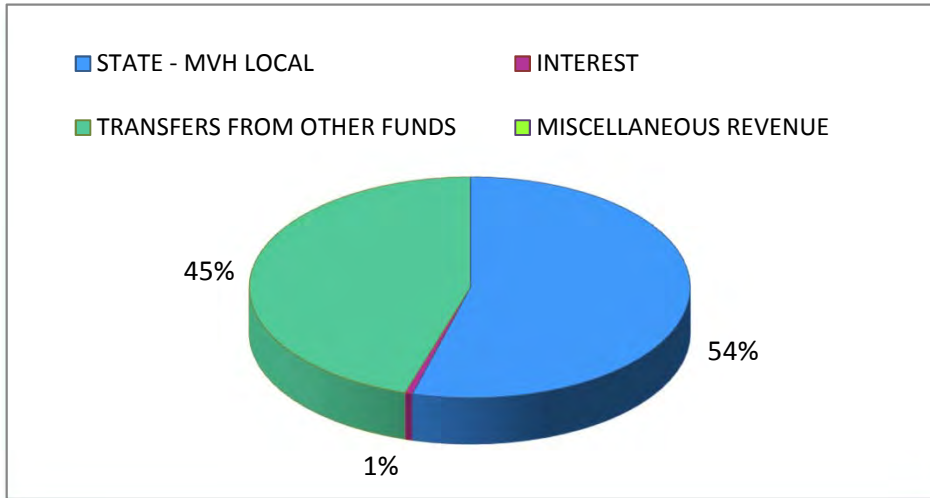
### **Measures:**

The City of Marshall's road system has been rated utilizing the Pavement Surface Evaluation and Rating system (PASER) since 2005. This rating system is utilized by virtually every state road agency allowing for uniformity in comparing conditions of the street system statewide. All the City of Marshall streets are rated using the PASER rating system at least bi-annually. The information is then placed in the RoadSoft integrated roadway management system developed and provided by Michigan's Local Technical Assistance Program (LTAP). This powerful tool allows for tracking of system's deterioration as well as assisting in selection of maintenance project to improve the overall system condition.

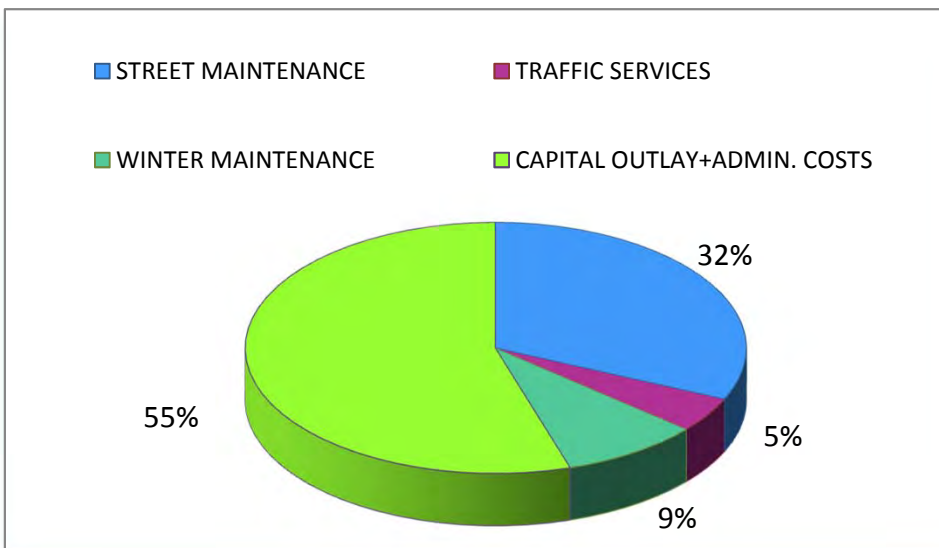
### **Issues:**

Even with the recent "gas tax" increases and additional funding, only a small portion of those makes it to the municipal levels. Local Streets receive far less funds per mile than the major street system. Marshall does not currently have a local street millage severely limiting funds available for maintenance activates after other work is completed.

<b>FY 2019 MVH LOCAL STREETS REVENUES</b>		
STATE - MVH LOCAL	\$ 209,870	54%
INTEREST	2,200	1%
TRANSFERS FROM OTHER FUNDS	175,000	45%
MISCELLANEOUS REVENUE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 387,070</b>	<b>100%</b>



<b>FY 2019 MVH LOCAL STREETS EXPENDITURES</b>		
STREET MAINTENANCE	137,850	32%
TRAFFIC SERVICES	19,778	5%
WINTER MAINTENANCE	38,875	9%
CAPITAL OUTLAY+ADMIN. COSTS	238,501	55%
<b>TOTAL EXPENDITURES</b>	<b>\$ 435,004</b>	<b>100%</b>



# City of Marshall

MVH-Local Streets		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
<b>Revenues</b>						
203-000-549.00	State - MVH Local	144,511	205,692	183,235	209,870	190,638
203-000-665.00	Interest	1,651	3,351	2,200	2,200	2,200
203-000-671.00	Miscellaneous Revenue	0	27,576	0	0	0
203-000-699.00	Transfers From Other Funds	75,481	125,000	250,000	175,000	100,000
203-000-699.01	Contributions - General Fund	75,000	0	0	0	0
<b>MVH-Local Revenues Total:</b>		<b>296,643</b>	<b>361,619</b>	<b>435,435</b>	<b>387,070</b>	<b>292,838</b>
<b>Expenditures</b>						
<b>Street Maintenance</b>						
203-463-702.00	Payroll	13,656	18,636	34,000	20,000	20,400
203-463-703.00	Part-time Salaries			5,900	6,018	6,138
203-463-704.00	Overtime Salaries	719	1,142	13,000	2,200	2,244
203-463-715.00	Social Security	1,055	1,456	4,047	2,159	2,202
203-463-716.00	Hospitalization	4,000	3,500	3,675	4,116	4,610
203-463-718.00	Retirement - D/B	3,442	3,200	0	0	0
203-463-721.00	Workers Compensation	0	0	0	0	0
203-463-775.00	Repair & Maintenance Supplies	7,231	9,930	12,000	12,240	12,485
203-463-801.00	Professional Services	0	75	500	510	520
203-463-939.00	Contracted Maintenance	1,600	18,876	25,000	25,500	26,010
203-463-941.00	Motor Pool Equip Rental	13,376	13,681	53,500	12,500	12,500
<b>MVH-Local Street Maintenance Expenditures Total:</b>		<b>45,079</b>	<b>70,496</b>	<b>151,622</b>	<b>85,243</b>	<b>87,109</b>
<b>Expenditures</b>						
<b>Sweeping &amp; Flushing</b>						
203-469-702.00	Payroll		1,435		14,000	14,280
203-469-703.00	Part-time Salaries		0		0	0
203-469-704.00	Overtime Salaries		810		7,000	7,140
203-469-715.00	Social Security		167		1,607	1,639
203-469-941.00	Motor Pool Equip Rental		2,977		30,000	30,000
<b>MVH-Local Sweeping &amp; Flushing Expenditures Total:</b>		<b>0</b>	<b>5,389</b>	<b>0</b>	<b>52,607</b>	<b>53,059</b>
<b>Expenditures</b>						
<b>Traffic Service</b>						
203-474-702.00	Payroll	466	1,820	2,040	3,000	3,060
203-474-704.00	Overtime Salaries	0	0	500	510	520
203-474-715.00	Social Security	34	136	194	269	274
203-474-716.00	Hospitalization	1,700	1,700	1,785	1,999	2,239
203-474-718.00	Retirement - D/B	1,434	1,390	0	0	0
203-474-721.00	Workers Compensation	0	0	0	0	0
203-474-775.00	Repair & Maintenance Supplies	85	0	0	0	0
203-474-778.00	Paint & Signs	1,880	5,474	20,000	10,000	10,000
203-474-941.00	Motor Pool Equip Rental	21	193	500	4,000	4,000
<b>MVH-Local Traffic Service Expenditures Total:</b>		<b>5,620</b>	<b>10,713</b>	<b>25,019</b>	<b>19,778</b>	<b>20,093</b>
<b>Expenditures</b>						
<b>Winter Maintenance</b>						
203-480-702.00	Payroll	4,131	2,616	5,000	5,100	5,202
203-480-703.00	Part-time Salaries	0	0	0	0	0
203-480-704.00	Overtime Salaries	4,166	4,080	6,000	6,120	6,242
203-480-715.00	Social Security	615	503	842	858	875
203-480-716.00	Hospitalization	1,800	1,800	1,890	2,117	2,371
203-480-718.00	Retirement	1,530	1,500	0	0	0
203-480-721.00	Workers Compensation	0	0	0	0	0
203-480-775.00	Repair & Maintenance Supplies	11,561	6,722	9,000	9,180	9,364
203-480-941.00	Motor Pool Equip Rental	14,350	9,828	15,500	15,500	15,500
<b>MVH-Local Winter Maintenance Expenditures Total:</b>		<b>38,153</b>	<b>27,049</b>	<b>38,232</b>	<b>38,875</b>	<b>39,554</b>
<b>Expenditures</b>						
<b>Administration</b>						
203-539-999.00	Transfers to Other Funds	0	16,000	17,593	18,001	18,445
<b>Administration Expenditures Total:</b>		<b>0</b>	<b>16,000</b>	<b>17,593</b>	<b>18,001</b>	<b>18,445</b>
<b>Expenditures</b>						
<b>Capital Outlay</b>						
203-900-970.00	Capital Outlay	254,368	307,718	310,000	220,500	75,000
<b>MVH-Local Capital Outlay Expenditures Total:</b>		<b>254,368</b>	<b>307,718</b>	<b>310,000</b>	<b>220,500</b>	<b>75,000</b>
<b>MVH-Local Expenditures Totals:</b>		<b>343,220</b>	<b>437,365</b>	<b>542,466</b>	<b>435,004</b>	<b>293,260</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(46,577)</b>	<b>(75,746)</b>	<b>(107,031)</b>	<b>(47,934)</b>	<b>(422)</b>

## **Brush, Leaf, and Trash Pickup**

### **Description of Services:**

Every April the Department of Public Works conducts a city wide brush pickup so that citizens can dispose of brush that has accumulated over the long winter season. Citizens place brush next to the curb and crews make one pass thru the city chipping the brush and hauling it away.

June is the month for the very popular city wide trash pickup that conveniently follows the announced city wide rummage sale. This gives citizens a chance to dispose of household items that did not find a buyer.

While that is going on, the equipment maintenance department is busy working on the equipment that will be used for the fall leaf pickup. Leaf pickup is labor and equipment intensive and requires a lot of preparation and planning. Leaf pickup begins around the middle of October and goes thru Thanksgiving and into early December.

### **Objectives:**

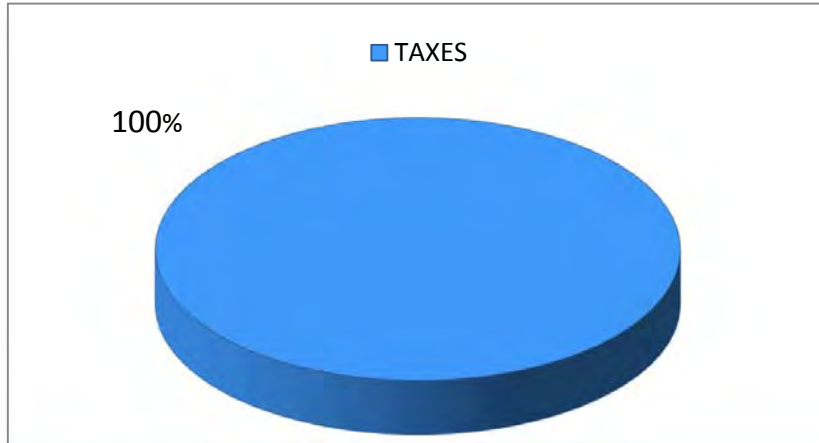
This budget receives revenue from a voted Leaf & Brush millage. This millage was renewed in 2016 allowing the City to maintain this curbside service for our residents.

Each year staff review past seasons and plan for the next one looking for innovative ways to save time, money, and equipment. The leaf pickup season is especially challenging because weather is an unknown when budgeting. Picking up leaves covered in snow is a costly and time consuming endeavor.

Our goal is to make our citizens happy with their choice to approve a millage for leaf, brush, and trash pickup.

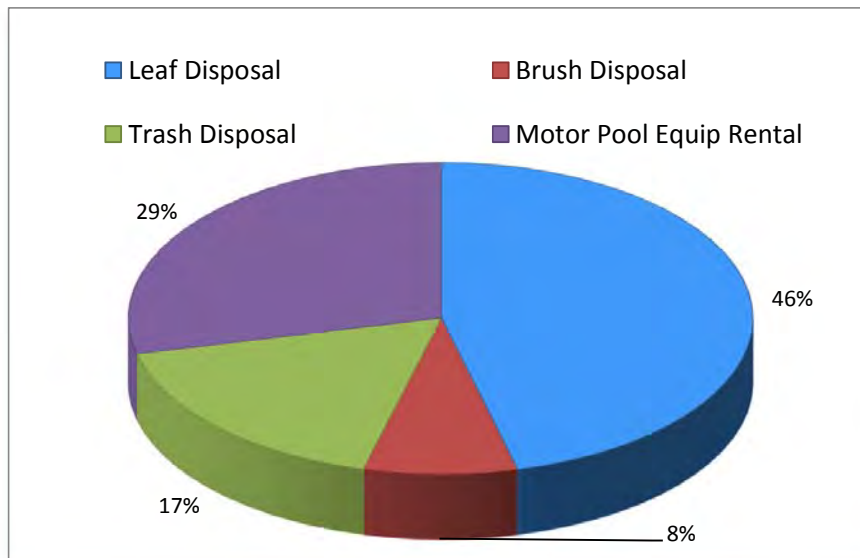
### FY 2019 LEAF, BRUSH AND TRASH REMOVAL REVENUES

TAXES	\$ 93,700	100%
INTEREST	30	0%
<b>TOTAL REVENUES</b>	<b>\$ 93,730</b>	<b>100%</b>



### FY 2019 LEAF, BRUSH AND TRASH REMOVAL EXPENDITURES

Leaf Disposal	43,160	46%
Brush Disposal	7,420	8%
Trash Disposal	16,200	17%
Motor Pool Equip Rental	26,882	29%
<b>TOTAL EXPENDITURES</b>	<b>\$ 93,662</b>	<b>100%</b>





## City of Marshall

<b>Leaf, Brush and Trash Removal</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Revenues</b>						
226-000-402.00	Current Property Taxes	77,105	93,022	95,754	93,400	95,361
226-000-404.00	Property Taxes - Prior Years	1	0	0	0	0
226-000-420.00	Delinquent Personal Prop Taxes	151	241	0	0	0
226-000-445.00	Penalties & Int. on Taxes	366	424	300	300	300
226-000-665.00	Interest	25	35	30	30	30
<b>Leaf, Brush and Trash Removal Revenues Total:</b>		<b>77,648</b>	<b>93,722</b>	<b>96,084</b>	<b>93,730</b>	<b>95,691</b>
<b>Expenditures</b>						
226-000-702.64	Payroll - Leaf Disposal	17,184	22,099	22,100	19,000	19,380
226-000-702.65	Payroll - Brush Disposal	4,158	10,515	5,000	6,800	6,936
226-000-703.64	Part-time Leaf Disposal	8,555	4,968	5,000	8,000	8,160
226-000-703.65	Part-time Brush Disposal	(1,417)	0	0	0	0
226-000-704.64	Overtime - Leaf Disposal	10,885	20,363	15,000	13,000	13,260
226-000-704.65	Overtime - Brush Disposal	1,759	0	0	0	0
226-000-715.00	Social Security	3,049	4,320	3,605	3,580	3,652
226-000-718.00	Retirement	0	0	0	0	0
226-000-721.00	Workers Compensation	0	0	0	0	0
226-000-820.00	Contracted Services	15,978	15,532	15,000	16,000	16,320
226-000-901.00	Advertising		400	300	300	300
226-000-941.00	Motor Pool Equip Rental	25,561	13,395	29,890	26,882	27,532
226-000-964.00	Refund or Rebates	141	2,081	100	100	100
<b>Leaf, Brush and Trash Removal Expenditures Total:</b>		<b>85,853</b>	<b>93,673</b>	<b>95,995</b>	<b>93,662</b>	<b>95,640</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(8,205)</b>	<b>49</b>	<b>89</b>	<b>68</b>	<b>51</b>

## **LOCAL DEVELOPMENT FINANCING AUTHORITY**

The Local Development Financing Authority (LDFA) was created on November 19, 1991. The LDFA is established as a Tax Increment Financing Authority by PA 281 of 1986 to support economic development.

The current Board consists of the following members:

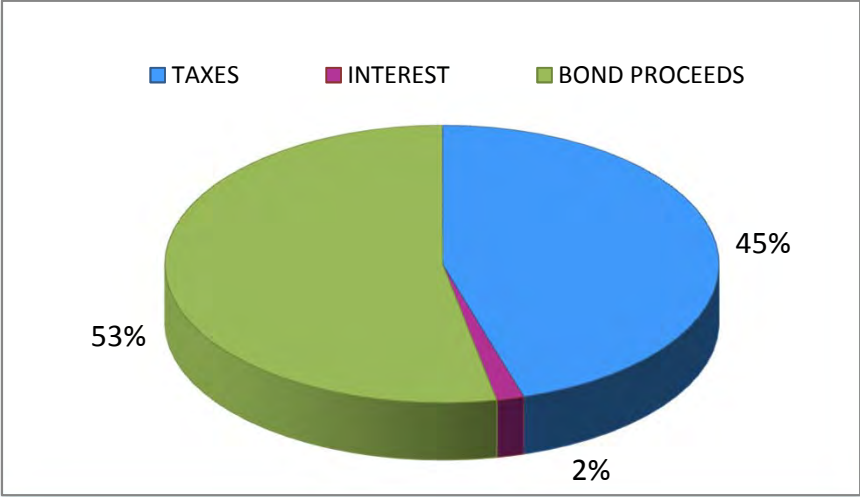
- Jason LaForge, Chairperson
- Catherine Yates, Vice-Chairperson
- Sue Damron
- Matt Davis
- Desmond Kirkland
- Mike Fallon
- Jim Pardoe
- Randy Davis
- Tom Tarkiewicz
- J.P. Walters
- Vic Potter

The LDFA receives its revenue through the increase in equalized values within the LDFA District over the base value determined in December 31, 1990.

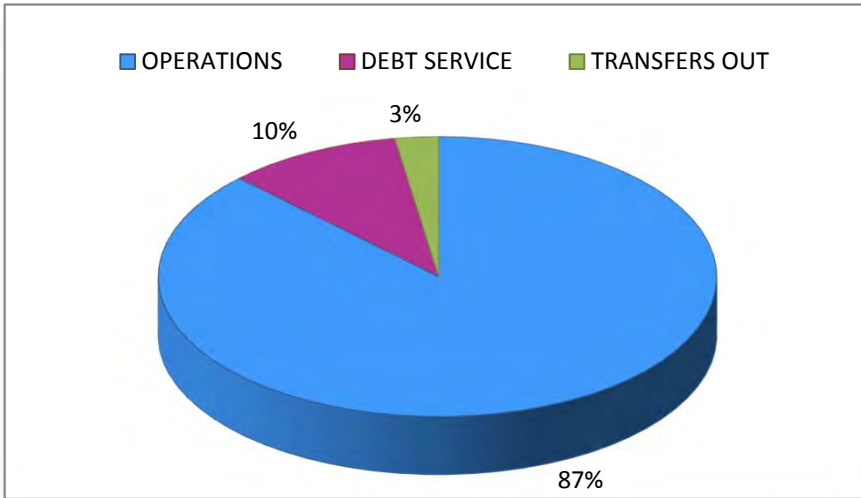
The proposed FY 2019 LDFA budget includes \$235,000 allocated as a payment to the Marshall Area Economic Development Alliance (MAEDA) to provide economic development support. MAEDA's principle focus is bringing new business into the City's Industrial Park and retaining existing businesses within the LDFA District. Funding of MAEDA is directly correlates with Council's goal of "Strengthening the employment base and industry".

With the potential sale of five lots in the LDFA area, the LDFA is researching available land to expand the district. The cost for additional land is unknown at this time. The Capital expenditures include funds to complete a water main loop at the south end of The Brooks.

FY 2019 LDFA REVENUES		
TAXES	\$ 426,263	45%
INTEREST	15,000	2%
BOND PROCEEDS	500,000	53%
<b>TOTAL REVENUES</b>	<b>\$ 941,263</b>	<b>100%</b>



FY 2019 LDFA EXPENDITURES		
OPERATIONS	\$ 844,400	87%
DEBT SERVICE	97,560	10%
TRANSFERS OUT	24,205	3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 966,165</b>	<b>100%</b>



**City of Marshall**  
**Summary of Local Development Finance Authority Debt**

	ISSUE: 27 AUTH: Act 281 CUSIP: 572457 TYPE: LDFA (LT) PURPOSE: Local Development Bonds, 2005 DATED: August 16, 2005 CALLABLE: 4/1/15 @ 100% Fund 296				<b>Total LDFA Debt</b>		
Fiscal Year	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
Ending June 30							
2019	\$90,000	4.20%	\$7,560	\$97,560	\$90,000	\$7,560	\$97,560
2020	\$90,000	4.20%	\$3,780	\$93,780	\$90,000	\$3,780	\$93,780
	<u>\$180,000</u>		<u>\$11,340</u>	<u>\$191,340</u>	<u>\$180,000</u>	<u>\$11,340</u>	<u>\$191,340</u>

<b>City of Marshall</b>						
<b>Local Development Finance Authority</b>		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Revenues</b>						
296-000-402.00	Current Property Taxes	412,898	245,693	246,095	251,263	256,540
296-000-402.00	Property Taxes - New Projects					159,950
296-000-441.00	Local Community Stabilization Tax		198,000	138,600	175,000	175,000
296-000-665.00	Interest	7,512	15,387	5,000	15,000	15,000
296-000-671.00	Miscellaneous Revenue	0	0	0	0	0
296-000-696.00	Bond Proceeds				500,000	
	<b>LDFA Revenues Total:</b>	<b>420,410</b>	<b>459,080</b>	<b>389,695</b>	<b>941,263</b>	<b>606,490</b>
<b>Expenditures</b>						
296-000-801.00	Professional Services	25,658	35,324	155,000	25,000	25,500
296-000-803.00	Service Fee	300	300	300	500	500
296-000-805.00	Administrative Costs	11,900	24,205	24,205	24,205	24,205
296-000-805.00	Administrative Costs - Public Safety				66,000	103,000
296-000-810.00	Dues & Memberships		275	0	0	
296-000-811.00	Taxes	6,004	3,326	0	3,400	3,400
296-000-820.00	Contracted Services	243,066	248,117	242,000	248,000	248,000
296-000-902.00	Marketing	1,225	0	1,500	1,500	1,500
296-000-922.00	Utilities-Elec, Water, Sewer	0	0	1,000	0	0
296-000-941.01	Data Processing	0	0	0	0	0
296-000-970.00	Capital Outlay				500,000	
296-000-990.00	Debt Service	560,000	90,000	90,000	90,000	155,000
296-000-995.00	Bond Interest Paid	28,283	14,850	11,340	7,560	3,780
296-000-999.00	Transfers to Other Funds	0	0	0	0	0
	<b>LDFA Expenditures Total:</b>	<b>876,436</b>	<b>416,397</b>	<b>525,345</b>	<b>966,165</b>	<b>564,885</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(456,026)</b>	<b>42,683</b>	<b>(135,650)</b>	<b>(24,902)</b>	<b>41,605</b>

## **DOWNTOWN DEVELOPMENT AUTHORITY**

The Downtown Development Authority (DDA) was established in 1982 as a Tax Increment Financing Authority for the purpose of maintaining a viable Central Business District. The establishment of the Authority was allowed by PA 197 of 1975.

The current Board consists of the following members:

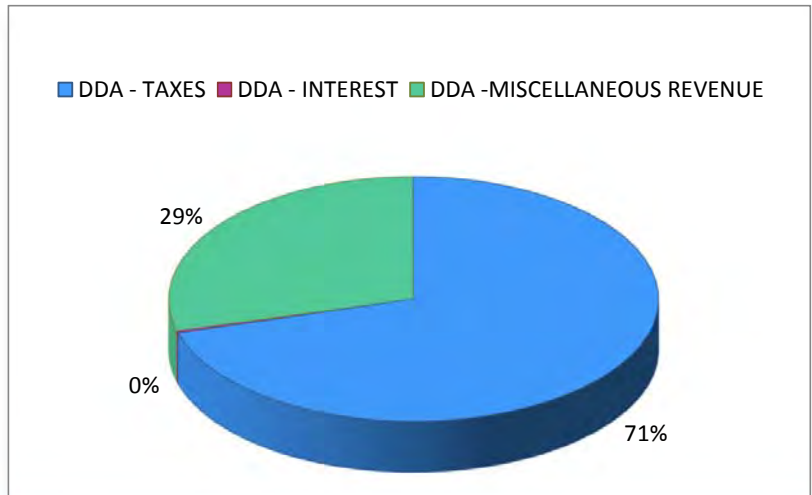
- Jason LaForge, Chairperson
- Catherine Yates, Vice-Chairperson
- Sue Damron
- Matt Davis
- Desmond Kirkland
- Mike Fallon
- Jim Pardoe
- Randy Davis
- Tom Tarkiewicz
- J.P. Walters
- Vic Potter

The DDA receives its revenue through the increase in equalized value within the DDA district that are above the base-value determined on December 31, 1982. In addition, the DDA will levy 1.6129 mills on all property within the District to support its operations.

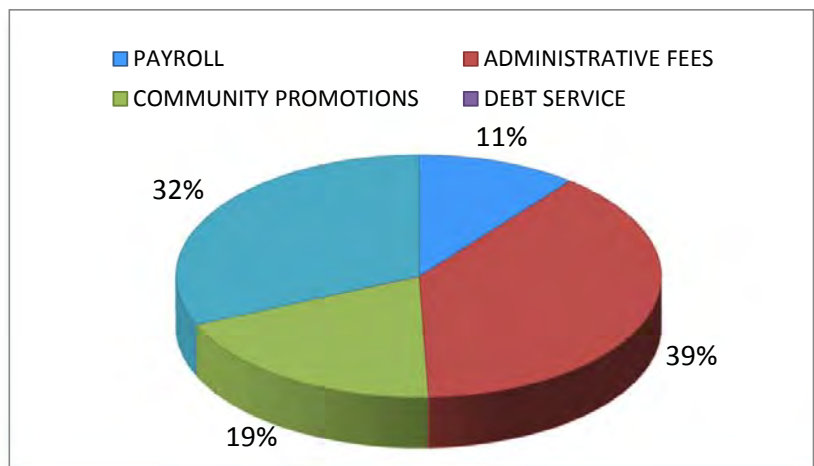
The DDA performs snow removal from the sidewalks within the District. The DDA also uses City crews to remove rubbish from the downtown trash containers and maintains the parking structure with pavement wash downs and snow removal.

The proposed FY 2017 DDA budget highlights includes \$23,000 is allocated as a payment to the Marshall Area Economic Development Alliance (MAEDA) to provide downtown business support. \$15,000 is allocated for miscellaneous capital expenditures. These and other allocations of the DDA are directly related to City Council's goal of creating and maintaining a "Vibrant Downtown" and becoming a "Redevelopment Ready Community".

FY 2019 DDA REVENUES		
DDA - TAXES	\$ 130,569	71%
DDA - INTEREST	540	0%
DDA - MISCELLANEOUS REVENUE	54,000	29%
<b>TOTAL REVENUES</b>	<b>\$ 185,109</b>	<b>100%</b>



FY 2019 DDA EXPENDITURES		
PAYROLL	\$ 17,871	11%
ADMINISTRATIVE FEES	65,075	39%
COMMUNITY PROMOTIONS	32,000	19%
DEBT SERVICE	-	0%
DDA - OPERATIONS	53,017	32%
<b>TOTAL EXPENDITURES</b>	<b>\$ 167,963</b>	<b>100%</b>



## City of Marshall Summary of Downtown Development Authority Debt

	ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: DDA (LT) PURPOSE: DDA - Parking Lots DATED: September 5, 2012 CALLABLE: Fund 298 - Paid by G/F	Budgeted in 298-000-805.00 Due to Status of Component Unit  <b>Total DDA Debt</b>																																																						
Fiscal Year	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;"></th> <th style="width: 15%;">PRINCIPAL (6/1)</th> <th style="width: 10%;">RATE</th> <th style="width: 15%;">INTEREST (6/1 &amp; 12/1)</th> <th style="width: 15%;">TOTAL</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: center;">3.00%</td> <td style="text-align: right;">\$1,575</td> <td style="text-align: right;">\$16,575</td> </tr> <tr> <td>2020</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: center;">3.00%</td> <td style="text-align: right;">\$1,125</td> <td style="text-align: right;">\$16,125</td> </tr> <tr> <td>2021</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: center;">3.00%</td> <td style="text-align: right;">\$675</td> <td style="text-align: right;">\$15,675</td> </tr> <tr> <td>2022</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: center;">3.00%</td> <td style="text-align: right;">\$225</td> <td style="text-align: right;">\$15,225</td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;"><b>\$60,000</b></td> <td></td> <td style="text-align: right; border-top: 1px solid black;"><b>\$3,600</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>\$63,600</b></td> </tr> </tbody> </table>		PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL	2019	\$15,000	3.00%	\$1,575	\$16,575	2020	\$15,000	3.00%	\$1,125	\$16,125	2021	\$15,000	3.00%	\$675	\$15,675	2022	\$15,000	3.00%	\$225	\$15,225		<b>\$60,000</b>		<b>\$3,600</b>	<b>\$63,600</b>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;"></th> <th style="width: 15%;">PRINCIPAL</th> <th style="width: 10%;">INTEREST</th> <th style="width: 15%;">TOTAL</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: right;">\$1,575</td> <td style="text-align: right;">\$16,575</td> </tr> <tr> <td>2020</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: right;">\$1,125</td> <td style="text-align: right;">\$16,125</td> </tr> <tr> <td>2021</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: right;">\$675</td> <td style="text-align: right;">\$15,675</td> </tr> <tr> <td>2022</td> <td style="text-align: right;">\$15,000</td> <td style="text-align: right;">\$225</td> <td style="text-align: right;">\$15,225</td> </tr> <tr> <td></td> <td style="text-align: right; border-top: 1px solid black;"><b>\$60,000</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>\$3,600</b></td> <td style="text-align: right; border-top: 1px solid black;"><b>\$63,600</b></td> </tr> </tbody> </table>		PRINCIPAL	INTEREST	TOTAL	2019	\$15,000	\$1,575	\$16,575	2020	\$15,000	\$1,125	\$16,125	2021	\$15,000	\$675	\$15,675	2022	\$15,000	\$225	\$15,225		<b>\$60,000</b>	<b>\$3,600</b>	<b>\$63,600</b>
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City of Marshall						
Downtown Development Authority		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
<b>Revenues</b>	<b>DDA</b>					
	<b>Downtown Development Authority</b>					
298-000-402.00	Current Property Taxes	126,832	114,908	115,934	118,369	120,854
298-000-404.00	Property Taxes - Prior Years	0	0	0	0	0
298-000-420.00	Delinquent Personal Prop Taxes	161	70	160	160	160
298-000-441.00	Local Community Stabilization Tax		13,000	9,100	12,000	12,000
298-000-445.00	Penalties & Int. on Taxes	83	51	40	40	40
298-000-665.00	Interest	461	354	540	540	540
298-000-671.00	Miscellaneous Revenue	100,391	55,163	54,000	54,000	54,000
298-000-675.00	Contrib. from Other Sources	16,141	14,310	0	0	0
	DDA Revenues Sub-Total:	244,069	197,856	179,774	185,109	187,594
<b>Expenditures</b>	<b>DDA</b>					
298-000-702.00	Payroll	1,314	0	0	0	0
298-000-702.01	Other Fringe Benefits-taxable	135	0	0	0	0
298-000-702.40	Payroll - Rubbish/Garbage		625	120	100	102
298-000-702.41	Payroll - Mowing/Trimming	1,255	0	1,300	1,326	1,353
298-000-702.42	Payroll - Parking Structure	3,817	410	4,000	4,080	4,162
298-000-702.43	Payroll - Sidewalk Snow Removal	171	20	200	204	208
298-000-702.44	Payroll - Flowers	2,113	1,397	2,200	2,244	2,289
298-000-703.00	Part-time Salaries	9,953	12,264	9,120	9,302	9,488
298-000-704.00	Overtime Salaries	427	0	0	0	0
298-000-704.40	Overtime - Rubbish/Garbage	245	127	0	0	0
298-000-704.42	Overtime - Parking Structure	1,329	199	0	0	0
298-000-704.43	Overtime - Sidewalk Snow Removal	320	0	0	0	0
298-000-704.44	Overtime - Flowers	0	0	0	0	0
298-000-715.00	Social Security	1,591	1,143	700	714	728
298-000-716.00	Hospitalization	175	0	0	0	0
298-000-717.00	Life Insurance	0	0	0	0	0
298-000-718.00	Retirement - D/B	741	0	0	0	0
298-000-721.00	Workers Compensation	(18)	0	0	0	0
298-000-755.00	Miscellaneous Supplies	3,514	2,990	3,000	1,000	1,020
298-000-755.01	Miscellaneous Supplies - Downtown Planters		1,070		2,500	2,550
298-000-777.00	MINOR TOOLS AND EQUIPMENT	0	0	100	100	100
298-000-801.00	Professional Services	291	519	500	510	520
298-000-803.00	Service Fee	308	308	308	308	308
298-000-805.00	Administrative Costs	53,221	35,433	52,450	65,075	64,625
298-000-820.00	Contracted Services	24,370	2,424	1,126	23,000	23,000
298-000-820.02	Contracted Maint. - Lawn				1,000	1,020
298-000-901.00	Advertising	0	0	0	0	0
298-000-945.00	COMMUNITY PROMOTIONS	69,877	35,205	32,000	32,000	32,000
298-000-964.00	Refund or Rebates	0	0	1,000	0	0
298-000-970.00	Capital Outlay	27,035	3,752	0	15,000	50,000
298-000-990.00	Debt Service	62,700	70,000	55,000	0	0
298-000-995.00	Bond Interest Paid	7,360	4,642	1,100	0	0
298-000-999.00	Transfers to Other Funds	0	0	0	0	0
		272,244	172,528	164,224	158,463	193,473
Dept 296-DDA Parking Ramp						
298-296-941.00	Motor Pool Equip Rental	3,681	4,000	4,000	4,000	4,000
Dept 297-DDA Sidewalk						
298-297-941.00	Motor Pool Equip Rental	3,504	10,596	3,500	5,500	5,500
Dept 729-Community Development						
298-729-716.00	Hospitalization		0	0	0	0
298-729-717.00	Life Insurance		0	0	0	0
298-729-721.00	Workers Compensation		0	0	0	0
298-729-760.00	Medical Services	6	0	0	0	0
298-729-820.00	Contracted Services		0	0	0	0
298-729-850.00	Communications	1,025	213	0	0	0
298-729-941.01	Data Processing	0	0	0	0	0
298-729-964.00	Refund or Rebates	0	0	0	0	0
298-729-969.00	Contingency	0	0	0	0	0
		1,031	213	0	0	0
	DDA Expenditures Total:	280,460	187,337	171,724	167,963	202,973
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(36,391)</b>	<b>10,519</b>	<b>8,050</b>	<b>17,146</b>	<b>(15,379)</b>

# Marshall House Apartments

Owned & Operated by City of Marshall



## BUDGET NARRATIVE

### SUMMARY:

**Marshall House Apartments** is a 100-unit senior and disabled citizen housing community that opened January 1980 and is owned and operated by the City of Marshall. It was established for low-income seniors and disabled adults, with the rent based on approximately 30% of the household's adjusted annual income (total annual income minus allowable medical deductions). Tenant rents are subsidized by Section 8 New Construction, Department of Housing and Urban Development (HUD) funding. Out of that subsidy, the City of Marshall deposits \$12,865.00 on a monthly basis in a HUD Replacement Reserve Fund (HRRF) account.

### OBJECTIVE:

Comfort and safety are an important goal at the Marshall House. Management strives to provide all with a clean, healthy and safe place to live, all the while trying to maintain a healthy and responsible budget.

### PRIOR GOALS:

In the 2017 budget year, Marshall House moved forward with the resurfacing of the parking lot. Contractors removed 4 existing islands from the configuration of the lot which added 11 new parking spaces for our residents and their guests. These changes also added additional accessible spaces which more than satisfied the minimum number of spaces required. The \$107,405.45 project was funded through the HRRF. Serious sprawling, potholes and cracks have been eliminated and improved the safety of the community from this major movement area.

Additionally, Marshall House entered into contract on 02/20/17 to replace the existing elevators and systems. These upgrades to the building's infrastructure were funded through grants and the HRRF. Grants were received from the Cronin Foundation of \$150,000.00 and Marshall Community Foundation contributing \$10,000.00 towards the total contract amount of \$441,252.97. This community is served with safer, more reliable and comfortable means of travel in the floor to floor movement within the building. This improvement has increased the recall time of the elevator cars and decreased the periods of non-functionality of either of the cars.

Improvements to the common area flooring on each level have been pursued. Fourth and second floors have been completed with an average price per floor of \$12,747.28. Albeit this project is a major aesthetic improvement, it also provides other benefits to our clientele. Trip hazards from deteriorating spots in the pre-existing flooring have been eliminated to improve on the safety and comfort of our residents and guests moving about the building. These improvements have boosted morale and are improving the marketability of Marshall House.



200 E. Spruce Street • Marshall, MI 49068 • Phone 269-781-2391 • Fax 269-781-9811



# Marshall House Apartments

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Lastly, much needed landscaping was completed for the grounds, increasing the curb appeal tenfold. Removal of wild foliage, installation of a French drain, and the remaining island in the parking lot were addressed amongst other minor cleanup issues. The invested amount in this project was \$10,525.00.

## CURRENT GOALS:

Because of current concerns to properly secure the building from unwanted guests and the exploitation of some of our most vulnerable tenants, Marshall House is moving in the direction of replacing the secured entry system with an audio/video capable system. Cost for this upgrade is anticipated to be over \$120,000. A projected time frame for this project is late 2019 to allow the project to be funded through the HRRF. Marshall House is working diligently to upgrade old fixtures that are beginning to deteriorate due to age. Steel exterior door replacements will not only assure the security of the building and assets, but the exterior replacements will improve on the curb appeal of our building. The replacement costs are projected at \$8,000.00.

The third floor of the building is scheduled to have the flooring replaced in 2018 as part of our new flooring initiative stated above. Each fiscal year, Marshall House is addressing the flooring needs and staying on the timetable to complete the entire building by the anticipated completion date of September of 2019.

## FUTURE GOALS:

Marshall House is striving to reach 100% occupancy, admitting only extremely low income households, until the 40% target is met each fiscal year to be in compliance with the Marshall House Tenant Selection Plan. Marketing and advertising an open waiting list is one avenue to pursue to reach this goal. Hosting an Open House once all the flooring is complete is another option for this initiative. Increasing the advertising budget will be a necessary move in order to accomplish this action.

In order to improve our efficiency for electricity usage, a future goal of the Marshall House is to pursue new hallway lighting on each level to a brighter, more efficient source.

Window replacement for the entire building is forthcoming. Marshall House experiences leakage around some of the unit's windows due to old deteriorating flashing. Additionally, the existing windows are large and cumbersome and should be reconfigured to a more manageable size for movement for our clientele. Upgrading and replacing these windows would address and improve on both of these issues.

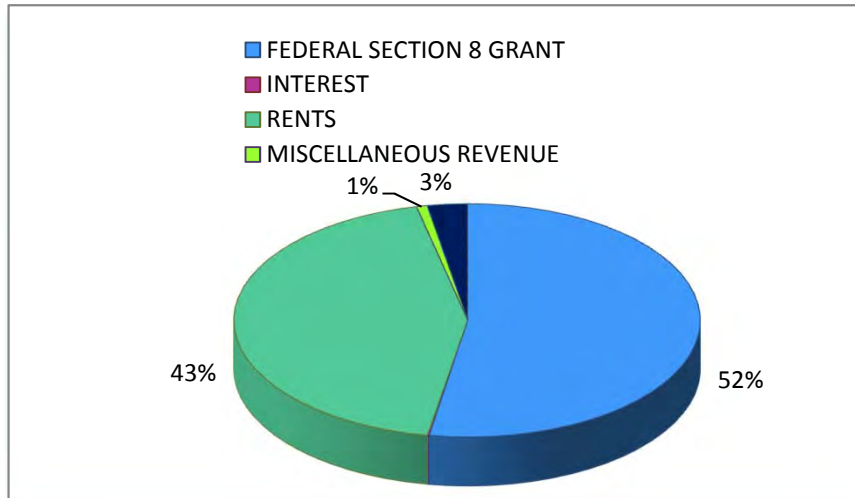


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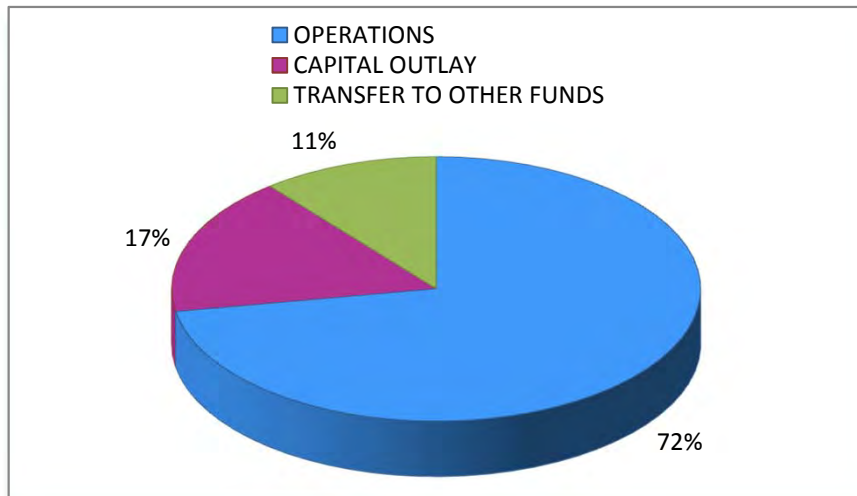
## FY 2019 MARSHALL HOUSE REVENUES

FEDERAL SECTION 8 GRANT	\$ 459,123	52%
INTEREST	\$ 1,000	0%
RENTS	381,377	43%
MISCELLANEOUS REVENUE	15,200	1%
MISCELLANEOUS REVENUE - CABLE	24,300	3%
CONTRIBUTIONS - MARSHALL HOUSE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 881,000</b>	<b>100%</b>



## FY 2019 MARSHALL HOUSE EXPENDITURES

OPERATIONS	\$ 625,461	72%
CAPITAL OUTLAY	146,500	17%
TRANSFER TO OTHER FUNDS	93,818	11%
<b>TOTAL EXPENDITURES</b>	<b>\$ 865,779</b>	<b>100%</b>



# City of Marshall

<b>Marshall House</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Revenues</b>						
536-000-531.00	Federal Section 8 Grant	342,769	439,866	447,925	459,123	470,601
536-000-665.00	Interest	805	1,196	1,000	1,000	1,000
536-000-667.00	Rents	358,452	358,060	372,075	381,377	390,911
536-000-671.00	Miscellaneous Revenue	13,262	17,283	15,200	15,200	15,200
536-000-671.02	Misc. Revenue-Cable	21,923	23,425	24,300	24,300	24,300
536-000-675.02	Contributions - Marshall House	160,000	40,000	110,000	0	0
536-000-681.00	Sales of Fixed Assets	0	0	0	0	0
<b>Marshall House Revenues Total:</b>		<b>897,211</b>	<b>879,830</b>	<b>970,500</b>	<b>881,000</b>	<b>902,012</b>
<b>Expenditures</b>						
536-700-702.00	Payroll	112,838	116,346	115,350	117,212	119,556
536-700-702.01	Other Fringe Benefits-taxable	564	1,369	1,905	905	1,041
536-700-703.00	Part-time Salaries	17,499	18,052	23,450	25,220	25,220
536-700-704.00	Overtime Salaries	313	69	1,293	1,300	1,300
536-700-715.00	Social Security	9,286	9,453	10,446	11,065	11,254
536-700-716.00	Hospitalization	37,057	43,811	42,540	44,320	49,638
536-700-717.00	Life Insurance	338	207	216	216	216
536-700-718.00	Retirement - D/B	46,717	42,772	55,167	43,530	49,124
536-700-718.10	Retirement - D/C				6,800	6,936
536-700-718.01	Retiree Health Insurance	14,960	14,197	13,000	15,320	17,158
536-700-720.00	Unemployment	0	0	0	0	0
536-700-721.00	Workers Compensation	1,263	288	290	1,135	1,135
536-700-727.00	Office Supplies	928	1,350	2,190	1,100	1,122
536-700-727.02	Postage and Shipping	0	0	0	0	0
536-700-740.00	Operating Supplies	5,300	5,759	5,150	5,600	5,712
536-700-741.00	Uniforms	320	260	260	260	260
536-700-755.00	Miscellaneous Supplies	0	0	0	0	0
536-700-757.00	Fuels & Lubricants	0	0	0	0	0
536-700-760.00	Medical Services	0	0	120	120	120
536-700-776.00	Building Maintenance Supplies	15,303	8,421	16,320	16,500	16,830
536-700-801.00	Professional Services	298	295	500	1,600	1,632
536-700-802.00	Management and Admin Fee	73,740	0	0	0	0
536-700-803.00	Service Fee	0	4	0	0	0
536-700-805.00	Administrative Costs	0	0	0	0	0
536-700-810.00	Dues & Memberships	7,830	3,986	4,425	4,425	4,425
536-700-820.00	Contracted Services	61,225	48,889	43,050	45,000	45,900
536-700-820.03	Contracted Maintenance			5,000	22,000	22,440
536-700-825.00	Insurance	5,656	11,825	12,072	12,193	12,315
536-700-850.00	Communications	4,055	5,339	5,150	4,000	4,000
536-700-860.00	Transportation & Travel	1,412	544	1,711	1,500	1,500
536-700-901.00	Advertising	803	129	550	250	250
536-700-921.00	Utilities - Gas	17,702	17,194	21,850	21,850	21,850
536-700-922.00	Utilities-Elec, Water, Sewer	61,413	65,675	67,000	67,000	67,000
536-700-923.00	Cable	16,328	16,318	16,330	16,330	16,330
536-700-930.00	Equipment Maintenance	459	829	6,500	2,000	2,040
536-700-931.00	Maintenance of Building	53,380	53,629	53,000	53,000	54,060
536-700-941.00	Motor Pool Equip Rental	285	895	1,000	300	300
536-700-941.01	Data Processing	8,747	11,810	10,010	10,010	10,010
536-700-958.00	Education & Training	2,204	805	5,611	4,000	4,000
536-700-968.00	Depreciation	47,618	53,143	69,390	69,400	69,400
536-700-970.00	Capital Outlay	1,128	10,218	359,000	146,500	110,500
536-700-970.06	Capital Outlay-Replacement Rsv	0	1,035	335,558	0	0
536-700-999.00	Transfers to Other Funds	0	83,818	93,818	93,818	93,818
		<b>626,969</b>	<b>648,734</b>	<b>1,399,222</b>	<b>865,779</b>	<b>848,392</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>270,242</b>	<b>231,096</b>	<b>(428,722)</b>	<b>15,221</b>	<b>53,620</b>

<b>ALLOCATED POSITIONS: MARSHALL HOUSE</b>
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Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Facilities Manager	0.03	0.10	0.10	0.10	0.10
Marshall House Administrator	1.00	1.00	1.00	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00	1.00
Maintenance	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>3.03</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.10</b>

## Fiber to the Premise

The City Council has identified Fiber to the Premise (FTTP) ultra-high speed internet availability to residences and businesses as an objective that is contained in all four (4) of the major goals of its strategic plan.

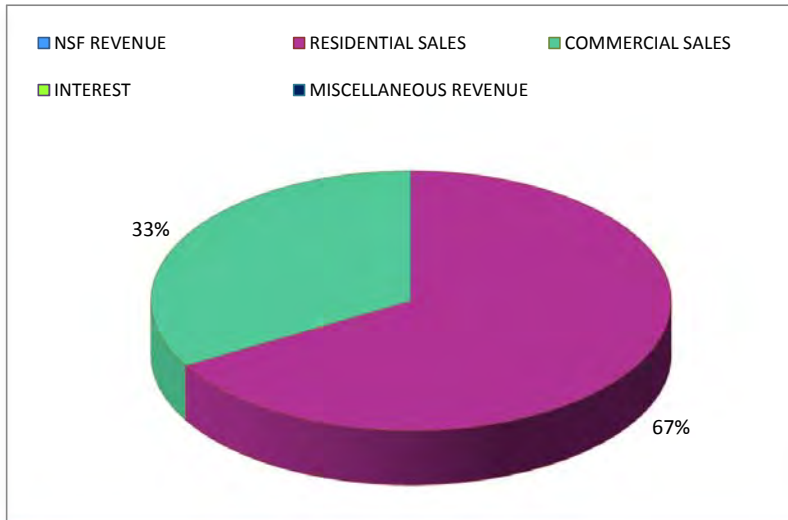
At a work session on November 2, 2015 city staff presented to the City Council the results of a FTTP due diligence evaluation which was commissioned by council on May 18, 2015. The due diligence evaluation included: 1) a legal opinion and review for a municipality to own, construct and operate a FTTP system; 2) a customer survey to determine interest in FTTP availability; 3) a determination of the availability of local bandwidth providers for the FTTP project; 4) an on-site electric system review to determine the availability of pole line availability for FTTP cables; and 5) a FTTP project Cost Benefit Analysis (CBA). The results of the due diligence were as follows: 1) The city owned FTTP project must comply with the State of Michigan's Metropolitan Extensions Telecommunication Right of Way Oversight Act 48 of 2002 (METRO Act) requirements; 2) The independent customer survey indicated a 60% support for the FTTP project; 3) six (6) local bandwidth providers were identified for the FTTP project; 4) The Marshall electric system would require some limited modifications to provide space for the new FTTP cable; and 5) The conceptual cost estimate for the FTTP project to be \$3.5 million.

On Monday, March 20, 2017, City Council approved the FTTP project and the acquisition of the services of a fiber optic network consultant to engineer and design a fiber network that would provide a 10Gbps access to an Active Ethernet symmetrical FTTP system for all 3810 residences and businesses within the city. The installation of the network would be completed with two (2) years.

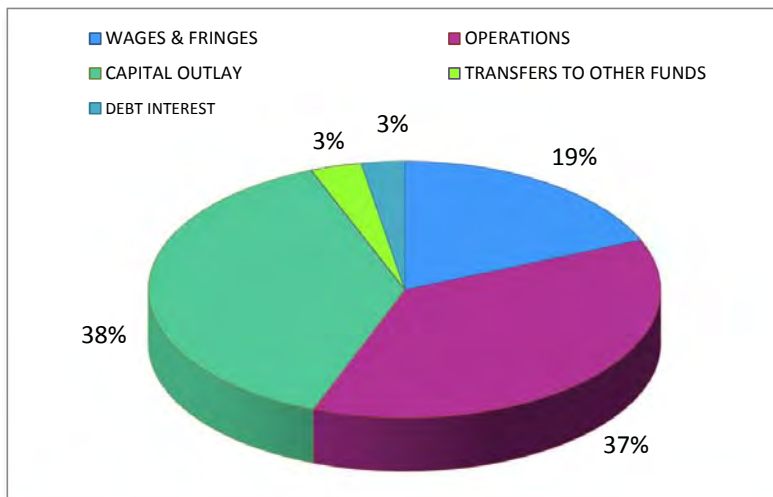
During the 2017/18 fiscal year 360 customers are planned to be connected compared to the business plan of 389 customers with anticipated project expenditures of \$1.5 million versus the approved budget of \$2,389,819.

The 2018/19 requested budget for the Fiber Department is \$1,817,581 to complete the fiber optic connections to the remaining 1088 customers in fiscal year 2018/19. This will achieve the 1448 customer connection projection contained in the CBA and produces expected revenues of \$1,080,000. The current IRR for the project is 31.5% and the payback period is 5.3 years compared to an IRR of 26.5% and 5.5 year payback in the original CBA.

FY 2019 FFTP REVENUES		
NSF REVENUE	\$ -	0%
RESIDENTIAL SALES	720,000	67%
COMMERCIAL SALES	360,000	33%
INTEREST	-	0%
MISCELLANEOUS REVENUE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 1,080,000</b>	<b>100%</b>



FY 2019 FFTP EXPENDITURES		
WAGES & FRINGES	\$ 341,633	19%
OPERATIONS	680,327	37%
CAPITAL OUTLAY	700,000	38%
TRANSFERS TO OTHER FUNDS	59,140	3%
DEBT INTEREST	50,000	3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,831,100</b>	<b>100%</b>





# City of Marshall

<b>Fiber to the Premise (FTTP)</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Revenues</b>						
570-000-601.00	NSF Revenue					
570-000-636.00	Residential Sales			168,400	720,000	851,160
570-000-644.00	Commercial Sales			180,000	360,000	541,200
570-000-665.00	Interest		875			
570-000-671.00	Miscellaneous Revenue					
570-000-694.00	Cash - Over & Short					
	<b>Fiber to the Premise Revenues Total:</b>	<b>0</b>	<b>875</b>	<b>348,400</b>	<b>1,080,000</b>	<b>1,392,360</b>
<b>Expenditures</b>						
570-570-702.00	Payroll		32,650	136,066	239,286	244,072
570-570-702.01	Other Fringe Benefits - Taxable		100	0	480	480
570-570-703.00	Part-time Salaries		0	0	0	0
570-570-704.00	Overtime Salaries		0	0	0	0
570-570-715.00	Social Security		2,299	10,410	18,342	18,708
570-570-716.00	Hospitalization		2,954	38,837	59,315	66,433
570-570-717.00	Life Insurance		49	0	280	280
570-570-718.00	Retirement - DC		1,875	11,500	23,930	24,409
570-570-720.00	Unemployment		0	0	0	0
570-570-721.00	Workers Compensation		0	4,476	7,935	7,935
570-570-727.00	Office Supplies		85	600	1,000	1,020
570-570-727.02	Postage and Shipping		0	0	500	510
570-570-740.00	Operating Supplies		0	0	1,000	1,020
570-570-741.00	Uniforms		0	0	1,000	1,000
570-570-761.00	Safety Supplies		57	4,000	1,000	1,020
570-570-775.00	Repair & Maintenance Supplies		0	0	0	0
570-570-777.00	MINOR TOOLS AND EQUIPMENT		0	8,000	3,000	3,000
570-570-801.00	Professional Services		370	1,200	2,000	2,040
570-570-805.00	Administrative Costs		0	0	0	0
570-570-820.00	Contracted Services		62,438	200,000	200,000	50,000
570-570-825.00	Insurance		0	0	0	0
570-570-850.00	Communications		75	900	1,000	1,000
570-570-860.00	Transportation & Travel		0	1,000	1,000	1,000
570-570-901.00	Advertising		187	2,500	2,500	2,500
570-570-902.00	Marketing		17,514	5,000	6,000	6,000
570-570-922.00	Utilities-Elec, Water, Sewer		0	0	0	0
570-570-930.00	Equipment Maintenance		326	344,921	264,725	270,020
570-570-932.00	Vehicle Maintenance		0	0	1,000	1,000
570-570-940.00	Rentals - PSB		0	0	11,196	11,196
570-570-941.00	Motor Pool Equip Rental		82	9,440	51,250	51,250
570-570-941.01	Data Processing		0	0	12,169	0
570-570-942.00	Rent		0	8,250	0	0
570-570-958.00	Education & Training		0	1,500	3,000	3,000
570-570-968.00	Depreciation		0	47,676	109,052	122,962
570-570-970.00	Capital Outlay		2,168	1,486,123	700,000	0
570-570-995.00	Advance/Loan Interest Paid		12,500	50,000	50,000	50,000
570-570-999.00	Transfers to Other Funds		0	17,420	59,140	69,618
	<b>Fiber to the Premise Expenditures Total:</b>	<b>0</b>	<b>135,729</b>	<b>2,389,819</b>	<b>1,831,100</b>	<b>1,011,473</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>0</b>	<b>(134,854)</b>	<b>(2,041,419)</b>	<b>(751,100)</b>	<b>380,887</b>

**ALLOCATED POSITIONS: FIBER TO THE PREMISE (FTTP)**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Fiber & Electric Utilities	0.00	0.20	0.20	0.20	0.20
Utility Engineer	0.00	0.75	0.75	0.75	0.75
FiberNet Marketing Manager	0.00	1.00	1.00	1.00	1.00
FiberNet Customer Service Representative	0.00	0.00	0.75	0.75	0.75
FiberNet Installation Techs	0.00	0.00	2.00	2.00	2.00
<b>Total</b>	0.00	1.95	4.70	4.70	4.70

# **MARSHALL ELECTRIC DEPARTMENT**

## **BUDGET NARATIVE**

The mission of the City of Marshall's Electric Department is to provide safe, reliable and cost effective electric service to residents and businesses in a customer sensitive manner.

The Marshall Municipal Electric Department was formed in 1893 with the City's acquisition of the hydroelectric facility located at its present site on the Kalamazoo River. The department is currently staffed with a Director of Electric Utilities; an Electric Utility Engineer; seven(7) Journey Line Workers; three(3) Electric Line Apprentices; four(4) Powerhouse and three(3) Meter Department employees. The employees are dedicated to provide quality electric services at a reasonable cost to the city's 3872 residential, 664 commercial and 18 industrial customers. In addition to providing service to customers the department also manages the street and security lighting systems consisting of 1400 lights.

The 2018/19 requested budget for the department is \$17,939,559 with \$11,500,000 being allocated for power supply purchases. Included in the electric revenues is \$5,500,000 from six (6) months of revenues derived from anticipated Michigan Medical Marijuana Facilities (MMMMF) which is offset by an additional power purchase amount of \$3,500,000. The Electric Department budget was developed to support the city's Goal Area #1 (ECONOMIC DEVELOPMENT); Goal Area #2 (QUALITY OF LIFE) and Goal Area #4 (INFRASTRUCTURE).

Electric power supply is approximately 64% of the cost of providing electric service to the residents and customers, therefore significant attention is applied to the purchase and controlling the cost of the electricity purchases.

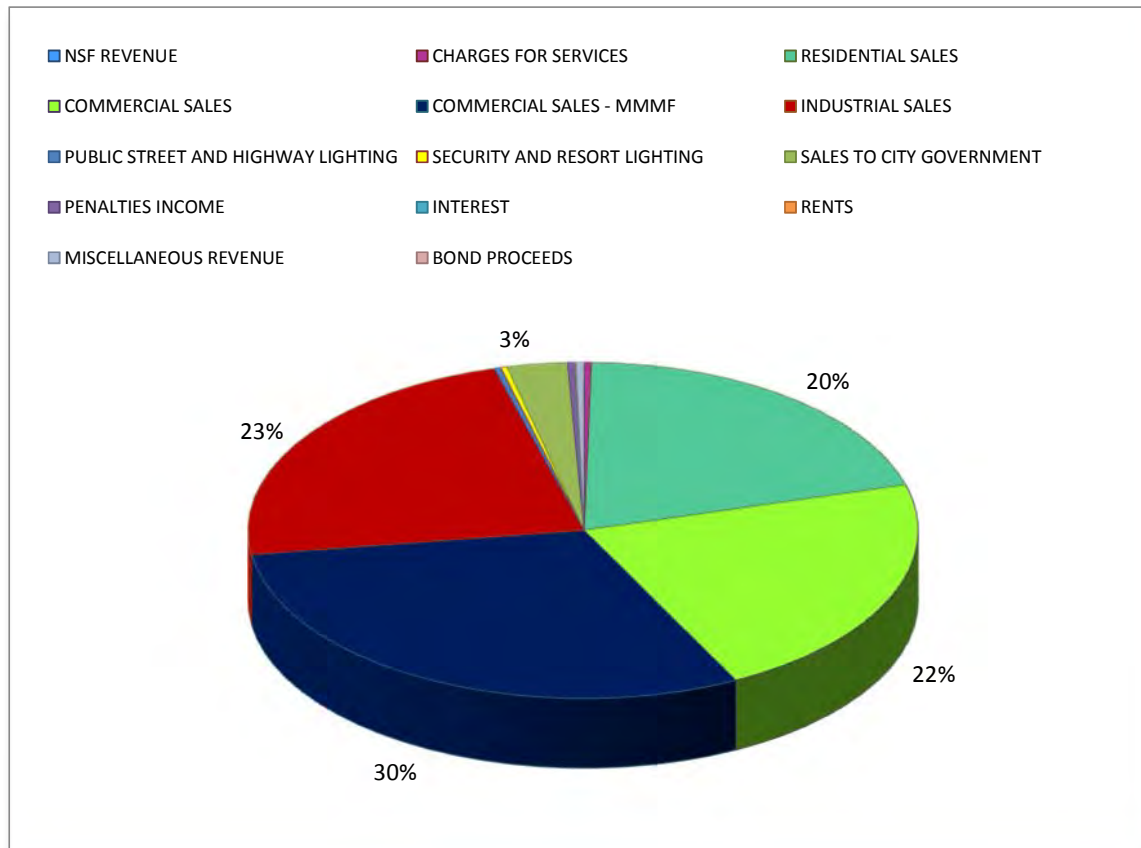
Electric power supply is currently provided through diverse long term contracts with major out-of-state electric generating facilities with a small generation contribution from the one(1) remaining city owned hydro generator and three(3) diesel/natural gas generators located at the city's power house site on the Kalamazoo River. The major generating facilities include: Prairie State (Marissa, IL); Amp Energy Center (Fremont, OH); Menominee Hydro (Menominee, MI); Octono Hydro (Green Bay, WI) and five (5) hydroelectric generation facilities on the Ohio River. Approximately 25% of electric supply purchases are from Renewable Energy sources.

Safety and reliability are prime areas of focus. Therefore, concentrated efforts are expended by the departments' electric workers on the condition of generators, substations, poles, wires, apparatus and eliminating tree to wire conflicts. The electric line workers and powerhouse employees are available on a 24 hour/day and 7 days/week basis to remedy emergencies or special customer requests.

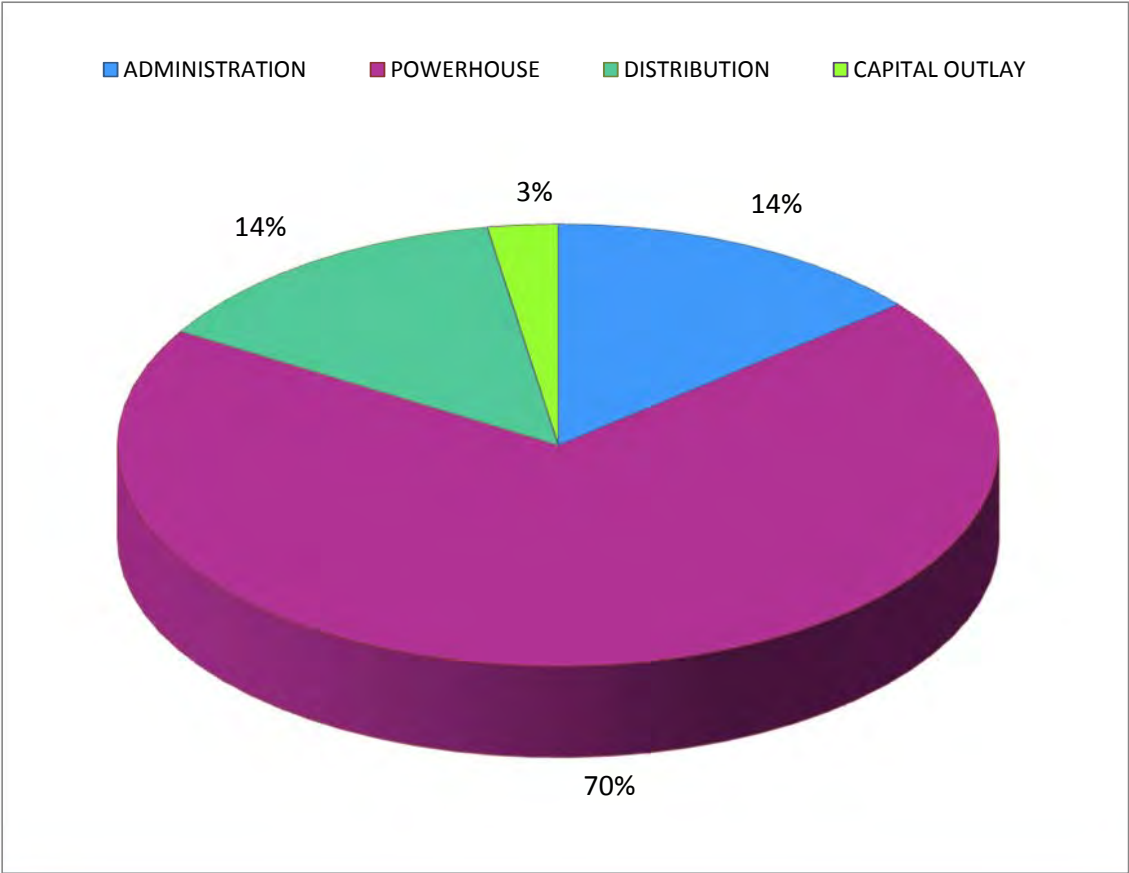
The department is affiliated with the Michigan Municipal Electric Association (MMEA); the American Municipal Power organization (AMP); the American Public Power Association (APPA) and the Michigan South Central Power Agency (MSCPA) to gain the collective benefit of addressing state and federal issues and power supply acquisition.

## FY 2019 ELECTRIC REVENUES

NSF REVENUE	\$ 3,100	0%
CHARGES FOR SERVICES	60,000	0%
RESIDENTIAL SALES	3,700,000	20%
COMMERCIAL SALES	4,000,000	22%
COMMERCIAL SALES - MMMF	5,500,000	30%
INDUSTRIAL SALES	4,200,000	23%
PUBLIC STREET AND HIGHWAY LIGHTING	58,000	0%
SECURITY AND RESORT LIGHTING	55,000	0%
SALES TO CITY GOVERNMENT	530,000	3%
PENALTIES INCOME	60,000	0%
INTEREST	8,000	0%
RENTS	6,400	0%
MISCELLANEOUS REVENUE	70,000	0%
BOND PROCEEDS	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 18,250,500</b>	<b>100%</b>



FY 2019 ELECTRIC EXPENDITURES		
ADMINISTRATION	\$ 2,490,389	14%
POWERHOUSE	12,364,363	70%
DISTRIBUTION	2,451,048	14%
CAPITAL OUTLAY	460,000	3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 17,765,800</b>	<b>100%</b>



**City of Marshall  
Summary of Electric Debt**

Fiscal Year Ending June 30	ISSUE: 11 AUTH: Act 94 CUSIP: 572444 TYPE: Revenue PURPOSE: Electric DATED: June 1, 1999 CALLABLE: 9/1/09 @ 100 Fund 582				ISSUE: 28 AUTH: CUSIP: 572427 TYPE: Limited Tax PURPOSE: Alley Project DATED: May 30, 2007 CALLABLE: Refunded 7/20/2016 Fund 582				ISSUE: 36 AUTH: CUSIP: 572427 TYPE: Limited Tax PURPOSE: Brewer St. Substation DATED: July 20, 2016 CALLABLE: Fund 582				<b>Total Electric Debt</b>		
	PRINCIPAL (9/1)	RATE	INTEREST (3/1 & 9/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2019	\$90,000	2.00%	\$3,500	\$93,500	\$40,000	2.00%	\$14,200	\$54,200	\$130,000	2.00%	\$107,350	\$237,350	\$260,000	\$125,050	\$385,050
2020	\$85,000	2.00%	\$1,700	\$86,700	\$45,000	2.00%	\$13,400	\$58,400	\$130,000	2.00%	\$104,750	\$234,750	\$260,000	\$119,850	\$379,850
2021					\$45,000	3.00%	\$12,500	\$57,500	\$135,000	3.00%	\$102,150	\$237,150	\$180,000	\$114,650	\$294,650
2022					\$45,000	3.00%	\$11,150	\$56,150	\$135,000	3.00%	\$98,100	\$233,100	\$180,000	\$109,250	\$289,250
2023					\$45,000	4.00%	\$9,800	\$54,800	\$140,000	4.00%	\$94,050	\$234,050	\$185,000	\$103,850	\$288,850
2024					\$45,000	4.00%	\$8,000	\$53,000	\$145,000	4.00%	\$88,450	\$233,450	\$190,000	\$96,450	\$286,450
2025					\$50,000	4.00%	\$6,200	\$56,200	\$155,000	4.00%	\$82,650	\$237,650	\$205,000	\$88,850	\$293,850
2026					\$50,000	4.00%	\$4,200	\$54,200	\$160,000	4.00%	\$76,450	\$236,450	\$210,000	\$80,650	\$290,650
2027					\$55,000	4.00%	\$2,200	\$57,200	\$165,000	4.00%	\$70,050	\$235,050	\$220,000	\$72,250	\$292,250
2028									\$170,000	4.00%	\$63,450	\$233,450	\$170,000	\$63,450	\$233,450
2029	\$175,000		\$5,200	\$180,200	\$420,000		\$81,650	\$501,650	\$180,000	4.00%	\$56,650	\$236,650	\$180,000	\$56,650	\$236,650
2030									\$185,000	4.00%	\$49,450	\$234,450	\$185,000	\$49,450	\$234,450
2031									\$195,000	4.00%	\$42,050	\$237,050	\$195,000	\$42,050	\$237,050
2032									\$200,000	4.00%	\$34,250	\$234,250	\$200,000	\$34,250	\$234,250
2033									\$210,000	3.00%	\$26,250	\$236,250	\$210,000	\$26,250	\$236,250
2034									\$215,000	3.00%	\$19,950	\$234,950	\$215,000	\$19,950	\$234,950
2035									\$220,000	3.00%	\$13,500	\$233,500	\$220,000	\$13,500	\$233,500
2036									\$230,000	3.00%	\$6,900	\$236,900	\$230,000	\$6,900	\$236,900
2037									\$3,100,000		\$1,136,450	\$4,236,450	\$3,695,000	\$1,223,300	\$4,918,300

# City of Marshall

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Budget	Requested	Projected
<b>Electric</b>						
<b>Revenues</b>						
582-000-445.00	Penalties & Int. on Taxes	187	347	0	0	
582-000-601.00	NSF Revenue	3,030	2,600	3,100	3,100	3,100
582-000-607.00	Charges for Services - Fees	62,580	58,721	60,000	60,000	60,000
582-000-636.00	Residential Sales	3,338,880	3,558,887	3,500,000	3,700,000	3,700,000
582-000-644.00	Commercial Sales	3,835,610	4,013,594	3,930,000	4,000,000	4,000,000
582-000-644.01	Commercial Sales - MMMF				5,500,000	11,000,000
582-000-645.00	Industrial Sales	3,934,795	3,960,038	4,200,000	4,200,000	4,200,000
582-000-646.00	Public Str. & Hwy. Lighting	55,968	55,950	58,000	58,000	58,000
582-000-647.00	Security & Resort Lighting	52,466	52,142	55,000	55,000	55,000
582-000-648.00	Sales to City Government	440,635	532,420	530,000	530,000	530,000
582-000-660.00	Penalties Income	60,512	66,224	60,000	60,000	60,000
582-000-665.00	Interest	8,423	13,518	8,000	8,000	8,000
582-000-667.00	Rents	6,401	7,166	6,400	6,400	6,400
582-000-671.00	Miscellaneous Revenue	34,931	113,628	70,000	70,000	70,000
582-000-673.00	Sale of Fixed Assets		60			
582-000-692.00	INCR/DECR VALUE OF INVESTMENTS	(5,286,069)	342,459	0	0	0
582-000-696.00	Bond Proceeds	0	0	0	0	0
	<b>Electric Revenues Total:</b>	<b>6,548,349</b>	<b>12,777,754</b>	<b>12,480,500</b>	<b>18,250,500</b>	<b>23,750,500</b>
<b>Expenditures</b>						
	<b>Administration</b>					
582-539-702.00	Payroll	221,593	156,361	124,830	165,700	169,014
582-539-702.01	Other Fringe Benefits-taxable	4,260	2,463	3,450	3,420	3,420
582-539-703.00	Part-time Salaries		577	3,185	3,185	3,249
582-539-704.00	Overtime Salaries	37	119	0	0	0
582-539-715.00	Social Security	16,296	11,544	9,977	13,181	13,440
582-539-716.00	Hospitalization	67,346	50,923	19,355	27,575	30,884
582-539-717.00	Life Insurance	623	131	175	147	147
582-539-718.00	Retirement - D/B	117,099	90,233	212,215	258,564	291,789
582-539-718.10	Retirement - D/C				11,050	11,271
582-539-718.01	Retiree Health Insurance	469,337	467,846	466,020	507,962	568,917
582-539-721.00	Workers Compensation	1,002	800	809	817	825
582-539-727.00	Office Supplies	5,173	3,023	5,000	5,100	5,202
582-539-727.02	Postage and Shipping	15,713	17,610	16,000	16,320	16,646
582-539-740.00	Operating Supplies	473	1,309	1,020	1,040	1,061
582-539-755.00	Miscellaneous Supplies	66	0	204	208	212
582-539-760.00	Medical Services	57	0	0	0	0
582-539-801.00	Professional Services	75,552	23,019	99,000	73,000	74,460
582-539-803.00	Service Fee	1,330	150	250	250	250
582-539-804.00	BANK FEES	602	625	700	700	700
582-539-805.00	Administrative Costs	8,040	4,507	4,550	4,550	4,550
582-539-810.00	Dues & Memberships	12,858	10,895	14,500	14,500	14,500
582-539-813.00	Energy Optimization	38,205	41,978	48,000	40,000	40,000
582-539-820.00	Contracted Services	12,655	9,768	20,950	21,369	21,796
582-539-825.00	Insurance	27,423	39,644	40,494	41,304	42,130
582-539-826.00	Bond Issuance Costs		88,505			
582-539-850.00	Communications	62	57	150	150	150
582-539-860.00	Transportation & Travel	3,884	1,946	3,600	3,600	3,600
582-539-901.00	Advertising	337	316	1,000	1,000	1,000
582-539-930.00	Equipment Maintenance	718	378	700	714	728

582-539-941.01	Data Processing	15,000	17,969	14,508	14,508	14,508
582-539-956.00	Bad Debt Expense	157,449	0	1,500	1,500	1,500
582-539-958.00	Education & Training	4,162	3,133	2,000	2,000	2,000
582-539-966.00	Amortization	(88)	453	2,200	2,200	2,200
582-539-968.00	Depreciation	16,535	16,535	16,535	16,535	16,535
582-539-995.00	Bond Interest Paid	41,952	117,356	148,070	125,050	119,850
582-539-999.00	Transfers to Other Funds	1,133,150	1,592,323	1,117,160	1,113,190	1,187,670
	<b>Administration Expenditures Total:</b>	<b>2,468,901</b>	<b>2,772,496</b>	<b>2,398,107</b>	<b>2,490,389</b>	<b>2,664,204</b>
	<b>Powerhouse</b>					
582-543-704.00	Overtime Salaries	8,341	12,086	15,000	15,300	15,606
582-543-704.03	Overtime - Overhead Lines	0	0	0	0	0
582-543-704.04	Overtime- Electrical Apparatus	0	84	0	0	0
582-543-704.25	Overtime - Hydro	0	0	0	0	0
582-543-705.00	Station Labor	121,268	127,111	217,839	222,196	226,640
582-543-705.01	Other Fringe Benefits-taxable	22,485	22,912	25,300	23,192	23,192
582-543-710.01	Labor - Structure Imp. & Maint	17,020	32,304	0	0	0
582-543-710.03	Labor - Diesels & Generators	45,504	30,564	18,000	18,360	18,727
582-543-710.04	Labor - Electrical Apparatus	7,159	14,242	0	0	0
582-543-710.24	Labor - Dam & Waterways	11,392	12,067	0	0	0
582-543-710.25	Labor - Hydro	12,378	12,811	0	0	0
582-543-715.00	Social Security	17,744	19,050	21,125	21,347	21,739
582-543-716.00	Hospitalization	53,038	59,814	73,225	69,390	77,717
582-543-717.00	Life Insurance	513	293	317	317	317
582-543-718.00	Retirement - D/B	131,798	122,323	104,490	98,198	110,816
582-543-718.10	Retirement - D/C				15,305	15,611
582-543-721.00	Workers Compensation	4,012	6,162	6,225	6,287	6,350
582-543-727.02	Postage and Shipping	0	7	200	204	208
582-543-738.00	Purchase Power - MSCPA	7,767,112	8,333,256	8,000,000	11,500,000	15,100,000
582-543-740.00	Operating Supplies	3,420	3,054	4,080	4,162	4,245
582-543-741.00	Uniforms	3,945	3,716	5,000	5,000	5,000
582-543-750.00	Diesel Fuel - Oil	64,843	8,835	10,000	10,000	10,000
582-543-751.00	Diesel Fuel - Gas	391	13,182	17,000	12,000	12,000
582-543-752.00	Lubricants	0	505	2,000	2,000	2,000
582-543-757.00	Fuels & Lubricants	0	(16,247)	0	0	0
582-543-760.00	Medical Services	0	0	0	0	0
582-543-761.00	Safety Supplies	2,196	1,630	2,550	2,550	2,550
582-543-776.00	Building Maintenance Supplies	914	2,208	3,264	3,264	3,264
582-543-777.00	MINOR TOOLS AND EQUIPMENT	1,934	3,138	3,500	3,500	3,500
582-543-780.01	Maintenance - Structures & Imp	6,114	10,760	8,000	8,000	8,000
582-543-780.02	Maint. - Fuel Oil Tanks	536	2,663	10,000	20,000	20,000
582-543-780.03	Maint.- Diesels & Generator	7,148	7,846	18,000	10,000	10,000
582-543-780.04	Maint. - Electrical Apparatus	17,746	6,551	41,000	41,000	41,000
582-543-780.24	Maintenance - Dam & Waterways	5,582	501	2,000	2,000	2,000
582-543-780.25	Maintenance - Hydro	1,767	380	1,500	1,500	1,500
582-543-801.00	Professional Services	25,471	50,112	55,000	56,100	57,222
582-543-820.00	Contracted Services	14,858	12,032	40,000	40,800	41,616
582-543-832.00	State Emmission Fee	6,020	2,594	6,000	6,000	6,000
582-543-850.00	Communications	2,387	1,969	3,000	3,000	3,000
582-543-860.00	Transportation & Travel	0	50	1,000	1,000	1,000
582-543-921.00	Utilities - Gas	7,175	0	0	0	0
582-543-930.00	Equipment Maintenance	38	28	2,000	2,040	2,081
582-543-941.00	Motor Pool Equip Rental	4,319	4,480	4,000	7,500	7,500
582-543-941.01	Data Processing	4,545	3,228	5,707	5,707	5,707



582-543-958.00	Education & Training	1,248	80	1,000	1,000	1,000
582-543-968.00	Depreciation	118,805	127,869	127,870	126,144	126,144
	<b>Powerhouse Expenditures Total:</b>	<b>8,521,166</b>	<b>9,056,250</b>	<b>8,855,192</b>	<b>12,364,363</b>	<b>15,993,252</b>
	<b>Distribution</b>					
582-544-702.00	Payroll	0	0	0	0	0
582-544-703.00	Part-time Salaries	17,370	15,652	20,808	21,224	21,649
582-544-704.00	Overtime Salaries	1,159	1,201	1,000	1,020	1,040
582-544-704.05	Overtime - Overhead Lines	18,111	46,482	15,000	15,300	15,606
582-544-704.06	Overtime - Transformer & Dev	1,095	645	1,200	1,224	1,248
582-544-704.07	Overtime - Services	7,061	6,934	8,000	8,160	8,323
582-544-704.09	Overtime - St. Lights & Signs	773	567	1,000	1,020	1,040
582-544-704.10	Overtime - Security Lights	68	20	200	204	208
582-544-704.12	Overtime - Meter Reading	0	0	500	510	520
582-544-704.13	Overtime- Christmas Decoration	980	692	1,000	1,020	1,040
582-544-704.14	Overtime - Meter Shop	0	0	300	306	312
582-544-704.29	Overtime - Underground Lines	2,334	1,626	2,000	2,040	2,081
582-544-704.30	Overtime - Line Clearance	209	98	500	510	520
582-544-705.00	Station Labor	177,633	174,924	737,090	682,460	696,109
582-544-705.01	Other Fringe Benefits-taxable	33,999	34,365	35,100	29,765	29,765
582-544-710.05	Labor - Overhead Lines	310,325	307,826	0	0	0
582-544-710.06	Labor - Transformers & Devices	1,489	1,181	0	0	0
582-544-710.07	Labor - Services	2,534	3,446	0	0	0
582-544-710.09	Labor - St. Lights & Signals	31,834	32,404	0	0	0
582-544-710.10	Labor - Security Lights	9,392	8,002	0	0	0
582-544-710.11	Labor - Brooks Fountain	3,686	5,469	0	0	0
582-544-710.12	Labor - Meter Reading	47,443	45,804	48,974	49,953	50,953
582-544-710.13	Labor - Christmas Decorations	14,499	18,714	0	0	0
582-544-710.14	Labor - Meter Shop	56,477	57,442	58,365	59,532	60,723
582-544-710.29	Labor - Underground Lines	43,989	56,553	0	0	0
582-544-710.30	Labor - Line Clearance	3,388	18,522	0	0	0
582-544-710.31	Labor-Ketchum Park Restroom	1,004	0	0	0	0
582-544-710.32	Sherman/Wright Project		25,663			
582-544-715.00	Social Security	58,004	63,376	71,224	66,880	68,172
582-544-716.00	Hospitalization	119,426	133,714	166,300	166,826	186,845
582-544-717.00	Life Insurance	1,368	818	873	873	873
582-544-718.00	Retirement - D/B	302,902	356,448	287,180	246,000	274,561
582-544-718.10	Retirement - D/C				35,000	35,700
582-544-720.00	Unemployment	0	0	0	0	0
582-544-721.00	Workers Compensation	12,475	12,522	12,647	12,773	12,901
582-544-727.02	Postage and Shipping	24	0	200	204	208
582-544-740.00	Operating Supplies	13,827	10,017	12,240	12,485	12,734
582-544-741.00	Uniforms	13,007	8,287	10,000	10,000	10,000
582-544-760.00	Medical Services	1,001	1,399	1,122	1,144	1,167
582-544-761.00	Safety Supplies	10,136	4,099	13,260	13,525	13,796
582-544-776.00	Building Maintenance Supplies	0	0	0	0	0
582-544-777.00	Minor Tools and Equipment	9,239	14,747	15,000	15,000	15,000
582-544-780.05	Maint. - Overhead Lines	76,639	28,010	41,000	41,000	41,000
582-544-780.06	Maint.- Transformers & Devices	23,946	32,675	40,000	40,000	40,000
582-544-780.07	Maintenance - Services	16,143	5,883	10,000	10,000	10,000
582-544-780.08	Maintenance - Meters	12,780	14,749	15,000	15,000	15,000
582-544-780.09	Maintenance - St. Lights & Sig	68,809	53,785	50,000	50,000	50,000
582-544-780.10	Maintenance - Security Lights	8,484	23,966	11,000	11,000	11,000

582-544-780.11	Maintenance - Brooks Fountain	0	0	100	100	100
582-544-780.13	Maint. - Christmas Decorations	0	72	100	100	100
582-544-780.29	Maintenance- Underground Lines	18,621	23,678	30,000	30,000	30,000
582-544-801.00	Professional Services	14	1,560	5,000	5,100	5,202
582-544-820.00	Contracted Services	183,162	192,040	202,000	206,040	210,161
582-544-850.00	Communications	2,279	1,331	2,200	2,200	2,200
582-544-860.00	Transportation & Travel	2,120	3,284	5,000	5,000	5,000
582-544-930.00	Equipment Maintenance	1,387	906	2,000	2,040	2,081
582-544-932.00	Vehicle Maintenance	1,987	7	2,000	2,000	2,000
582-544-940.00	Rentals	73,960	70,822	83,400	83,822	83,822
582-544-941.00	Motor Pool Equip Rental	197,402	140,982	209,275	233,700	233,700
582-544-941.01	Data Processing	15,500	3,270	5,628	5,628	5,628
582-544-958.00	Education & Training	8,076	897	11,000	11,000	11,000
582-544-968.00	Depreciation	218,943	154,341	243,900	242,360	242,360
	<b>Distribution Expenditures Total:</b>	<b>2,258,513</b>	<b>2,221,917</b>	<b>2,489,686</b>	<b>2,451,048</b>	<b>2,523,448</b>
582-900-970.00	Capital Outlay	38,877	3,808	540,000	460,000	710,000
582-900-970.10	Powerhouse Engine Repair	0	0	0	0	0
582-900-970.20	Brewer Street Substation	0	0	0	0	0
582-900-970.21	Marshall Dam		102,019			
	<b>Capital Outlay Expenditures Total:</b>	<b>38,877</b>	<b>105,827</b>	<b>540,000</b>	<b>460,000</b>	<b>710,000</b>
	<b>Electric Expenditures Total:</b>	<b>13,287,457</b>	<b>14,156,490</b>	<b>14,282,985</b>	<b>17,765,800</b>	<b>21,890,904</b>
	<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(6,739,108)</b>	<b>(1,378,736)</b>	<b>(1,802,485)</b>	<b>484,700</b>	<b>1,859,596</b>

## ALLOCATED POSITIONS: ELECTRIC DEPARTMENT

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
City Manager	0.20	0.00	0.00	0.00	0.00
Director of Electric Utility	0.00	1.00	1.00	0.80	0.80
Director of Public Services	0.15	0.00	0.00	0.00	0.00
Electric Superintendent	1.00	0.00	0.00	0.00	0.00
Powerhouse Superintendent	1.00	0.00	0.00	0.00	0.00
Electric Utility Engineer	0.25	1.00	1.00	0.25	0.25
GIS Specialist	0.00	0.00	0.25	0.25	0.25
Environmental Coordinator	0.00	0.00	0.70	1.00	1.00
Treasurer	0.15	0.00	0.00	0.00	0.00
Clerk	0.15	0.00	0.00	0.00	0.00
Purchasing Agent	0.75	0.00	0.00	0.00	0.00
Payroll/Accounting Clerk	0.50	0.00	0.00	0.00	0.00
Accountant	0.44	0.00	0.00	0.00	0.00
Utility Billing Specialist	0.50	0.00	0.00	0.00	0.00
Receptionist/Cashier	0.37	0.15	0.00	0.00	0.00
Receptionist/Customer Service Representative	0.15	0.00	0.00	0.25	0.25
Maintenance Mechanic II/PH Operator	1.00	1.00	1.00	1.00	1.00
Maintenance Mechanic I/PH Operator	1.00	2.00	2.00	2.00	2.00
Operator II	1.00	0.00	0.00	1.00	1.00
Lead Operator	1.00	1.00	1.00	1.00	1.00
Lead Lineman	1.00	1.00	1.00	1.00	1.00
Senior Lineman	5.00	5.00	5.00	5.00	5.00
Apprentice Lineman	3.00	3.00	3.00	3.00	3.00
Meter Reader II	0.50	1.50	1.00	1.00	1.00
Meter Serviceman	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>20.11</b>	<b>17.65</b>	<b>17.95</b>	<b>18.55</b>	<b>18.55</b>

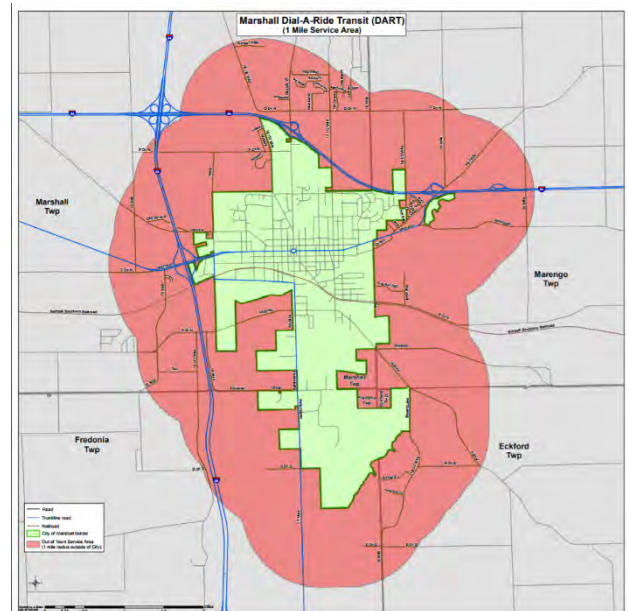
## Dial-A-Ride

The City of Marshall facilitates two transportation programs: **Dial-A-Ride (DART)** and the **Albion-Marshall Connector (AMC.)** Both services are available Monday through Friday, 7:00 am – 5:30 pm. Although individuals utilize both services for a variety of reasons, the most common need that we encounter are individuals seeking transportation to allow them to attend doctor appointments, go grocery shopping, visit a local restaurant, or get to their school or job. We currently have six buses, five of them operate as DART buses and the sixth operates solely as the AMC bus. All of the buses in our fleet are ADA accessible, equipped with either a ramp or lift in order to accommodate those individuals with disabilities.



**Dial-A-Ride:** This service began in 1974 in Marshall in order to address transportation needs within our community. It is a curb-to-curb, demand-response service. This means that we assist passengers on and off of our buses, however they must be able to get to the bus at the curb unassisted. Individuals may schedule rides in advance, or they are able to call the same day to request a ride. In many other Dial-A-Ride systems across the state, individuals must give a 24-hour notice if they need a ride, however our community values the convenient ability to schedule rides the same day. We are able to service individuals within the City limits, along with individuals within a one-mile radius of the City limits.

Due to the generous sponsorship from the Marshall Lions Club and the Marshall United Methodist Church, DART is able to offer free rides to seniors and/or disabled individuals the first four Wednesdays of each month. This program not only benefits members our of community, but local businesses as well as individuals that may not be able to afford our services are able to ride free one day per week.



**Albion-Marshall Connector:** In previous years, DART provided service to and from Albion through MDOT’s New Freedom program. However, in 2016, New Freedom and DART combined, seeking state and federal operating assistance through the same rural area formula program. The AMC program has one bus that allows members of both the Albion and Marshall communities to travel back and forth between the Cities. The bus operates on a fixed-schedule with the same pick-up times each day in both communities.

The AMC is also a curb-to-curb, demand-response service. We are able to service individuals within Albion City limits, along with individuals in the Marshall service area as stated above. Although the AMC service is more limited than our DART program due to us only having one bus, we are able to provide a transportation service that helps to ensure that the individuals in need within both of our communities have access to affordable and reliable transportation.

	<b>Total Passengers</b>	<b>Senior Citizens</b>	<b>Senior Handicapped</b>	<b>Non-Senior Handicapped</b>
<b>DART</b>	26,536	5,360	5,563	1,806
<b>AMC</b>	5,324	861	223	211

*Ridership data based on 2017 calendar year*

**Staff:** The department consists of a full-time manager, two part-time dispatchers, and seven part-time drivers. The two dispatchers are responsible for handling both AMC and DART services. One dispatcher holds a CDL, allowing them to fill in for a driver if needed. In this case, the manager would cover the dispatch shift. Out of the seven part-time drivers, there are two that primarily drive for AMC and five that drive primarily for DART. All drivers must hold their CDL Class C with a Passenger Endorsement.

DART has the capacity to hire one more part-time driver, however we are struggling to find interested applicants. Compared to many other transportation providers our size in the area, our pay scale is lower due to budget constraints. Applicants are not required to have their CDL upon hire, however we do offer the training for an individual and even pay for their testing as long as they stay for at least a year. Staff has reached out to other transit providers to see what has worked for them, although it seems to be a consistent issue across the state to find individuals wanting to apply for a part-time driving job with no benefits. In our case, we have seen that prospective applicants did not realize the physical demands of the job upon applying.

**Funding:** At the end of the FY2017, our City Council voted to approve the increase of our millage to the allowable .9393 mills after deciding the department should no longer be subsidized by our general fund. Revenues for FY2019 are projected to exceed operating expenses. DART and AMC budgets remain separate entities, and several AMC expenses are calculated from our cost allocation plan.

*Revenues:* Operating revenues come from several sources, including federal and state grants through the Michigan Department of Transportation (MDOT), passenger fares, our City millage, advertising, and the sale of our fixed assets when buses are replaced. Federal and state operating assistance is calculated at approximately 57.70% of eligible expenses. Ineligible expenses include depreciation, portions of DB Pensions and OPEB, along with expenses associated with advertising revenue. If the department cuts expenses, it will subsequently decrease state and federal funding revenue. In attempts to increase revenue streams, staff is focusing on selling more profitable advertising for local businesses on the buses and increase ridership levels by providing a reliable and respected service within our community.

*Expenses:* As with most service sector departments, payroll and benefits represent DART's largest expense. Other major expenses include vehicle maintenance, fuel, and depreciation. Maintaining adequate funding is a consistent challenge for DART due to the high costs related to payroll and benefits in an environment that other expenses such as vehicle maintenance and fuel are also increasing. Staff is continuing to work with the Finance Department, City Manager, and City Council to develop a long-term sustainability plan for the department.

*Partnership with Albion:* The gap that remains in the AMC budget after accounting for federal and state funding and passenger fares must be made up locally from contributing organizations. The City of Albion has organized a team of committed, community organizations that are working together to cover the funding gap of the AMC. This team has been meeting on a monthly basis since October of 2017 and is dedicated to seeking the funding to cover the approximate funding gap of \$30,000-\$35,000 of the AMC each year for the next three years. This transportation service provides us with a unique opportunity to form partnerships across the county and leverage funds in order to address a need within our community.

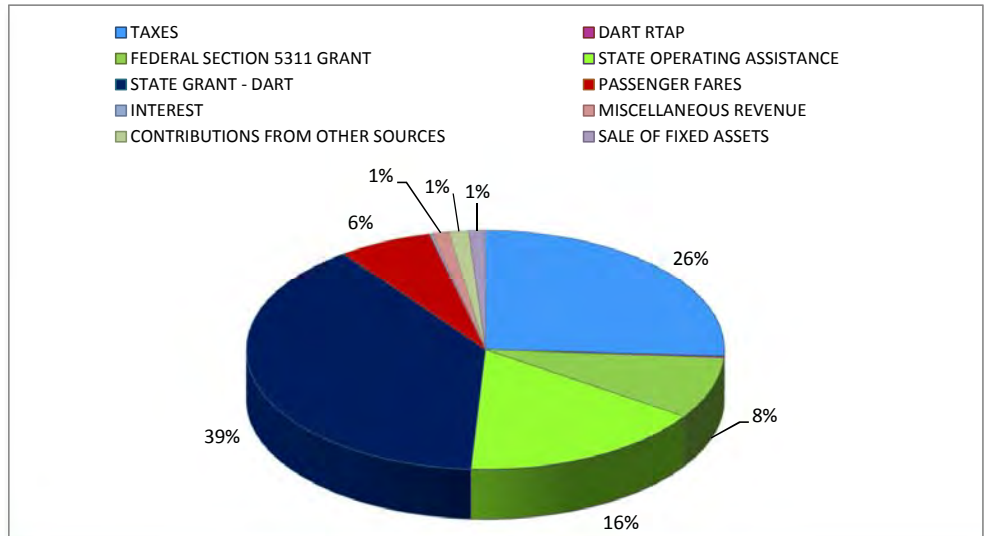


**City Goals:** Through increasing mobility options, the DART service directly pertains to Goal II of the City Goals: Quality of Life: “To achieve and sustain a concentrated effort to promote a vibrant community atmosphere in the Marshall area.”

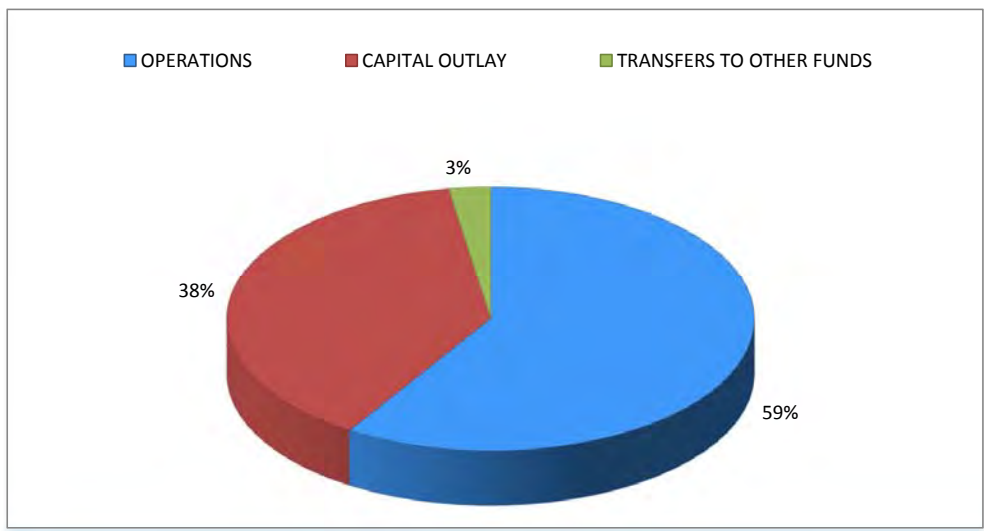
**Capital projects:** All replacement vehicles are purchased through state and federal funds. DART has three buses scheduled to be replaced in FY2019. These replacement buses will allow us to have less vehicle maintenance costs and provide a better and more reliable service to our customers. Staff is also looking into using other capital funding available through our MDOT project grants to replace our radio system that is over 18 years-old, well beyond the useful life of the equipment.

**Future projects:** There is a County-wide transportation feasibility study that is being explored within the next few years. Calhoun County has been working with MDOT to facilitate the beginning of the feasibility study. Our goal is to keep both DART and AMC services running until a county-wide transit system could be approved for by voters.

FY 2019 DIAL-A-RIDE REVENUES		
TAXES	\$ 195,938	26%
DART RTAP	2,000	0%
FEDERAL SECTION 5311 GRANT	62,923	8%
STATE OPERATING ASSISTANCE	133,322	16%
STATE GRANT - DART	295,040	39%
PASSENGER FARES	48,000	6%
INTEREST	1,500	0%
MISCELLANEOUS REVENUE	8,692	1%
CONTRIBUTIONS FROM OTHER SOURCES	10,000	1%
SALE OF FIXED ASSETS	8,500	1%
<b>TOTAL REVENUES</b>	<b>\$ 765,915</b>	<b>100%</b>



FY 2019 DIAL-A-RIDE EXPENDITURES		
OPERATIONS	\$ 452,365	59%
CAPITAL OUTLAY	295,040	38%
TRANSFERS TO OTHER FUNDS	19,590	3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 766,995</b>	<b>100%</b>





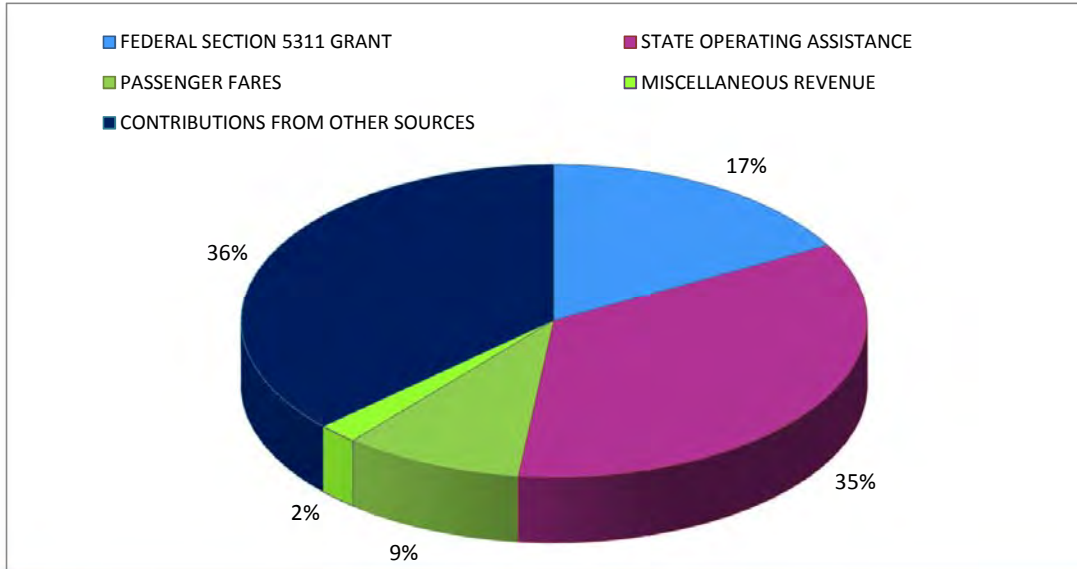
# City of Marshall

## DIAL-A-RIDE

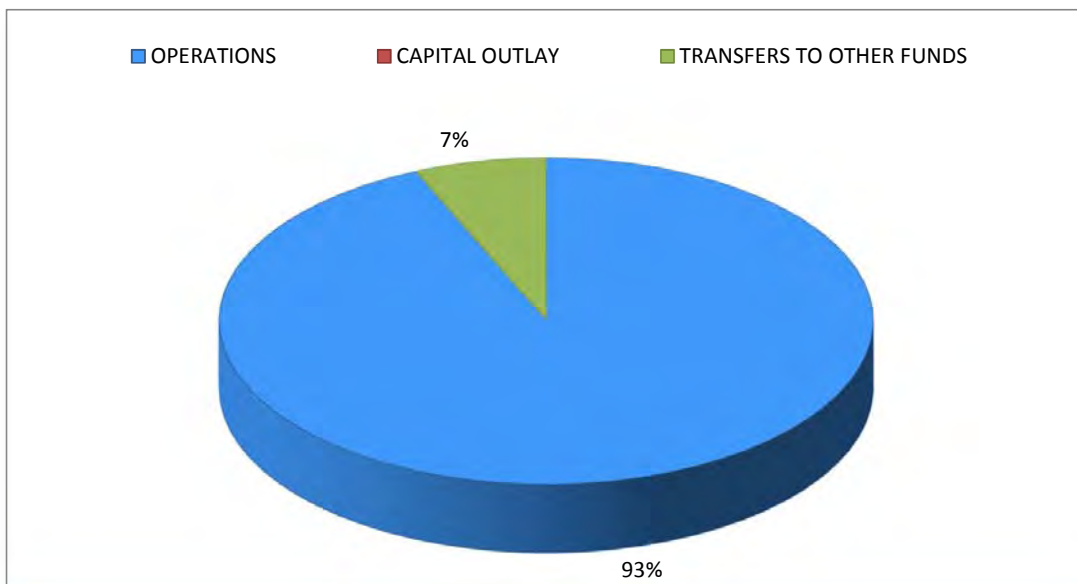
		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Budget	Requested	Projected
<b>Revenues</b>						
588-000-402.00	Current Property Taxes	93,057	90,041	179,910	183,688	187,546
588-000-404.00	Property Taxes - Prior Years	1	0	0	0	0
588-000-420.00	Delinquent Personal Prop Taxes	180	281	208	200	204
588-000-441.00	Local Community Stabilization Tax		12,100	8,470	12,000	12,252
588-000-445.00	Penalties & Int. on Taxes	453	420	53	50	51
588-000-529.01	DART RTAP	0	0	2,000	2,000	2,000
588-000-530.00	Federal Section 5311 Grant	59,960	56,504	67,074	62,923	62,923
588-000-570.00	State Operating Assistance	143,022	160,331	138,884	133,322	133,322
588-000-571.00	State Grant - DART	0	7,167	140,000	295,040	0
588-000-610.00	Passenger Fares	50,716	47,097	47,716	48,000	48,000
588-000-665.00	Interest	446	747	935	1,500	1,500
588-000-667.00	Rents	0	0	0	0	0
588-000-671.00	Miscellaneous Revenue	8,713	4,212	6,710	8,692	8,692
588-000-675.00	Contributions from Other Sources				10,000	
588-000-681.00	Sales of Fixed Assets				8,500	
588-000-699.00	Contributions - General Fund		72,613			
	<b>DART Revenue</b>	<b>356,548</b>	<b>451,513</b>	<b>591,960</b>	<b>765,915</b>	<b>456,490</b>
<b>Expenditures</b>						
588-538-702.00	Payroll	91,159	69,244	81,615	36,801	37,537
588-538-702.01	Other Fringe Benefits-taxable	3,103	475	1,500	1,230	1,230
588-538-702.81	Payroll Administrative	20,697			0	
588-538-702.82	Payroll Dispatch	4,185			0	
588-538-703.00	Part-time Salaries	42,717	51,348	56,005	92,934	94,793
588-538-703.82	Part-time Dispatch	13,557	29,647	31,510	25,706	26,220
588-538-704.00	Overtime Salaries	14,559	1,713	2,875	1,508	1,538
588-538-704.82	Overtime Dispatch	773	929	500	162	165
588-538-715.00	Social Security	14,350	12,332	13,311	12,113	12,353
588-538-716.00	Hospitalization	33,515	14,010	6,825	400	448
588-538-717.00	Life Insurance	254	113	160	120	120
588-538-718.00	Retirement - D/B	48,713	45,623	50,042	53,276	60,122
588-538-718.10	Retirement - D/C				4,580	4,672
588-538-718.01	Retiree Health Insurance	71,558	95,654	83,320	90,820	101,718
588-538-721.00	Workers Compensation	2,795	5,731	801	5,800	5,800
588-538-727.00	Office Supplies	991	1,175	850	867	884
588-538-740.00	Operating Supplies	3,052	2,512	1,650	1,683	1,717
588-538-755.00	Miscellaneous Supplies	30	0	0	0	0
588-538-757.00	Fuels & Lubricants	16,199	14,498	15,000	17,500	17,500
588-538-760.00	Medical Services	1,941	1,445	1,200	1,500	1,530
588-538-801.00	Professional Services	834	1,611	1,500	1,500	1,500
588-538-805.00	Administrative Costs	0	0	0	0	0
588-538-810.00	Dues & Memberships	700	700	700	700	700
588-538-820.00	Contracted Services	202	0	0	0	0
588-538-825.00	Insurance	2,055	5,310	5,328	5,400	5,454
588-538-850.00	Communications	1,234	1,618	1,496	879	879
588-538-860.00	Transportation & Travel	0	0	100	100	100
588-538-901.00	Advertising	1,116	569	2,000	3,500	3,500
588-538-930.00	Equipment Maintenance	1,714	2,835	250	4,100	4,182
588-538-931.00	Maintenance of Building			500	0	0
588-538-932.00	Vehicle Maintenance	15,205	19,112	26,428	27,000	27,540
588-538-933.00	Tires	1,146	2,742	3,000	3,000	3,060
588-538-940.00	Rentals	6,802	9,596	13,385	13,039	13,039
588-538-941.00	Motor Pool Equip Rental	0	0	250	250	250
588-538-941.01	Data Processing	2,558	4,225	4,253	4,253	4,253
588-538-958.00	Education & Training	123	0	150	150	150
588-538-958.01	EXP RTAP	0	0	2,000	2,000	2,000
588-538-964.00	Refund or Rebates	138	2,119	150	150	150
588-538-968.00	Depreciation	43,197	33,650	35,430	39,344	39,344
588-538-970.00	Capital Outlay	0	0	149,500	295,040	0
588-538-999.00	Transfers to Other Funds	12,589	17,748	19,590	19,590	19,590
	<b>Dial-A-Ride Expenditures Total:</b>	<b>473,761</b>	<b>448,284</b>	<b>613,174</b>	<b>766,995</b>	<b>494,038</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(117,213)</b>	<b>3,229</b>	<b>(21,214)</b>	<b>(1,080)</b>	<b>(37,548)</b>

<b>ALLOCATED POSITIONS: DART</b>					
<b>Job Description</b>	<b>FY 2016 FTE's</b>	<b>FY 2017 FTE's</b>	<b>FY 2018 FTE's</b>	<b>FY 2019 FTE's</b>	<b>FY 2020 FTE's</b>
DART Manager	0.03	1.00	1.00	1.00	1.00
Deputy Director of Community Services	0.00	0.00	0.00	0.00	0.00
Dispatcher/Bus Driver	1.00	1.00	0.00	0.00	0.00
Driver	2.00	1.00	1.00	0.00	0.00
<b>Total</b>	<b>3.03</b>	<b>3.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>

FY 2019 DART - AMC REVENUES		
FEDERAL SECTION 5311 GRANT	15,519	17%
STATE OPERATING ASSISTANCE	32,881	35%
PASSENGER FARES	8,500	9%
MISCELLANEOUS REVENUE	1,908	2%
CONTRIBUTIONS FROM OTHER SOURCES	33,748	36%
<b>TOTAL REVENUES</b>	<b>\$ 92,556</b>	<b>100%</b>



FY 2019 DART - AMC EXPENDITURES		
OPERATIONS	\$ 87,402	93%
CAPITAL OUTLAY	-	0%
TRANSFERS TO OTHER FUNDS	6,125	7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 93,527</b>	<b>100%</b>



# City of Marshall

## DIAL-A-RIDE - AMC

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Budget	Requested	Projected
<b>Revenues</b>						
588-541-529.01	DART RTAP					
588-541-530.00	Federal Section 5311 Grant		4,535	12,153	15,519	15,519
588-541-570.00	State Operating Assistance	14,956	24,933	25,165	32,881	32,881
588-541-571.00	State Grant - DART	0	0	0	0	0
588-541-610.00	Passenger Fares	7,416	7,788	7,160	8,500	8,500
588-541-665.00	Interest					
588-541-667.00	Rents					
588-541-671.00	Miscellaneous Revenue			500	1,908	1,908
588-541-675.00	Contributions from Other Sources	53,315	45,000	45,000	33,748	33,748
588-541-699.00	Contributions - General Fund					
	<b>DART - AMC Revenue</b>	<b>75,687</b>	<b>82,256</b>	<b>89,978</b>	<b>92,556</b>	<b>92,556</b>
<b>Expenditures</b>						
588-541-702.00	Payroll	1,125	4,374	3,423	8,079	8,241
588-541-702.01	Other Fringe Benefits-taxable	0	88	0	270	0
588-541-702.82	Payroll Dispatch	273	0	0	0	
588-541-703.00	Part-time Salaries	35,619	28,319	31,100	31,946	32,585
588-541-703.82	Part-time Dispatch	756	2,247	3,200	5,621	5,733
588-541-704.00	Overtime Salaries	1,647	219	250	335	342
588-541-704.82	Overtime Dispatch	17	4	50	81	83
588-541-715.00	Social Security	2,960	2,101	2,910	3,544	3,594
588-541-716.00	Hospitalization	1,134	515	0	80	86
588-541-717.00	Life Insurance	8	0	0	25	25
588-541-718.00	Retirement - D/B	4,071	383	0	0	0
588-541-718.10	Retirement - D/C			345	650	650
588-541-721.00	Workers Compensation	0	0	0	1,044	1,054
588-541-727.00	Office Supplies	0	0	50	150	153
588-541-740.00	Operating Supplies	678	105	300	500	500
588-541-757.00	Fuels & Lubricants	8,003	8,319	9,000	10,000	10,000
588-541-760.00	Medical Services	0	0	0	500	500
588-541-801.00	Professional Services	0	280	280	300	300
588-541-820.00	Contracted Services	0	0	0	0	0
588-541-825.00	Insurance	1,362	2,240	2,343	2,250	2,273
588-541-850.00	Communications	218	375	435	635	635
588-541-860.00	Transportation & Travel	0	0	0	0	0
588-541-901.00	Advertising	0	0	0	1,500	1,500
588-541-930.00	Equipment Maintenance	0	0	0	500	510
588-541-932.00	Vehicle Maintenance	0	864	1,165	4,750	4,750
588-541-933.00	Tires	0	0	1,000	1,500	1,500
588-541-940.00	Rentals	5,084	3,085	3,316	3,100	3,100
588-541-941.00	Motor Pool Equip Rental	0	0	0	0	0
588-541-941.01	Data Processing	1,912	1,359	902	1,400	1,400
588-541-958.00	Education & Training	0	0	0	0	0
588-541-968.00	Depreciation	6,972	9,296	7,520	8,642	8,642
588-541-970.00	Capital Outlay	0	0	0	0	0
588-541-999.00	Transfers to Other Funds	9,411	5,706	6,125	6,125	6,125
	<b>DART - AMC Expenditures Total:</b>	<b>81,250</b>	<b>69,879</b>	<b>73,714</b>	<b>93,527</b>	<b>94,281</b>
<b>Excess of Revenues Over (Under) Expenditures</b>						
		<b>(5,563)</b>	<b>12,377</b>	<b>16,264</b>	<b>(971)</b>	<b>(1,725)</b>

**ALLOCATED POSITIONS: DART - AMC**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
DART Manager	0.00	0.00	0.00	0.00	0.00
Deputy Director of Community Services	0.00	0.00	0.00	0.00	0.00
Dispatcher/Bus Driver	0.00	0.00	0.00	0.00	0.00
Driver	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00

## **WASTEWATER**

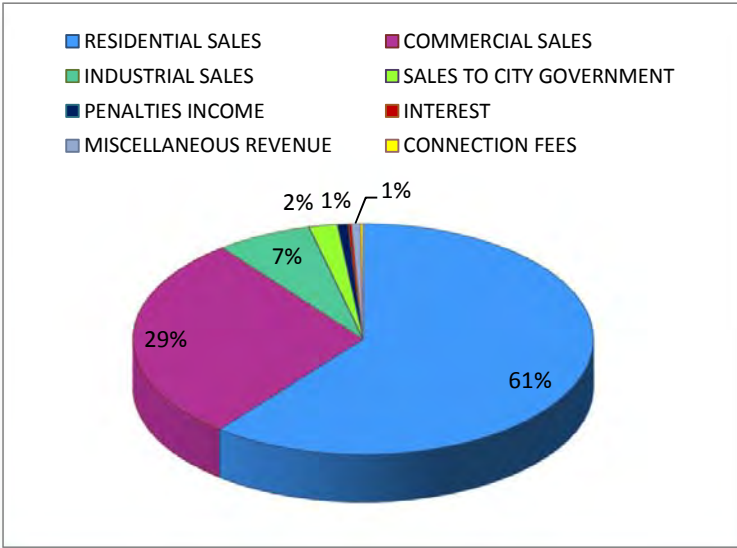
The Wastewater Department consists of the wastewater plant and the sanitary sewer collection system, maintained with the assistance of the Department of Public Works (DPW). The wastewater plant operation treats approximately 1.5 million gallons of wastewater every day. The plant is in continuous operation and the effluent must meet the requirements of a National Pollutant Discharge Elimination System (NPDES) permit issued by the Michigan Department of Environmental Quality (MDEQ). The staff conducts daily analysis and ongoing operational evaluation to ensure continuing adherence to NPDES permit standards. Along with the above duties, staff is responsible for the operation and maintenance of fourteen lift stations located throughout the community. Licensing for wastewater operators is also overseen by the MDEQ. There are four levels of wastewater license with Class D being the lowest and Class A the highest. As a Class B wastewater treatment plant, MDEQ requires at least one operator to hold a Class B or higher license.

The sanitary collection system consists of approximately 250,000 LF of sewer piping. This is regularly maintained by the DPW. During 2016 we received video data of the sewer collection system from RedZone Robotics. This data will assist the city in establishing the required Asset Management Plan for the collection system.

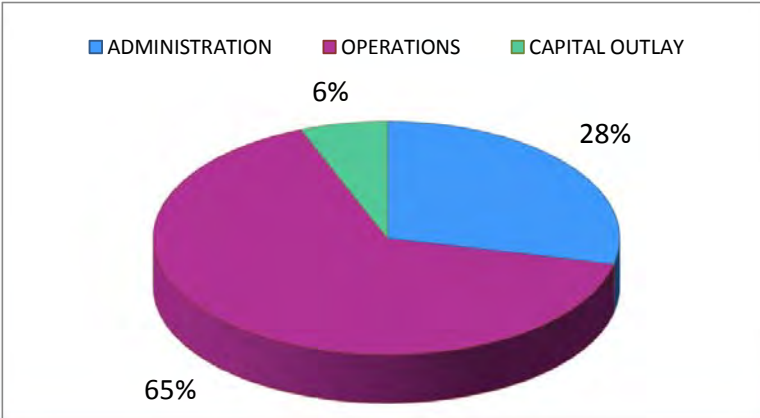
In 2018, we will continue to develop the required Asset Management Plan with an analysis of the Waste Water Treatment plant, assisted by Stantec Engineering. All equipment at the plant and lift stations will be inventoried and we will begin developing a long term replacement plan with the information that is gathered through this process.

Maintaining the plant and distribution system is integral towards the City's Vision by focusing on an improved Infrastructure. This will preserve, rehabilitate and expand the city infrastructure and assets.

FY 2019 WASTEWATER REVENUES		
RESIDENTIAL SALES	1,207,850	61%
COMMERCIAL SALES	573,729	29%
INDUSTRIAL SALES	132,864	7%
SALES TO CITY GOVERNMENT	39,859	2%
PENALTIES INCOME	15,000	1%
INTEREST	4,200	0%
MISCELLANEOUS REVENUE	12,500	1%
CONNECTION FEES	4,000	0%
<b>TOTAL REVENUES</b>	<b>\$ 1,990,002</b>	<b>100%</b>



FY 2019 WASTEWATER EXPENDITURES		
ADMINISTRATION	\$ 589,421	28%
OPERATIONS	1,366,598	65%
CAPITAL OUTLAY	124,000	6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,080,019</b>	<b>100%</b>





## City of Marshall Summary of Wastewater Debt

Fiscal Year	ISSUE: 7 AUTH: Act 185 CUSIP: 129644 TYPE: Limited Tax PURPOSE: Water-34%, Sewer-66% DATED: June 25, 1996/Refunded 2006 CALLABLE: 5/1/08 @ 100 - Refunded July 20, 2016 Fund 590				ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Sewer System Improvements DATED: September 5, 2012 CALLABLE: Fund 590				<b>Total Sewer Debt</b>		
	Ending June 30	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)			
2019	\$141,900	2.00%	\$5,544	\$147,444	\$20,000	3.00%	\$65,740	\$85,740	\$161,900	\$71,284	\$233,184
2020	\$135,300	2.00%	\$2,706	\$138,006	\$20,000	3.00%	\$65,140	\$85,140	\$155,300	\$67,846	\$223,146
2021					\$150,000	3.00%	\$64,540	\$214,540	\$150,000	\$64,540	\$214,540
2022					\$155,000	3.00%	\$60,040	\$215,040	\$155,000	\$60,040	\$215,040
2023					\$155,000	3.00%	\$55,390	\$210,390	\$155,000	\$55,390	\$210,390
2024					\$160,000	3.00%	\$50,740	\$210,740	\$160,000	\$50,740	\$210,740
2025					\$165,000	3.00%	\$45,940	\$210,940	\$165,000	\$45,940	\$210,940
2026					\$170,000	3.00%	\$40,990	\$210,990	\$170,000	\$40,990	\$210,990
2027					\$175,000	3.00%	\$35,890	\$210,890	\$175,000	\$35,890	\$210,890
2028					\$180,000	3.00%	\$30,640	\$210,640	\$180,000	\$30,640	\$210,640
2029					\$185,000	3.10%	\$25,240	\$210,240	\$185,000	\$25,240	\$210,240
2030					\$195,000	3.20%	\$19,505	\$214,505	\$195,000	\$19,505	\$214,505
2031					\$200,000	3.25%	\$13,265	\$213,265	\$200,000	\$13,265	\$213,265
2032					\$205,000	3.30%	\$6,765	\$211,765	\$205,000	\$6,765	\$211,765
	<u>\$277,200</u>		<u>\$8,250</u>	<u>\$285,450</u>	<u>\$2,135,000</u>		<u>\$579,825</u>	<u>\$2,714,825</u>	<u>\$2,412,200</u>	<u>\$588,075</u>	<u>\$3,000,275</u>

# City of Marshall

## Wastewater

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Budget	Requested	Projected
<b>Revenues</b>						
590-000-529.00	Federal Grants					
590-000-636.00	Residential Sales	920,010	1,007,460	1,190,000	1,207,850	1,225,968
590-000-644.00	Commercial Sales	440,538	512,117	565,250	573,729	582,335
590-000-645.00	Industrial Sales	111,334	122,288	130,900	132,864	134,856
590-000-648.00	Sales to City Government	28,788	37,422	39,270	39,859	40,457
590-000-660.00	Penalties Income	13,565	15,963	15,000	15,000	15,000
590-000-665.00	Interest	5,733	10,486	4,200	4,200	4,200
590-000-671.00	Miscellaneous Revenue	12,584	15,089	12,500	12,500	12,500
590-000-671.01	Connection Fees	3,807	23,700	4,000	4,000	4,000
<b>Wastewater Revenues Total:</b>		<b>1,536,359</b>	<b>1,744,525</b>	<b>1,961,120</b>	<b>1,990,002</b>	<b>2,019,316</b>
<b>Expenditures Administration</b>						
590-539-702.00	Payroll	134,344	87,326	90,711	92,525	94,376
590-539-702.01	Other Fringe Benefits-taxable	1,690	1,524	1,603	1,444	1,574
590-539-704.00	Overtime Salaries	0	39	0	0	0
590-539-715.00	Social Security	9,715	6,654	6,978	7,189	7,340
590-539-716.00	Hospitalization	42,593	31,909	22,820	23,350	26,152
590-539-717.00	Life Insurance	431	179	194	194	194
590-539-718.00	Retirement - D/B	52,622	51,666	60,160	79,542	89,763
590-539-718-10	Retirement - D/C				3,100	3,100
590-539-718.01	Retiree Health Insurance	67,315	68,033	61,200	68,544	76,769
590-539-721.00	Workers Compensation	845	367	374	378	382
590-539-727.00	Office Supplies	2,445	1,384	2,040	2,081	2,122
590-539-727.02	Postage and Shipping	6,300	8,202	6,200	6,324	6,450
590-539-740.00	Operating Supplies	0	0	0	0	0
590-539-760.00	Medical Services	81	169	200	204	208
590-539-801.00	Professional Services	3,873	11,616	5,000	5,100	5,202
590-539-803.00	Service Fee	341	143	500	500	500
590-539-804.00	BANK FEES	301	312	325	325	325
590-539-805.00	Administrative Costs	2,000	382	350	350	350
590-539-810.00	Dues & Memberships	268	500	650	750	750
590-539-820.00	Contracted Services	2,557	3,389	12,600	12,852	13,109
590-539-825.00	Insurance	15,607	21,480	21,910	22,129	22,350
590-539-850.00	Communications	707	719	0	0	0
590-539-860.00	Transportation & Travel	109	30	418	418	418
590-539-901.00	Advertising	108	0	0	0	0
590-539-930.00	Equipment Maintenance	355	372	184	500	510
590-539-940.00	Rentals		487	0	0	0
590-539-941.01	Data Processing	6,035	1,570	11,364	11,364	11,364
590-539-956.00	Bad Debt Expense	(2,000)	0	0	0	0
590-539-958.00	Education & Training	1,199	645	1,200	1,200	1,200
590-539-966.00	Amortization	1,074	3,323	1,074	1,074	1,074
590-539-968.00	Depreciation	1,700	1,700	1,700	1,700	1,700
590-539-995.00	Bond Interest Paid	64,273	76,978	89,261	71,284	67,846
590-539-999.00	Transfers to Other Funds	47,000	227,181	200,000	175,000	175,000
<b>Wastewater Administration Expenditures Total:</b>		<b>463,888</b>	<b>608,279</b>	<b>599,016</b>	<b>589,421</b>	<b>610,128</b>
<b>Expenditures Operations</b>						
590-545-702.00	Payroll			8,121		

# City of Marshall

## Wastewater

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Budget	Requested	Projected
590-545-703.00	Part-time Salaries	5,245	5,539	0	9,325	9,512
590-545-704.00	Overtime Salaries	11,865	11,624	12,000	10,500	10,710
590-545-705.00	Station Labor	268,718	250,341	233,260	219,050	223,431
590-545-705.01	Other Fringe Benefits-taxable	4,663	4,682	4,530	3,740	4,202
590-545-710.12	Labor - Meter Reading	23,723	22,903	24,597	24,977	25,477
590-545-710.31	Labor - Ketchum Park Restroom	159	0	0	0	0
590-545-715.00	Social Security	22,719	21,358	21,595	20,471	20,910
590-545-716.00	Hospitalization	60,682	60,467	69,470	77,136	86,392
590-545-717.00	Life Insurance	649	328	363	357	357
590-545-718.00	Retirement - D/B	122,658	124,581	125,453	105,000	118,493
590-545-718.10	Retirement - D/C				17,230	17,575
590-545-721.00	Workers Compensation	2,531	2,005	2,025	2,045	2,066
590-545-727.02	Postage and Shipping	186	0	0	0	0
590-545-740.00	Operating Supplies	19,910	17,740	20,400	20,808	21,224
590-545-741.00	Uniforms	2,873	2,948	2,500	3,000	3,000
590-545-755.00	Miscellaneous Supplies	256	0	0	0	0
590-545-757.00	Fuels & Lubricants	410	603	500	500	500
590-545-760.00	Medical Services	0	0	0	0	0
590-545-761.00	Safety Supplies	1,585	197	1,020	1,040	1,061
590-545-776.00	Building Maintenance Supplies	1,099	1,161	1,020	1,040	1,061
590-545-777.00	Minor Tools and Equipment	1,345	1,028	1,000	1,000	1,000
590-545-780.01	Maintenance - Structures & Imp	3,063	3,569	5,000	5,000	5,000
590-545-780.15	Maintenance - Plant Equipment	17,162	21,400	20,000	20,000	20,000
590-545-780.16	Maintenance - Lift Stations	12,127	6,143	15,000	15,000	15,000
590-545-780.21	Maintenance - Meters			2,225	1,200	500
590-545-780.23	Maintenance - Sewer Lines	5,255	151	3,479	5,000	5,000
590-545-780.28	Maint. - Sewer Lines-Chemicals	0	0	7,775	7,500	7,500
590-545-780.30	Maintenance-SCADA	16,125	16,000	17,521	16,000	16,000
590-545-790.00	Chemical Cost	71,133	81,815	80,000	80,000	80,000
590-545-801.00	Professional Services	0	0	0	0	0
590-545-803.00	Service Fee	8,375	8,621	10,679	10,679	10,679
590-545-820.00	Contracted Services	85,964	64,388	69,596	70,988	72,408
590-545-850.00	Communications	1,622	267	0	0	0
590-545-860.00	Transportation & Travel	460	116	132	132	132
590-545-921.00	Utilities - Gas	2,544	2,603	4,200	3,000	3,000
590-545-922.00	Utilities-Elec, Water, Sewer	119,696	126,219	125,000	125,000	125,000
590-545-930.00	Equipment Maintenance	2,890	1,926	4,990	5,000	5,100
590-545-932.00	Vehicle Maintenance	0	0	0	0	0
590-545-940.00	Rentals			840	840	840
590-545-941.00	Motor Pool Equip Rental	38,869	15,903	21,000	66,715	66,715
590-545-941.01	Data Processing	6,036	6,253	0	0	0
590-545-958.00	Education & Training	2,892	2,226	3,000	3,000	3,000
590-545-968.00	Depreciation	387,657	418,626	417,765	414,325	414,325
		<b>1,333,146</b>	<b>1,303,731</b>	<b>1,336,056</b>	<b>1,366,598</b>	<b>1,397,170</b>
	<b>Capital Outlay</b>					
590-900-970.00	Capital Outlay	10,421	215,000	379,000	124,000	580,000
	<b>Capital Outlay Expenditures Total:</b>	<b>10,421</b>	<b>215,000</b>	<b>379,000</b>	<b>124,000</b>	<b>580,000</b>

# City of Marshall

Wastewater	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
	Actual	Actual	Budget	Requested	Projected
<b>Wastewater Expenditures Total:</b>	<b>1,807,455</b>	<b>2,127,010</b>	<b>2,314,072</b>	<b>2,080,019</b>	<b>2,587,298</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(271,096)</b>	<b>(382,485)</b>	<b>(352,952)</b>	<b>(90,017)</b>	<b>(567,982)</b>

**ALLOCATED POSITIONS: WASTEWATER**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
City Manager	0.05	0.00	0.00	0.00	0.00
Director of Public Services	0.25	0.25	0.25	0.25	0.25
Wastewater Superintendent	1.00	1.00	1.00	1.00	1.00
GIS Specialist	0.25	0.25	0.25	0.25	0.25
Treasurer	0.05	0.00	0.00	0.00	0.00
Clerk	0.05	0.00	0.00	0.00	0.00
Payroll/Accounting Clerk	0.25	0.00	0.00	0.00	0.00
Accountant	0.22	0.00	0.00	0.00	0.00
Utility Billing Specialist	0.25	0.00	0.00	0.00	0.00
Receptionist/Cashier	0.19	0.00	0.00	0.00	0.00
IPP/Environmental Specialist	0.40	0.30	0.30	0.00	0.00
Equipment Operator	0.16	0.20	0.20	1.00	1.00
Operator C	1.00	1.00	1.00	1.00	1.00
Operator I	3.00	3.00	3.00	3.00	3.00
Meter Reader II	0.25	0.25	0.25	0.25	0.25
Meter Tester/Serviceman	0.25	0.25	0.25	0.25	0.25
<b>Total</b>	<b>7.62</b>	<b>6.50</b>	<b>6.50</b>	<b>7.00</b>	<b>7.00</b>

# WATER

The Water Department consists of two separate operations, water production and water distribution. Water Department employees work from 7:00am to 3:30pm and are on-call Friday from 3:30pm to Monday at 7:00am for emergency calls in both the treatment plant and distribution system. Staff includes 1 Water Superintendent, 1 Plant Operator, 3 distribution employees.

Water Superintendent – Aaron Ambler D-2, S2 certified

Water Plant Operator – Dave Johnson D-2, S2 certified

Utility Worker – John Huepenbecker D3, S3 certified

Utility Worker – Cindy Upright D4 certified

Utility Worker – Open Position

## **Water Production**

The City of Marshall Well Field is located at 832 E. Green St. Currently the city pumps ground water from the Marshall Sandstone Aquifer to feed approximately 7000 residential and industrial customers. The Water Plant was constructed in 1964 with an upgrade to new filters in 1996. Our capacity is 3.86 MGD (million gallons a day). There are 4 wells at this location equipped with 75hp motors driving submersible pumps to deliver the water to the system. All 4 wells are approximately 100ft in depth and can produce up to 1200gpm. Our water plant is a D2 rated plant filtering out iron and manganese. We add chlorine gas for disinfection, fluoride for dental protection, phosphate for corrosion control and potassium permanganate to help oxidize the iron in our filters. The water plant is controlled by a SCADA system which was upgraded in 2012. This allows us to operate pumps, control flow to the system, track water trends, evaluate water leaks and maintain safe water levels in the system.

Water production operators at the plant are responsible for keeping daily records of plant operations, monthly inventory of chemicals, maintaining of proper chemical feed rates, water quality testing and building maintenance. Monthly and yearly testing of the ground water is done by the plant operators. Bacteria testing is conducted weekly and samples are taken throughout the city to maintain safe drinking water. Levels of chlorine, phosphate, fluoride, Ph and iron are tested daily so that chemical feeds can be adjusted if needed. The current plant is manned 8hrs/day Monday through Friday and 2hrs on Saturday and Sunday.

The Michigan Department of Environmental Quality (MDEQ) regulates programs that the water department is responsible for in accordance with the Federal Safe Drinking Water

Act. Routine and special water sampling, a valve maintenance program, hydrant flushing, a cross connection program, wellhead protection program, monthly operation reports, and new additions to the plant and distribution system. Licensing for water operators is also regulated by the MDEQ. The MDEQ requires a D-2 license for Water Production and an S-2 for Water Distribution. Currently the Water Superintendent holds both a D-2 and S-2 license.

Every 3 years the city is required to test for Lead and Copper in our system. Twenty samples are taken from residents known to have possible lead water service. This could mean they have a lead service line at the street, partial lead connection to the water main or lead solder plumbing in their home. All samples collected in 2017 were under the regulatory limits set by MDEQ. However, since the Flint Water Crisis, the MDEQ has advised cities known to have lead service lines that additional sampling is required. The city has been advised that 40 additional samples are to be taken before July 1<sup>st</sup>, 2018 and an additional 40 samples between July 1<sup>st</sup> and December 31<sup>st</sup>, 2018. This will increase annual sampling costs by approximately \$4000.00. Every year the MDEQ sets required monitoring schedules to test for contaminant levels in our water. This schedule sets dates for sampling to be completed and the city complies with this list.

Since 2004 the city has seen a decline in water use. In the last 5 years we have seen an average of 280 million gallons pumped each year or approximately 760,000 gallons per day. Compared to 2004, that number is less than half of the 640 million gallons pumped to the system. Recent events and possible expansion to developments have been encouraging with the possibility of adding additional water use to industrial/commercial customers by the end of 2018.

### **Water Distribution**

Water distribution operators are responsible for maintenance of the distribution system infrastructure, meters, water services, hydrants, mains and two elevated storage tanks.

In early 2016 MDEQ notified the city that a new Asset Management program was being implemented for all Water Systems providing services to over 1,000 residents. This requires that the entire plant and distribution systems be inventoried, documented and analyzed to develop a long term plan for maintaining this infrastructure. Development of this plan will continue throughout 2017 for submittal to the MDEQ in January 2018. The Asset Management Plan was sent to the MDEQ in December 2017 and asset inventory to be completed by December 2018. An inventory database is being considered for the city that will integrate with GIS mapping system already in place. This will increase operating expenses but also tie assets into one location for easier tracking, cost analysis and future planning.

Maintaining the operation of the distribution system is integral towards the City's Vision by focusing on an improved Infrastructure. This will preserve, rehabilitate and expand the city infrastructure and assets.

The city in accordance with MDEQ has maintained and controlled the Cross-Connection Control Program. This program is currently contracted to Hydro-Corp. All non-residential services are inspected for cross-connection to the city water supply every 5 years. Records for each account are stored in Hydro-Corps database and under the direction of the Water Superintendent. The contract is a 3-year term with a cost of \$14,000 which is built into the operational budget. Costs are projected to rise with the addition of commercial/industrial accounts.

Distribution maintenance consists of several different aspects. Water mains are flushed twice a year, in the spring and in the fall. This process takes employees around 3 weeks to complete. A systematic process of closing valves, flushing hydrants and tracking water flow allows the water system to be cleaned. Water quality is tracked for each hydrant and an inspection is done to maintain fire suppression to the city.

Service orders are tracked through the city billing system for shutoffs/turn-ons, dead meters, water quality issues and requests by home owners. Our goal is to respond to these issues as fast as possible. In the past 5 years response times have decreased and residents seem pleased with results from the water dept.

The city owns two water towers, a 200,000-gallon tank on Industrial Road and a 500,000-gallon tank on S. Kalamazoo. Each tank is contracted to be inspected every 5 years. Both tanks have been painted and upgraded from inspection reports in the last 5 years. Currently there is a plan in place to add another 600,000-gallon water tower on the north side of the city to gain more capacity to the system and increase low pressure areas.

There are approximately 55 miles of water main, ranging from 4"-16", that feed water to the system. With the asset management inventory, we will get a better understanding of the age and condition of the system. All water mains are mapped on our GIS database and accessible to employees in the field for marking and emergency purposes. In the last 5 years we have seen a decline in water quality issues and water main breaks. Replacement of areas, known to be in poor condition, in 2012 eliminated some major reoccurring maintenance issues. Future infrastructure upgrades are in the budget for expansion and maintenance.

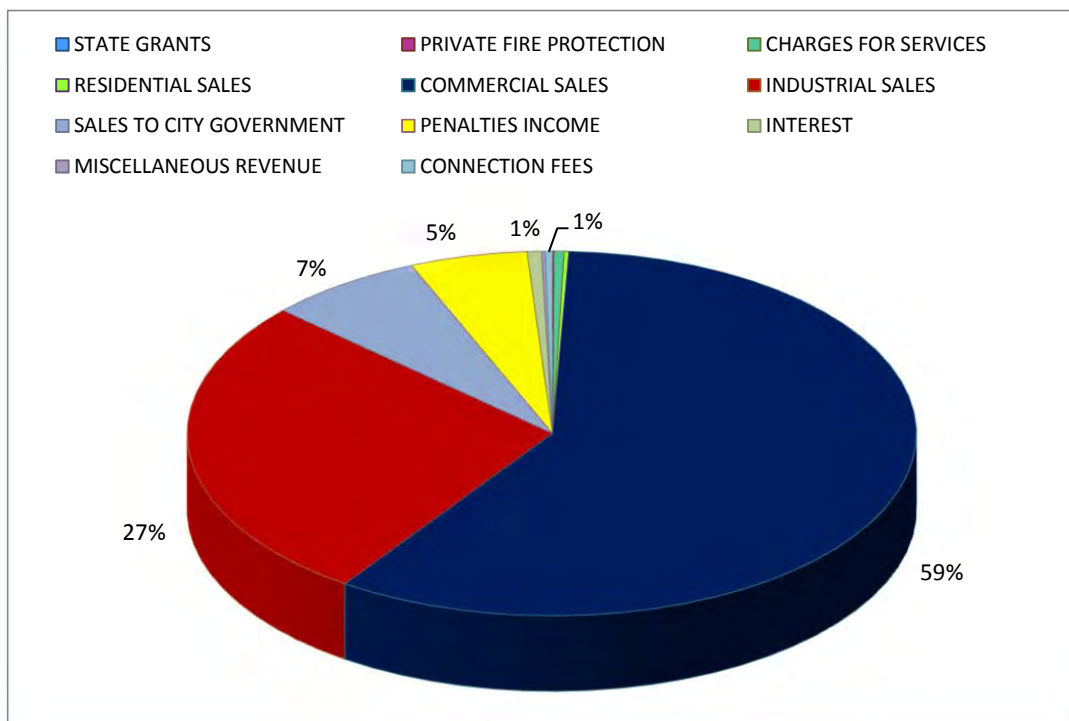


## **Budget**

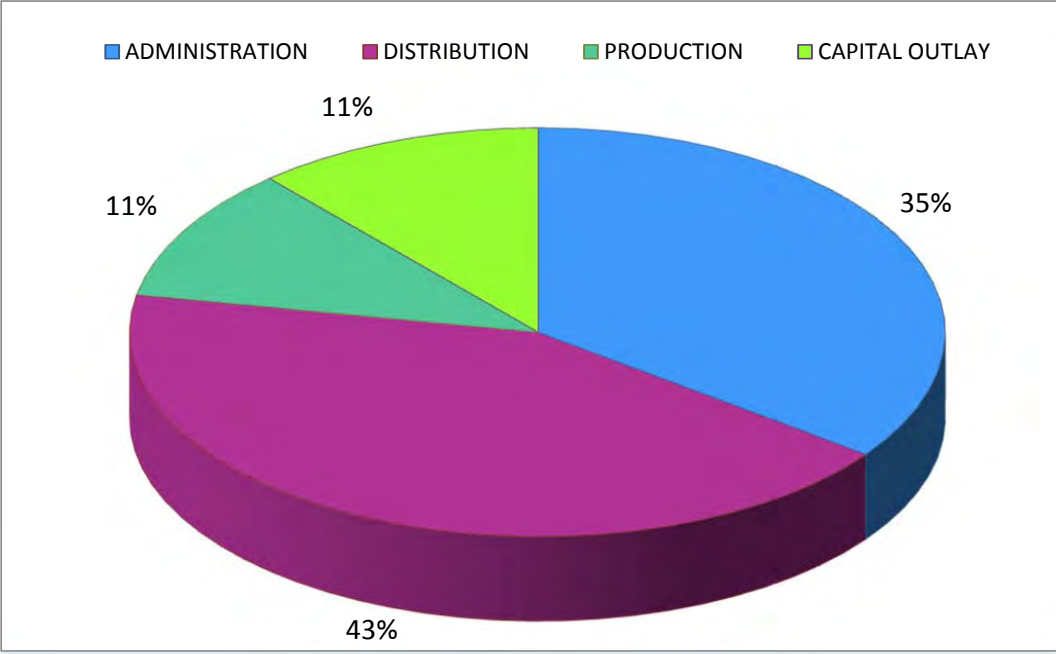
In the past 5 years we have seen an increase in operational costs to maintain distribution assets. Prior years, the budget would reflect reactionary status rather than future goals. Asset management will allow us to better track asset age, condition, criticality and plan for replacement. A rate study was completed by staff and the MRWA in 2016, at no cost, with rates going into effect January 1, 2017. After asset inventory and criticality is complete this process will have to be done again. Capital improvements and operational costs to maintain distribution and treatment assets will be reflected in the rates. The challenge is prioritizing projects, funding, and keeping rates to our customers as low as possible. The fact that we have an aging water plant, aging infrastructure and debt for years to come, does not allow for an easy process. Opportunities exist for low interest loans and grants to help cover the costs. Future emphasis will be put on Asset Inventory to better calculate Capital costs and operational budgeting.

## FY 2019 WATER REVENUES

STATE GRANTS	\$ 1,000	0%
PRIVATE FIRE PROTECTION	8,600	0%
CHARGES FOR SERVICES	4,000	0%
RESIDENTIAL SALES	1,089,891	59%
COMMERCIAL SALES	511,919	27%
INDUSTRIAL SALES	129,906	7%
SALES TO CITY GOVERNMENT	97,980	5%
PENALTIES INCOME	12,000	1%
INTEREST	3,000	0%
MISCELLANEOUS REVENUE	6,000	0%
CONNECTION FEES	20,000	1%
<b>TOTAL REVENUES</b>	<b>\$ 1,884,296</b>	<b>100%</b>



FY 2019 WATER EXPENDITURES		
ADMINISTRATION	\$ 683,986	35%
DISTRIBUTION	831,330	43%
PRODUCTION	206,764	11%
CAPITAL OUTLAY	222,550	11%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,944,630</b>	<b>100%</b>



## City of Marshall Summary of Water Debt

	ISSUE: 7 AUTH: Act 185 CUSIP: 129644 TYPE: Limited Tax PURPOSE: Water-34%, Sewer-66% DATED: June 25, 1996/Refunded 2006 CALLABLE: 5/1/08 @ 100 Refunded 7/20/16 Fund 591				ISSUE: 9 AUTH: Act 185 CUSIP: 129644 TYPE: Limited Tax PURPOSE: Water DATED: November 3, 1997/Refunded 2008 CALLABLE: 5/1/08 @ 100 Fund 591				ISSUE: 20 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Hanover Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591			
Fiscal Year	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	RATE	INTEREST	TOTAL
Ending June 30	(5/1)		(5/1 & 11/1)		(5/1)		(5/1 & 11/1)		(4/1)		(4/1 & 10/1)	
2019	\$73,100	2.00%	\$2,856	\$75,956	\$200,000	4.00%	\$8,000	\$208,000	\$15,000	2.00%	\$2,779	\$17,779
2020	\$69,700	2.00%	\$1,394	\$71,094					\$15,000	2.00%	\$2,875	\$17,875
2021									\$15,000	3.00%	\$2,575	\$17,575
2022									\$15,000	3.00%	\$2,125	\$17,125
2023									\$20,000	4.00%	\$1,600	\$21,600
2024									\$20,000	4.00%	\$800	\$20,800
2025												
2026												
2027												
2028												
2029												
2030												
2031												
2032												
	<u>\$142,800</u>		<u>\$4,250</u>	<u>\$147,050</u>	<u>\$200,000</u>		<u>\$8,000</u>	<u>\$208,000</u>	<u>\$60,000</u>		<u>\$12,754</u>	<u>\$112,754</u>

## City of Marshall Summary of Water Debt

	ISSUE: 21 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Mulberry Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				ISSUE: 22 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Aquifer Study & Well DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				ISSUE: 29 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Water Main Improvements DATED: July, 2009 CALLABLE: 4/1/14 @ 100 Fund 591			
Fiscal Year	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	RATE	INTEREST	TOTAL
Ending June 30	(4/1)		(4/1 & 10/1)		(4/1)		(4/1 & 10/1)		(4/1)		(4/1 & 10/1)	
2019	\$10,000	2.00%	\$1,852	\$11,852	\$5,000	2.00%	\$926	\$5,926	\$60,000	4.00%	43,180	\$103,180
2020	\$10,000	2.00%	\$1,917	\$11,917	\$5,000	2.00%	\$958	\$5,958	\$65,000	4.00%	40,360	\$105,360
2021	\$10,000	3.00%	\$1,717	\$11,717	\$5,000	3.00%	\$858	\$5,858	\$70,000	4.00%	37,240	\$107,240
2022	\$15,000	3.00%	\$1,417	\$16,417	\$5,000	3.00%	\$708	\$5,708	\$70,000	4.00%	33,880	\$103,880
2023	\$15,000	4.00%	\$1,067	\$16,067	\$10,000	4.00%	\$533	\$10,533	\$75,000	4.00%	30,450	\$105,450
2024	\$15,000	4.00%	\$533	\$15,533	\$10,000	4.00%	\$267	\$10,267	\$75,000	4.00%	26,775	\$101,775
2025									\$80,000	4.00%	22,950	\$102,950
2026									\$85,000	4.00%	18,870	\$103,870
2027									\$90,000	4.00%	14,535	\$104,535
2028									\$95,000	4.00%	9,945	\$104,945
2029									\$100,000	4.00%	5,100	\$105,100
2030												
2031												
2032												
	<b>\$45,000</b>		<b>\$8,503</b>	<b>\$83,503</b>	<b>\$20,000</b>		<b>\$4,250</b>	<b>\$44,250</b>	<b>\$265,000</b>		<b>\$283,285</b>	<b>\$1,148,285</b>

## City of Marshall Summary of Water Debt

Fiscal Year  Ending June 30	ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Water System Improvements DATED: September 5, 2012 CALLABLE: Fund 591				Total Water Debt		
	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2019	\$65,000	3.00%	\$38,735	\$103,735	\$428,100	\$98,328	\$526,428
2020	\$65,000	3.00%	\$36,785	\$101,785	\$229,700	\$84,289	\$313,989
2021	\$65,000	3.00%	\$34,835	\$99,835	\$165,000	\$77,225	\$242,225
2022	\$70,000	3.00%	\$32,885	\$102,885	\$175,000	\$71,015	\$246,015
2023	\$85,000	3.00%	\$30,785	\$115,785	\$205,000	\$64,435	\$269,435
2024	\$90,000	3.00%	\$28,235	\$118,235	\$210,000	\$56,610	\$266,610
2025	\$90,000	3.00%	\$25,535	\$115,535	\$170,000	\$48,485	\$218,485
2026	\$95,000	3.00%	\$22,835	\$117,835	\$180,000	\$41,705	\$221,705
2027	\$100,000	3.00%	\$19,985	\$119,985	\$190,000	\$34,520	\$224,520
2028	\$100,000	3.00%	\$16,985	\$116,985	\$195,000	\$26,930	\$221,930
2029	\$105,000	3.10%	\$13,985	\$118,985	\$205,000	\$19,085	\$224,085
2030	\$105,000	3.20%	\$10,730	\$115,730	\$105,000	\$10,730	\$115,730
2031	\$110,000	3.25%	\$7,370	\$117,370	\$110,000	\$7,370	\$117,370
2032	\$115,000	3.30%	\$3,795	\$118,795	\$115,000	\$3,795	\$118,795
	<u>\$265,000</u>		<u>\$323,480</u>	<u>\$1,583,480</u>	<u>\$2,682,800</u>	<u>\$644,522</u>	<u>\$3,327,322</u>

# City of Marshall

Water		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
<b>Summary of Dept Totals</b>						
<b>Revenues</b>						
591-000-540.00	State Grants	0	9,531	1,000	1,000	1,000
591-000-621.00	Private Fire Protection	8,092	8,024	8,000	8,600	8,600
591-000-626.00	Charges for Services		2,886		4,000	
591-000-636.00	Residential Sales	936,753	1,008,382	1,079,100	1,089,891	1,100,790
591-000-644.00	Commercial Sales	428,871	482,155	506,850	511,919	517,038
591-000-645.00	Industrial Sales	105,880	120,948	128,620	129,906	131,205
591-000-648.00	Sales to City Government	67,466	92,341	97,010	97,980	98,960
591-000-660.00	Penalties Income	13,629	15,338	12,000	12,000	12,000
591-000-665.00	Interest	4,564	6,054	3,000	3,000	3,000
591-000-667.00	Rents	0	385	0	0	0
591-000-671.00	Miscellaneous Revenue	16,736	4,432	6,000	6,000	6,000
591-000-671.01	Connection Fees	520	9,480	3,000	20,000	20,000
591-000-681.00	Sales of Fixed Assets	0	1,111	0	0	0
<b>Water Revenues Total:</b>		<b>1,582,511</b>	<b>1,761,067</b>	<b>1,844,580</b>	<b>1,884,296</b>	<b>1,898,593</b>
<b>Expenditures</b>						
<b>Administration</b>						
591-539-702.00	Payroll	129,443	89,312	91,304	93,130	94,993
591-539-702.01	Other Fringe Benefits-taxable	2,290	2,024	2,003	1,800	1,774
591-539-704.00	Overtime Salaries	0	39	0	0	0
591-539-715.00	Social Security	9,736	6,764	7,023	7,262	7,403
591-539-716.00	Hospitalization	40,409	28,843	19,110	19,860	22,243
591-539-717.00	Life Insurance	431	179	194	194	194
591-539-718.00	Retirement - D/B	54,453	52,380	73,023	85,701	96,714
591-539-718.10	Retirement - D/C				3,100	3,162
591-539-718.01	Retiree Health Insurance	103,944	112,101	105,100	117,712	131,837
591-539-721.00	Workers Compensation	1,286	908	1,400	1,400	1,400
591-539-727.00	Office Supplies	1,971	1,628	2,070	2,111	2,154
591-539-727.02	Postage and Shipping	5,124	7,699	7,000	7,000	7,000
591-539-740.00	Operating Supplies	19	53	204	208	212
591-539-755.00	Miscellaneous Supplies	0	0	0	0	0
591-539-760.00	Medical Services	0	70	70	155	155
591-539-801.00	Professional Services	3,873	3,657	4,500	4,590	4,682
591-539-803.00	Service Fee	1,749	1,350	1,750	1,750	1,750
591-539-804.00	BANK FEES	301	312	300	300	300
591-539-805.00	Administrative Costs	2,041	452	400	400	400
591-539-810.00	Dues & Memberships	1,025	1,040	1,060	1,060	1,060
591-539-820.00	Contracted Services	3,428	16,197	24,139	24,622	25,114
591-539-825.00	Insurance	9,418	11,810	12,240	12,362	12,486
591-539-850.00	Communications	2,463	1,673	986	986	986
591-539-860.00	Transportation & Travel	0	465	466	466	466
591-539-901.00	Advertising	150	0	200	200	200
591-539-930.00	Equipment Maintenance	355	372	372	379	387
591-539-940.00	Rentals		584	440	440	440
591-539-941.01	Data Processing	3,265	1,047	8,749	8,749	8,749
591-539-956.00	Bad Debt Expense	(1,108)	0	0	0	0
591-539-958.00	Education & Training	706	0	1,300	1,300	1,300
591-539-966.00	Amortization	(1,579)	3,309	(1,579)	(1,579)	(1,579)
591-539-986.01	CONTINGENCY	0	0	0	0	0

# City of Marshall

Water		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
591-539-995.00	Bond Interest Paid	185,977	118,614	125,935	98,328	84,289
591-539-999.00	Transfers to Other Funds	82,644	270,044	190,000	190,000	190,000
	<b>Water Administration Expenditures Total:</b>	<b>643,814</b>	<b>732,926</b>	<b>679,759</b>	<b>683,986</b>	<b>700,271</b>
	<b>Distribution</b>					
591-544-702.00	Payroll	0	0	8,121	0	0
591-544-704.00	Overtime Salaries	747	89	7,030	7,171	7,314
591-544-704.07	Overtime - Services	1,337	2,613	0	0	0
591-544-704.08	Overtime - Meters	49	0	0	0	0
591-544-704.20	Overtime - Hydrants	273	418	0	0	0
591-544-704.22	Overtime - Towers	0	135	0	0	0
591-544-704.27	Overtime - Mains	2,238	784	0	0	0
591-544-705.00	Station Labor	72,309	54,655	141,212	140,200	143,004
591-544-705.01	Other Fringe Benefits-taxable	16,032	16,345	16,650	14,370	17,250
591-544-710.07	Labor - Services	25,098	35,820	0	0	0
591-544-710.08	Labor - Meters	5,487	5,011	0	0	0
591-544-710.12	Labor - Meter Reading	23,721	22,901	24,487	24,980	25,480
591-544-710.20	Labor - Hydrants	11,352	15,112	0	0	0
591-544-710.22	Labor - Towers	1,666	2,635	0	0	0
591-544-710.27	Labor - Mains	18,584	30,717	0	0	0
591-544-710.31	LABOR - KETCHUM PARK RESTROOM	1,256	0	0	0	0
591-544-715.00	Social Security	13,368	13,727	15,092	14,284	14,768
591-544-716.00	Hospitalization	36,283	51,486	61,715	69,121	77,415
591-544-717.00	Life Insurance	345	264	285	285	285
591-544-718.00	Retirement - D/B	78,173	92,777	106,531	80,700	91,070
591-544-718.10	Retirement - D/C				5,200	5,304
591-544-721.00	Workers Compensation	1,685	197	657	664	670
591-544-740.00	Operating Supplies	2,269	3,658	4,100	4,182	4,266
591-544-741.00	Uniforms	2,238	2,004	2,400	2,400	2,400
591-544-755.00	Miscellaneous Supplies	0	0	0	0	0
591-544-757.00	Fuels & Lubricants	0	0	0	0	0
591-544-760.00	Medical Services	0	0	0	0	0
591-544-761.00	Safety Supplies	215	130	379	500	510
591-544-777.00	MINOR TOOLS AND EQUIPMENT	456	676	1,191	1,500	1,500
591-544-780.00	Equipment Maintenance Supplies	42	18	443	452	461
591-544-780.07	Maintenance - Services	7,240	24,507	14,000	20,000	20,000
591-544-780.20	Maintenance - Hydrants	2,150	6,137	10,000	15,000	15,000
591-544-780.21	Maintenance - Meters	12,115	7,933	7,295	15,000	15,000
591-544-780.22	Maintenance - Towers	1,590	1,860	500	500	500
591-544-780.27	Maintenance - Mains	30,498	12,992	9,031	20,000	20,000
591-544-810.00	Dues & Memberships	0	0	0	0	0
591-544-820.00	Contracted Services	7,353	6,200	5,932	12,640	12,893
591-544-850.00	Communications	0	0	0	0	0
591-544-860.00	Transportation & Travel	0	0	0	0	0
591-544-901.00	Advertising	449	27	500	500	500
591-544-922.00	Utilities-Elec, Water, Sewer	1,405	1,220	1,800	1,400	1,400
591-544-930.00	Equipment Maintenance	0	0	500	510	520
591-544-940.00	Rentals	6,604	6,553	10,550	9,371	9,371
591-544-941.00	Motor Pool Equip Rental	41,152	39,472	43,150	37,700	37,700
591-544-941.01	Data Processing	9,438	6,939	0	0	0



# City of Marshall

Water		FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected
591-544-958.00	Education & Training	476	667	1,500	1,500	1,500
591-544-968.00	Depreciation	333,781	332,539	332,540	331,200	331,200
	<b>Water Distribution Expenditures Total:</b>	<b>769,474</b>	<b>799,218</b>	<b>827,591</b>	<b>831,330</b>	<b>857,281</b>
	<b>Production</b>					
591-546-704.00	Overtime Salaries	2,880	2,861	2,643	2,696	2,750
591-546-705.00	Station Labor	50,652	56,503	52,312	53,358	54,425
591-546-705.01	Other Fringe Benefits-taxable	0	0	0	0	0
591-546-715.00	Social Security	3,881	4,192	4,204	4,288	4,374
591-546-716.00	Hospitalization	16,284	15,025	18,370	18,405	20,614
591-546-717.00	Life Insurance	162	73	80	80	80
591-546-718.00	Retirement - D/B	27,054	21,424	0	0	
591-546-718.10	Retirement - D/C			5,232	5,640	5,753
591-546-721.00	Workers Compensation	1,110	266	269	271	274
591-546-727.02	Postage and Shipping	0	0	0	0	0
591-546-740.00	Operating Supplies	6,414	4,620	6,000	10,000	10,200
591-546-741.00	Uniforms	344	557	700	700	700
591-546-761.00	Safety Supplies	0	35	100	102	104
591-546-776.00	Building Maintenance Supplies	312	759	1,000	1,020	1,040
591-546-777.00	MINOR TOOLS AND EQUIPMENT	264	51	200	200	200
591-546-780.01	Maintenance - Structures & Imp	213	126	178	178	178
591-546-780.15	Maintenance - Plant Equipment	3,300	9,691	1,883	1,883	1,883
591-546-780.17	Maintenance - Pumps	0	75	1,000	1,000	1,000
591-546-780.18	Maintenance - Wells	29,651	16,186	17,000	18,000	18,000
591-546-780.19	Maintenance - Purification Eq.	4,166	1,455	2,000	4,000	4,000
591-546-780.30	MAINT - SCADA	5,036	1,598	5,400	3,500	3,500
591-546-790.00	Chemical Cost	21,579	19,180	21,100	23,460	23,929
591-546-801.00	Professional Services	0	0	809	825	842
591-546-820.00	Contracted Services	1,655	1,340	5,871	5,988	6,108
591-546-833.00	State fees	2,843	3,037	3,067	3,100	3,100
591-546-850.00	Communications	0	0	0	0	0
591-546-921.00	Utilities - Gas	1,830	1,886	2,000	2,000	2,000
591-546-922.00	Utilities-Elec, Water, Sewer	28,155	31,259	32,000	32,000	32,000
591-546-930.00	Equipment Maintenance	0	0	0	0	0
591-546-958.00	Education & Training	405	480	1,500	1,500	1,500
591-546-968.00	Depreciation	10,474	12,569	12,025	12,570	12,570
	<b>Production Expenditures Total:</b>	<b>218,664</b>	<b>205,248</b>	<b>196,943</b>	<b>206,764</b>	<b>211,124</b>
	<b>Capital Outlay</b>					
591-900-970.00	Capital Outlay	0	0	2,762,200	222,550	3,700,000
	<b>Capital Outlay Expenditures Total:</b>	<b>0</b>	<b>0</b>	<b>2,762,200</b>	<b>222,550</b>	<b>3,700,000</b>
	<b>Water Expenditures Total:</b>	<b>1,631,952</b>	<b>1,737,392</b>	<b>4,466,493</b>	<b>1,944,630</b>	<b>5,468,676</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(49,441)</b>	<b>23,675</b>	<b>(2,621,913)</b>	<b>(60,334)</b>	<b>(3,570,083)</b>

# City of Marshall

<b>Water</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
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## ALLOCATED POSITIONS: WATER DEPARTMENT

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
City Manager	0.05	0.00	0.00	0.00	0.00
Director of Public Services	0.25	0.25	0.25	0.25	0.25
Water Superintendent	1.00	1.00	1.00	1.00	1.00
Water Department Foreman	0.00	1.00	1.00	1.00	1.00
GIS Specialist	0.25	0.25	0.15	0.25	0.25
Treasurer	0.05	0.00	0.00	0.00	0.00
Clerk	0.05	0.00	0.00	0.00	0.00
Purchasing Agent	0.25	0.00	0.00	0.00	0.00
Payroll/Accounting Clerk	0.25	0.00	0.00	0.00	0.00
Accountant	0.22	0.00	0.00	0.00	0.00
Utility Billing Specialist	0.25	0.00	0.00	0.00	0.00
Receptionist/Cashier	0.19	0.00	0.00	0.00	0.00
Receptionist	0.00	0.00	0.00	0.00	0.00
IPP/Environmental Specialist	0.60	0.25	0.25	0.00	0.00
Operator II	1.00	1.00	1.00	1.00	1.00
Utility Worker	2.00	2.00	2.00	2.00	2.00
Meter Reader II	0.25	0.25	0.25	0.25	0.25
Meter Tester/Serviceman	0.25	0.25	0.25	0.25	0.25
<b>Total</b>	<b>6.91</b>	<b>6.25</b>	<b>6.15</b>	<b>6.00</b>	<b>6.00</b>

## **DATA PROCESSING FUND**

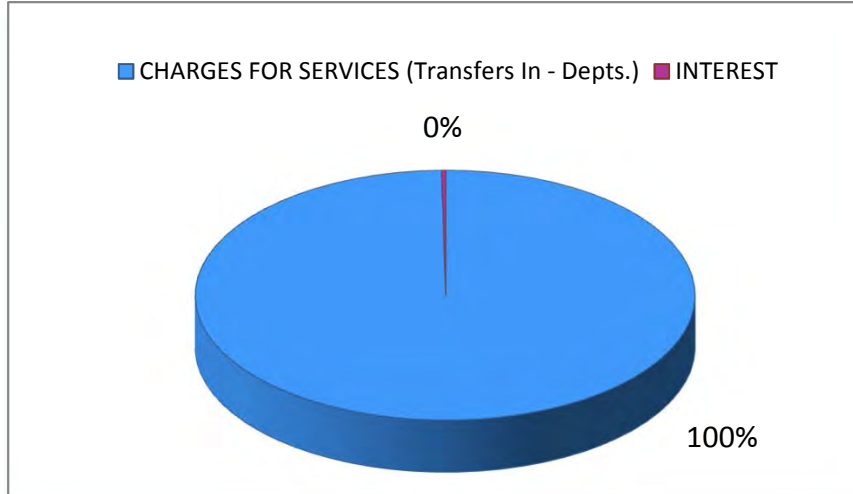
The Data Processing Fund is an internal service fund used to account for the costs associated with the maintenance and development of the City's local area network (LAN), the phone system, and several software programs. Each department is charged a monthly fee for each personal computer they have attached to the LAN, each phone they have in the department, and the number of individuals that access various software programs.

The Data Processing Fund will replace 10-14 computers each year. This results in all computers being replaced in approximately 5 years. The servers are replaced as needed.

Data Processing equipment is provided to enhance the job performance of each department. It allows communication with customers, suppliers, and colleagues to research relevant topics and to obtain and process useful business information.

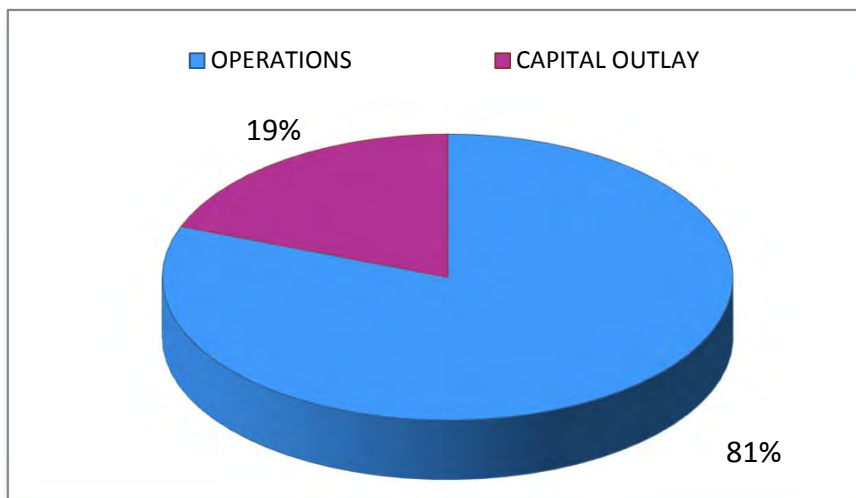
## FY 2019 DATA PROCESSING

CHARGES FOR SERVICES (Transfers In - Depts.)	\$ 184,290	100%
INTEREST	500	0%
<b>TOTAL REVENUES</b>	<b>\$ 184,790</b>	<b>100%</b>



## FY 2019 DATA PROCESSING EXPENDITURES

OPERATIONS	\$ 168,116	81%
CAPITAL OUTLAY	40,000	19%
<b>TOTAL EXPENDITURES</b>	<b>\$ 208,116</b>	<b>100%</b>



## City of Marshall

<b>Data Processing</b>		<b>FY 2016 Actual</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2019 Requested</b>	<b>FY 2020 Projected</b>
<b>Revenues</b>						
636-000-626.00	Charges for Services	166,598	151,889	172,121	184,290	184,290
636-000-665.00	Interest	800	1,487	500	500	500
636-000-673.00	Sale of Fixed Assets		732			
636-000-693.00	Gain/Loss - Sale of Fixed Assets		(1,133)			
	<b>Data Processing Revenues Total:</b>	<b>167,398</b>	<b>152,975</b>	<b>172,621</b>	<b>184,790</b>	<b>184,790</b>
<b>Expenditures</b>						
636-539-702.00	Payroll	9,226			0	0
636-539-702.01	Other Fringe Benefits-taxable	300			0	0
636-539-715.00	Social Security	643			0	0
636-539-716.00	Hospitalization	3,165			0	0
636-539-717.00	Life Insurance	39			0	0
636-539-718.00	Retirement - D/B	4,311			0	0
636-539-721.00	Workers Compensation	(3)			0	0
636-539-727.00	Office Supplies		96	500	510	520
636-539-728.00	Equipment & Supplies	1,920	10,383	23,000	23,000	23,460
636-539-740.00	Operating Supplies	5,309	6,213	8,500	5,000	5,100
636-539-801.00	Professional Services	35,361	33,282	44,000	44,000	44,880
636-539-820.00	Contracted Services	13,427	33,205	20,715	31,000	31,620
636-539-930.00	Equipment Maintenance	6,809	23,586	28,713	29,287	29,873
636-539-968.00	Depreciation	21,435	20,111	20,110	18,050	18,050
636-539-970.00	Capital Outlay	36,047	2,012	19,000	40,000	0
636-539-999.00	Transfers to Other Funds	0	17,269	17,269	17,269	17,269
	<b>Data Processing Expenditures Total:</b>	<b>137,989</b>	<b>146,157</b>	<b>181,807</b>	<b>208,116</b>	<b>170,772</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>29,409</b>	<b>6,818</b>	<b>(9,186)</b>	<b>(23,326)</b>	<b>14,018</b>

**ALLOCATED POSITIONS: DATA PROCESSING**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Human Resources Coordinator	0.20	0.00	0.00	0.00	0.00
Total	0.20	0.00	0.00	0.00	0.00

# Motor Pool

## Description of Services:

The Motor Pool is responsible for the maintenance, operation, planning and funding of the City of Marshall vehicle and equipment fleet.

Each year the vehicle and equipment fleet is reviewed to determine the various needs of each City Department. Using a master replacement schedule with projected replacement dates and evaluation criteria that includes, current usage, overall condition, and available funding, every vehicle and piece of equipment is analyzed for replacement necessity.

## Objectives:

The Director of Public Services has done an extensive study of the funding of Motor Pool and is implementing a plan for a more equitable cash flow into the fund from each department.

For budget year 2019 we anticipate the purchase of a digger derrick and bucket truck for the Electric Department, patrol vehicles for Police, and a plow truck for the Street Department as well as other vehicles and equipment as needed.

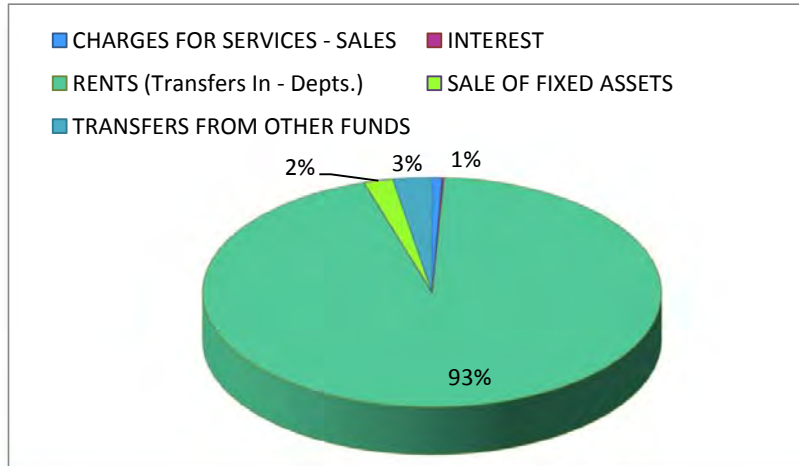
Our goal is to maintain our vehicles and equipment to the highest standards possible using all available diagnostic tools and best practices.

## Challenges:

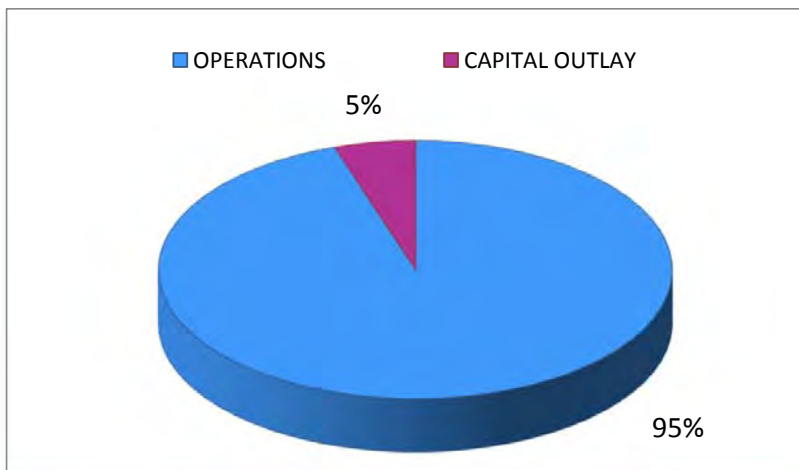
As vehicle maintenance costs rise we are looking at alternatives to lower those costs. One alternative is a cooperative service agreement with the City of Battle Creek that we believe when fully implemented will cut costs dramatically.

Another way we are cutting costs is by utilizing MIDEAL pricing for vehicles and equipment. As the MIDEAL options broaden it may lower acquisition costs across our fleet of vehicles and equipment.

FY 2019 MOTOR POOL REVENUES		
CHARGES FOR SERVICES - SALES	6,000	1%
INTEREST	1,100	0%
RENTS (Transfers In - Depts.)	815,000	93%
SALE OF FIXED ASSETS	17,670	2%
TRANSFERS FROM OTHER FUNDS	23,423	3%
<b>TOTAL REVENUES</b>	<b>\$ 863,193</b>	<b>100%</b>



FY 2019 MOTOR POOL EXPENDITURES		
OPERATIONS	\$ 779,891	95%
CAPITAL OUTLAY	42,012	5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 821,903</b>	<b>100%</b>





# City of Marshall

## Summary of Motor Pool Installment Purchase Agreement Debt

		ISSUE: 37						
		AUTH:						
		CUSIP: 344						
		TYPE: Installment Purchase Agreement						
		PURPOSE: Motor Pool Equipment						
		DATED: 7-Feb-18						
Fiscal Year		CALLABLE: Matures February 7, 2023						
Ending June 30		Fund 661						
		PRINCIPAL	RATE	INTEREST	TOTAL	Total Motor Pool Debt		
		(2/7)		(2/7)		PRINCIPAL	INTEREST	TOTAL
2019		\$127,319		\$24,922	\$152,241	\$127,319	\$24,922	\$152,241
2020		\$131,954		\$20,287	\$152,241	\$131,954	\$20,287	\$152,241
2021		\$136,757		\$15,484	\$152,241	\$136,757	\$15,484	\$152,241
2022		\$141,735		\$10,506	\$152,241	\$141,735	\$10,506	\$152,241
2023		\$146,894		\$5,347	\$152,241	\$146,894	\$5,347	\$152,241
2024								
2025								
2026								
		<u>\$684,659</u>		<u>\$76,546</u>	<u>\$761,205</u>	<u>\$684,659</u>	<u>\$76,546</u>	<u>\$761,205</u>

## City of Marshall

		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>Motor Pool</b>		<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Projected</b>
<b>Revenues</b>						
661-000-583.00	Contributions-Hwys & Streets	26,168	285	286	0	0
661-000-642.00	Charges for Services - Sales				6,000	6,000
661-000-665.00	Interest	2,563	1,561	1,100	1,100	1,100
661-000-667.00	Rents	668,848	588,058	692,240	815,000	829,670
661-000-671.00	Miscellaneous Revenue	1,335	1,371		0	0
661-000-681.00	Sales of Fixed Assets		11,376	15,000	15,000	15,000
661-000-693.00	Gain\Loss - Sale of Fixed Assets			2,670	2,670	2,670
661-000-699.00	Transfers from Other Funds	400,000			23,423	
	<b>Motor Pool Revenues Total:</b>	<b>1,098,914</b>	<b>602,651</b>	<b>711,296</b>	<b>863,193</b>	<b>854,440</b>
<b>Expenditures</b>						
661-898-702.00	Payroll	60,196	58,228	56,519	55,746	56,861
661-898-702.01	Other Fringe Benefits-taxable	195	386	765	555	570
661-898-703.00	Part-time Salaries	0	1,772	4,054	3,185	3,249
661-898-704.00	Overtime Salaries	672	1,416	1,606	1,680	1,714
661-898-715.00	Social Security	4,480	4,608	4,815	4,679	4,773
661-898-716.00	Hospitalization	6,074	6,386	6,930	6,965	7,801
661-898-717.00	Life Insurance	104	58	62	60	60
661-898-718.00	Retirement - D/B	30,676	23,713	6,910	24,350	27,177
661-898-718.00	Retirement - D/C	0	0	4,755	4,955	5,054
661-898-718.01	Retiree Health Insurance	14,960	14,384	17,280	19,354	21,676
661-898-720.00	Unemployment	0	0	0	0	0
661-898-721.00	Workers Compensation	797	1,368	1,384	1,398	1,412
661-898-740.00	Operating Supplies	6,552	6,253	6,120	6,242	6,367
661-898-741.00	Uniforms	825	659	900	900	900
661-898-757.00	Fuels & Lubricants	80,919	85,146	85,190	85,190	85,190
661-898-760.00	Medical Services	81	166	200	204	208
661-898-761.00	Safety Supplies	0	33	0	0	0
661-898-776.00	Building Maintenance Supplies	195	2,249	3,000	3,060	3,121
661-898-777.00	Minor Tools & Equipment	1,462	1,149	2,500	1,500	1,500
661-898-780.00	Equipment Maintenance Supplie	38,776	52,859	54,570	55,661	56,775
661-898-801.00	Professional Services			200	204	208
661-898-810.00	Dues & Memberships	180	180	220	220	220
661-898-820.00	Contracted Services	4,114	3,714	3,000	2,000	2,040
661-898-825.00	Insurance	58,783	59,076	61,710	62,327	62,950
661-898-850.00	Communications	757	654	800	800	800
661-898-860.00	Transportation & Travel			1,150	1,150	1,150
661-898-901.00	Advertising	204	133	200	200	200
661-898-921.00	Utilities - Gas	10,722	5,714	7,200	7,200	7,200
661-898-922.00	Utilities-Elec, Water, Sewer	18,137	17,583	18,500	18,500	18,500
661-898-930.00	Equipment Maintenance	71,211	67,488	73,460	75,949	77,468
661-898-931.00	Maintenance of Building	2,382	2,934	6,000	6,120	6,242
661-898-940.00	Rentals			830	827	827
661-898-941.00	Motor Pool Equip Rental				6,400	6,400
661-898-941.01	Data Processing	2,952	3,878	3,343	3,343	3,343
661-898-958.00	Education & Training	123	844	500	500	500
661-898-968.00	Depreciation	227,533	270,126	230,164	256,200	256,200
661-898-970.00	Capital Outlay	12,181	3,143	341,000	42,012	285,000
661-898-990.00	Debt Service	0	0	0	0	0
661-898-995.00	Bond Interest Paid	9,363	1,158	0	24,922	20,287
661-898-999.00	Transfers to Other Funds	0	37,345	37,345	37,345	37,345
	<b>Motor Pool Expenditures Total:</b>	<b>665,606</b>	<b>734,803</b>	<b>1,043,182</b>	<b>821,903</b>	<b>1,071,288</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>433,308</b>	<b>(132,152)</b>	<b>(331,886)</b>	<b>41,290</b>	<b>(216,848)</b>

**ALLOCATED POSITIONS: MOTOR POOL**

Job Description	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's
Director of Community Services Public Services	0.03	0.00	0.00	0.00	0.00
DPW Superintendent	0.15	0.15	0.15	0.15	0.15
Receptionist	0.25	0.25	0.00	0.00	0.00
Mechanic	1.00	1.00	1.00	1.00	1.00
Assistant Mechanic	1.00	0.00	0.00	0.00	0.00
Total	2.43	1.40	1.15	1.15	1.15

## **STATISTICAL SECTION**

## City of Marshall Statistical Section

This part of the City of Marshall’s comprehensive annual financial report presents detailed information as context for understanding what the information in the financial statements and note disclosures says about the City’s overall financial health.

<b>Contents</b>	<b>Table</b>
<b>Financial Trends</b>	
These schedules contain information to help the reader understand how the City’s financial performance and well-being have changed over time.	A-1 to A-4
<b>Revenue Capacity</b>	
These schedules contain information to help the reader assess the city’s most significant local revenue source, the property tax.	B-1 to B-4
<b>Debt Capacity</b>	
These present information to help the reader assess the affordability of the City’s current levels of outstanding debt and the City’s ability to issue additional debt in the future.	C-1 to C-5
<b>Demographic and Economic Information</b>	
These schedules offer demographic and economic indicators to help the reader understand the environment in which the City’s financial activities take place.	D-1 to D-2
<b>Operating Information</b>	
These schedules contain service and infrastructure data to help the reader understand how the information in the City’s financial report relates to the services the City provides and activities it performs.	E-1 to E-3

**Sources:** Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial reports for the relevant year.

CITY OF MARSHALL, MICHIGAN

Table A-1

Net Position by Component (Accrual Basis of Accounting)  
Last Ten Fiscal Years

	2008	2009	2010	2011	2012	2013	2014*	2015	2016	2017
<b>Governmental activities</b>										
Net investment in capital assets	\$ 13,498,671	\$ 13,738,175	\$ 13,551,965	\$ 13,960,325	\$ 13,632,575	\$ 12,672,273	\$ 15,176,566	\$ 21,390,237	\$ 23,338,239	\$ 23,386,578
Restricted	886,955	775,833	793,141	772,879	787,803	2,422,083	2,182,533	4,086,071	2,292,920	2,415,504
Unrestricted	3,477,917	3,267,007	2,769,352	2,239,903	2,174,819	2,155,568	(3,815,329)	(5,137,373)	(4,322,028)	(5,289,086)
<b>Total governmental activities net position</b>	<u>\$ 17,863,543</u>	<u>\$ 17,781,015</u>	<u>\$ 17,114,458</u>	<u>\$ 16,973,107</u>	<u>\$ 16,595,197</u>	<u>\$ 17,249,924</u>	<u>\$ 13,543,770</u>	<u>\$ 20,338,935</u>	<u>\$ 21,309,131</u>	<u>\$ 20,512,996</u>
<b>Business-type activities</b>										
Net investment in capital assets	\$ 8,395,344	\$ 8,401,227	\$ 7,964,028	\$ 8,378,716	\$ 8,876,689	\$ 7,186,806	\$ 9,411,751	\$ 9,538,687	\$ 11,447,031	\$ 10,180,090
Restricted	3,642,168	4,346,482	4,948,057	4,347,200	5,285,471	5,511,602	2,862,097	843,583	844,514	770,975
Unrestricted	10,457,377	11,143,627	12,700,071	14,338,174	12,825,500	12,538,534	9,553,805	11,752,693	1,733,727	1,658,825
<b>Total business-type activities net position</b>	<u>\$ 22,494,889</u>	<u>\$ 23,891,336</u>	<u>\$ 25,612,156</u>	<u>\$ 27,064,090</u>	<u>\$ 26,987,660</u>	<u>\$ 25,236,942</u>	<u>\$ 21,827,653</u>	<u>\$ 22,134,963</u>	<u>\$ 14,025,272</u>	<u>\$ 12,609,890</u>
<b>Total primary government</b>										
Net investment in capital assets	\$ 21,894,015	\$ 22,139,402	\$ 21,515,993	\$ 22,339,041	\$ 22,509,264	\$ 19,859,079	\$ 24,588,317	\$ 30,928,924	\$ 34,785,270	\$ 33,566,668
Restricted	4,529,123	5,122,315	5,741,198	5,120,079	6,073,274	7,933,685	5,044,630	4,929,654	3,137,434	3,186,479
Unrestricted	13,935,294	14,410,634	15,469,423	16,578,077	14,900,319	14,694,102	5,738,476	6,615,320	(2,588,301)	(3,630,261)
<b>Total primary government net position</b>	<u>\$ 40,358,432</u>	<u>\$ 41,672,351</u>	<u>\$ 42,726,614</u>	<u>\$ 44,037,197</u>	<u>\$ 43,482,857</u>	<u>\$ 42,486,866</u>	<u>\$ 35,371,423</u>	<u>\$ 42,473,898</u>	<u>\$ 35,334,403</u>	<u>\$ 33,122,886</u>

Source: City of Marshall Finance Department

\* Restated Due to GASB 68

CITY OF MARSHALL, MICHIGAN

Table A-2

Changes in Net Position (Accrual Basis of Accounting)  
Last Ten Fiscal Years

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Expenses</b>										
Governmental activities:										
General government	\$ 1,689,006	\$ 1,681,749	\$ 1,901,417	\$ 1,907,279	\$ 2,035,070	\$ 1,536,135	\$ 1,180,247	\$ 1,927,654	\$ 2,375,248	\$ 2,888,618
Public safety	2,330,377	2,450,835	2,624,281	2,722,997	2,675,567	2,662,719	2,680,317	3,151,608	3,608,123	4,178,752
Public works	1,930,747	1,992,259	1,713,933	1,877,076	1,954,109	1,980,187	2,337,102	2,331,817	2,145,946	2,360,788
Parks and recreation	615,280	644,071	484,408	623,244	599,982	591,491	588,463	593,371	599,585	577,100
Community/economic development	130,930	182,485	138,669	151,077	167,198	148,806	154,714	202,552	146,387	116,746
Interest on long-term debt	226,164	158,971	325,155	135,294	121,582	178,430	138,467	318,524	296,478	265,533
Subtotal governmental activities	<u>6,922,504</u>	<u>7,110,370</u>	<u>7,187,863</u>	<u>7,416,967</u>	<u>7,553,508</u>	<u>7,097,768</u>	<u>7,079,310</u>	<u>8,525,526</u>	<u>9,171,767</u>	<u>10,387,537</u>
Business-type activities:										
Electric	12,100,696	12,388,402	12,804,410	12,118,033	12,352,835	13,118,049	12,432,134	12,301,471	17,440,376	12,221,708
Wastewater	1,387,374	1,308,655	1,214,436	1,310,960	1,343,044	1,453,850	1,329,436	1,600,776	1,760,453	1,689,523
Water	1,254,500	1,201,031	1,309,664	1,287,914	1,219,040	1,326,138	1,329,071	1,333,100	1,549,304	1,467,345
Public transit	453,277	428,501	428,624	401,678	385,992	397,214	398,912	416,893	533,012	494,707
Public housing	476,615	442,605	489,195	521,490	584,902	532,270	565,450	618,134	626,970	564,916
Fiber to the Premise	-	-	-	-	-	-	-	-	-	135,729
Subtotal business-type activities	<u>15,672,462</u>	<u>15,769,194</u>	<u>16,246,329</u>	<u>15,640,075</u>	<u>15,885,813</u>	<u>16,827,521</u>	<u>16,055,003</u>	<u>16,270,374</u>	<u>21,910,115</u>	<u>16,573,928</u>
<b>Total primary government expenses</b>	<u>22,594,966</u>	<u>22,879,564</u>	<u>23,434,192</u>	<u>23,057,042</u>	<u>23,439,321</u>	<u>23,925,289</u>	<u>23,134,313</u>	<u>24,795,900</u>	<u>31,081,882</u>	<u>26,961,465</u>
<b>Program revenues</b>										
Governmental activities:										
Charges for Services:										
General Government	208,970	197,666	752,660	1,248,330	1,173,148	362,535	346,127	536,501	526,366	617,103
Public Safety	-	-	-	-	-	-	-	56,895	219,946	287,850
Public Works	-	-	-	-	-	-	-	82,703	89,057	128,518
Parks & Recreation	214,329	207,941	213,405	212,962	217,355	207,822	209,400	205,607	208,262	185,244
Community Development	-	-	-	-	-	-	-	41,429	13,286	14,373
Operating grants and contributions	1,414,774	1,468,297	1,034,464	1,311,931	1,426,002	1,317,998	1,799,614	985,757	1,360,797	1,700,557
Capital grants and contributions	-	-	-	91,257	-	308,299	28,658	8,068,221	861,121	-
Subtotal governmental activities	<u>1,838,073</u>	<u>1,873,904</u>	<u>2,000,529</u>	<u>2,864,480</u>	<u>2,816,505</u>	<u>2,196,654</u>	<u>2,383,799</u>	<u>9,977,113</u>	<u>3,278,835</u>	<u>2,933,645</u>
Business-type activities:										
Charges for Services, Grants and Contributions										
Electric	13,886,257	14,078,379	14,189,257	13,303,892	12,260,940	12,271,455	13,129,478	13,597,667	11,819,594	12,421,717
Wastewater	1,328,505	1,263,518	1,239,442	1,360,653	1,433,183	1,550,497	2,256,421	1,565,950	1,530,627	1,734,039
Water	1,450,018	1,429,141	1,294,364	1,451,374	1,261,023	1,431,091	1,534,055	1,560,798	1,577,947	1,755,013
Public transit	250,762	397,758	481,598	259,904	299,264	240,024	291,195	383,125	338,098	357,567
Public housing	601,102	613,620	622,401	553,654	562,688	563,818	565,867	618,300	896,406	878,634
Fiber to the Premise	-	-	-	-	-	-	-	-	-	-
Subtotal business-type activities	<u>17,516,644</u>	<u>17,782,416</u>	<u>17,827,062</u>	<u>16,929,477</u>	<u>15,817,098</u>	<u>16,056,885</u>	<u>17,777,016</u>	<u>17,725,840</u>	<u>16,162,672</u>	<u>17,146,970</u>
<b>Total primary government program revenues</b>	<u>\$ 19,354,717</u>	<u>\$ 19,656,320</u>	<u>\$ 19,827,591</u>	<u>\$ 19,793,957</u>	<u>\$ 18,633,603</u>	<u>\$ 18,253,539</u>	<u>\$ 20,160,815</u>	<u>\$ 27,702,953</u>	<u>\$ 19,441,507</u>	<u>\$ 20,080,615</u>
<b>Net (expense)/revenues</b>										
Governmental activities	\$ (5,084,431)	\$ (5,236,466)	\$ (5,187,334)	\$ (4,552,487)	\$ (4,737,003)	\$ (4,901,114)	\$ (4,695,511)	\$ 1,451,587	\$ (5,892,932)	\$ (7,453,892)
Business-type activities	1,844,182	2,013,222	1,580,733	1,289,402	(68,715)	(770,636)	1,722,013	1,455,466	(5,747,443)	573,042
<b>Total primary government net (expenses) revenues</b>	<u>\$ (3,240,249)</u>	<u>\$ (3,223,244)</u>	<u>\$ (3,606,601)</u>	<u>\$ (3,263,085)</u>	<u>\$ (4,805,718)</u>	<u>\$ (5,671,750)</u>	<u>\$ (2,973,498)</u>	<u>\$ 2,907,053</u>	<u>\$ (11,640,375)</u>	<u>\$ (6,880,850)</u>

continued...

**CITY OF MARSHALL, MICHIGAN**

**Table A-2**

**Change in Net Position (Accrual Basis of Accounting)  
Last Ten Fiscal Years**

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
<b>General revenues and other changes</b>										
Governmental activities:										
Property taxes	\$ 3,457,339	\$ 3,512,925	\$ 3,639,562	\$ 3,487,465	\$ 3,400,641	\$ 3,352,166	\$ 3,768,238	\$ 3,672,699	\$ 3,713,910	\$ 3,814,806
Grants and contributions not restricted to specific programs	728,344	726,066	625,155	610,106	639,043	627,376	645,432	653,948	647,700	678,605
Unrestricted investment earnings	280,872	129,880	16,266	3,148	11,760	8,912	6,890	19,120	19,200	40,139
Gain (Loss) on Sale of Capital Assets	-	-	-	72,609	70,729	2,937	46,366	(278,809)	-	-
Transfers	778,264	785,066	239,794	237,808	236,925	1,143,440	1,235,502	1,276,620	1,284,794	2,124,207
Subtotal governmental activities	<u>5,244,819</u>	<u>5,153,937</u>	<u>4,520,777</u>	<u>4,411,136</u>	<u>4,359,098</u>	<u>5,134,831</u>	<u>5,702,428</u>	<u>5,343,578</u>	<u>5,665,604</u>	<u>6,657,757</u>
Business-type activities:										
Property Taxes	103,253	103,966	107,787	102,461	99,887	94,849	94,396	91,882	93,691	102,840
Unrestricted investment earnings	225,278	64,325	265,514	49,650	29,323	970,211	21,691	22,111	26,379	32,943
Gain (Loss) on Sale of Capital Assets	-	-	6,580	247,959	-	(178,079)	-	14,471	-	-
Transfers	(778,264)	(785,066)	(239,794)	(237,808)	(236,925)	(1,143,440)	(1,235,502)	(1,276,620)	(1,284,794)	(2,124,207)
Subtotal business-type activities	<u>(449,733)</u>	<u>(616,775)</u>	<u>140,087</u>	<u>162,262</u>	<u>(107,715)</u>	<u>(256,459)</u>	<u>(1,119,415)</u>	<u>(1,148,156)</u>	<u>(1,164,724)</u>	<u>(1,988,424)</u>
<b>Total primary government general revenues</b>	<u>4,795,086</u>	<u>4,537,162</u>	<u>4,660,864</u>	<u>4,573,398</u>	<u>4,251,383</u>	<u>4,878,372</u>	<u>4,583,013</u>	<u>4,195,422</u>	<u>4,500,880</u>	<u>4,669,333</u>
<b>Change in net position</b>										
Governmental activities	160,388	(82,529)	(666,557)	(141,351)	(377,905)	233,717	1,006,917	6,795,165	(227,328)	(796,135)
Business-type activities	1,394,449	1,396,447	1,720,820	1,451,664	(176,430)	(1,027,095)	602,598	307,310	(6,912,167)	(1,415,382)
<b>Total primary government change in net position</b>	<u>\$ 1,554,837</u>	<u>\$ 1,313,918</u>	<u>\$ 1,054,263</u>	<u>\$ 1,310,313</u>	<u>\$ (554,335)</u>	<u>\$ (793,378)</u>	<u>\$ 1,609,515</u>	<u>\$ 7,102,475</u>	<u>\$ (7,139,495)</u>	<u>\$ (2,211,517)</u>

concluded.

Source: City of Marshall Finance Department



CITY OF MARSHALL, MICHIGAN

Table A-3

Fund Balances - Governmental Funds (Modified Accrual Basis of Accounting)  
Last Ten Fiscal Years

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>General Fund</b>										
Nonspendable	\$ 61,904	\$ 116,527	\$ 39,487	\$ 38,530	\$ 105,373	\$ 77,186	\$ 33,049	\$ 44,757	\$ 83,788	\$ 1,087,598
Restricted	-	-	-	-	-	-	-	1,778,715	-	-
Committed	547,464	547,464	524,796	560,089	560,089	560,089	735,594	163,014	185,450	184,490
Unassigned	1,335,772	1,261,838	1,315,574	1,653,876	1,705,362	2,192,258	839,801	2,640,174	1,800,039	928,304
<b>Total general fund</b>	<u>\$ 1,945,140</u>	<u>\$ 1,925,829</u>	<u>\$ 1,879,857</u>	<u>\$ 2,252,495</u>	<u>\$ 2,370,824</u>	<u>\$ 2,829,533</u>	<u>\$ 1,608,444</u>	<u>\$ 4,626,660</u>	<u>\$ 2,069,277</u>	<u>\$ 2,200,392</u>
<b>All Other Governmental Funds</b>										
Nonspendable	11,391	24,202	14,728	475,731	487,746	327,004	328,494	360,458	364,687	376,438
Restricted	216,585	169,060	1,257,545	559,297	643,073	2,115,425	1,854,039	1,946,898	1,928,233	2,039,066
Committed	1,076,114	1,032,080	76,528	212,824	201,989	152,197	265,120	140,250	127,171	339,059
<b>Total all other governmental funds</b>	<u>\$ 1,304,090</u>	<u>\$ 1,225,342</u>	<u>\$ 1,348,801</u>	<u>\$ 1,247,852</u>	<u>\$ 1,332,808</u>	<u>\$ 2,594,626</u>	<u>\$ 2,447,653</u>	<u>\$ 2,447,606</u>	<u>\$ 2,420,091</u>	<u>\$ 2,754,563</u>

Note: GASB 54 was adopted beginning with fiscal 2011; prior years were not retroactively restated.

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Table A-4

Changes in Fund Balances - Governmental Funds (Modified Accrual Basis of Accounting)  
Last Ten Fiscal Years

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Revenue</b>										
Property taxes	\$ 3,457,339	\$ 3,512,925	\$ 3,639,562	\$ 3,487,465	\$ 3,400,641	\$ 3,352,166	\$ 3,768,238	\$ 3,672,699	\$ 3,713,910	\$ 3,814,806
Licenses and permits	45,530	34,633	35,117	61,282	41,394	50,050	104,559	123,507	135,298	154,236
Intergovernmental	1,828,007	1,536,871	1,366,748	1,324,937	1,718,070	1,444,400	1,724,191	9,637,134	2,779,687	2,101,157
Charges for services	340,362	320,646	339,129	350,782	387,488	391,519	350,833	357,153	551,026	598,347
Fines and forfeitures	37,407	50,328	69,736	66,186	113,861	128,788	100,135	56,895	55,654	66,563
Investment earnings	230,538	113,413	20,180	16,594	32,037	16,883	13,761	19,120	19,200	38,522
Other	315,111	657,492	292,871	597,100	346,975	500,974	720,855	456,372	404,870	691,947
<b>Total revenue</b>	<b>6,254,294</b>	<b>6,226,308</b>	<b>5,763,343</b>	<b>5,904,346</b>	<b>6,040,466</b>	<b>5,884,780</b>	<b>6,782,572</b>	<b>14,322,880</b>	<b>7,659,645</b>	<b>7,465,578</b>
<b>Expenditures</b>										
General government	1,658,135	1,705,119	1,119,515	869,675	1,222,585	1,972,898	1,699,623	1,674,114	2,054,008	2,496,542
Public safety	2,322,738	2,241,007	2,445,258	2,560,189	2,504,409	2,552,181	2,575,066	2,852,751	3,040,070	3,211,194
Public works	910,778	829,809	778,047	868,755	891,416	834,956	829,025	1,385,688	1,383,425	1,481,661
Highways and streets	549,865	400,635	305,912	227,098	182,133	181,679	283,544	-	-	-
Community development	86,488	137,716	96,799	106,995	121,126	103,562	99,855	191,161	134,469	104,064
Culture and recreation	481,232	474,752	351,566	480,477	461,359	460,439	463,674	463,145	507,962	469,366
Debt service:										
Principal	596,847	596,746	402,231	417,580	439,073	364,905	355,000	495,000	492,773	2,076,185
Interest and other charges	228,691	189,560	323,817	146,302	118,213	101,660	122,391	239,424	297,101	250,902
Bond Issuance Costs	-	-	-	-	-	58,020	-	37,275	-	32,782
Capital outlay	455,236	507,626	71,039	257,219	335,312	528,865	2,973,015	10,606,331	3,619,529	545,248
<b>Total expenditures</b>	<b>7,290,010</b>	<b>7,082,970</b>	<b>5,894,184</b>	<b>5,934,290</b>	<b>6,275,626</b>	<b>7,159,165</b>	<b>9,401,193</b>	<b>17,944,889</b>	<b>11,529,337</b>	<b>10,667,944</b>
Revenues over (under) expenditures	(1,035,716)	(856,662)	(130,841)	(29,944)	(235,160)	(1,274,385)	(2,618,621)	(3,622,009)	(3,869,692)	(3,202,366)
<b>Other financing sources (uses)</b>										
Issuance of bonds / long-term debt	-	-	-	63,825	-	1,825,000	-	5,325,000	400,000	1,470,000
Premium on bonds	-	-	-	-	-	26,472	-	173,558	-	19,132
Sale of capital assets	-	-	-	-	201,520	-	15,057	-	-	-
Transfers in	838,995	1,106,856	413,969	575,216	514,153	1,355,328	1,438,770	1,661,141	1,891,677	3,007,109
Transfers out	(84,221)	(348,253)	(205,641)	(337,408)	(277,228)	(211,888)	(203,268)	(519,521)	(1,006,883)	(828,288)
<b>Total other financing sources (uses)</b>	<b>754,774</b>	<b>758,603</b>	<b>208,328</b>	<b>301,633</b>	<b>438,445</b>	<b>2,994,912</b>	<b>1,250,559</b>	<b>6,640,178</b>	<b>1,284,794</b>	<b>3,667,953</b>
<b>Net change in fund balance</b>	<b>\$ (280,942)</b>	<b>\$ (98,059)</b>	<b>\$ 77,487</b>	<b>\$ 271,689</b>	<b>\$ 203,285</b>	<b>\$ 1,720,527</b>	<b>\$ (1,368,062)</b>	<b>\$ 3,018,169</b>	<b>\$ (2,584,898)</b>	<b>\$ 465,587</b>
Debt service as a percentage of noncapital expenditures	12.08%	11.96%	12.47%	9.93%	9.38%	7.04%	7.43%	10.01%	9.99%	22.99%

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Table B-1

Taxable and Estimated Actual Value of Property  
Last Ten Fiscal Years

As of Dec. 31,	FYE June 30,	Residential (1)		Commercial (1)		Industrial (1)		Utility		Total		(2) Total Direct Tax Rate
		Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	
2015	2017	\$126,837,660	\$294,034,800	\$ 41,423,975	\$106,609,200	\$ 33,813,213	\$ 86,241,400	\$ 2,505,119	\$ 5,018,400	204,579,967	491,903,800	19.0862
2014	2016	126,638,972	292,882,000	39,386,893	98,290,980	50,108,403	120,615,600	2,419,716	4,847,600	218,553,984	516,636,180	18.9862
2013	2015	124,599,214	284,523,200	39,547,803	97,879,200	47,124,743	114,202,400	2,277,213	4,572,400	213,548,973	501,177,200	19.0862
2012	2014	126,770,173	278,727,900	47,608,965	112,412,200	42,502,565	91,783,800	2,805,420	5,662,200	219,687,123	488,586,100	19.0862
2011	2013	130,379,679	279,414,900	47,317,444	110,927,484	38,281,232	95,792,472	2,480,653	4,961,306	218,459,008	491,096,162	16.8862
2010	2012	136,530,496	301,750,600	53,082,869	113,507,598	36,262,417	91,800,800	1,941,829	4,061,000	227,817,611	511,119,998	16.8862
2009	2011	135,275,254	300,975,500	57,379,499	130,611,800	41,044,660	105,672,800	2,340,476	4,771,400	236,039,889	542,031,500	16.8862
2008	2010	142,443,237	321,713,012	57,822,583	139,672,008	47,490,702	124,682,400	1,809,064	3,708,400	249,565,586	589,775,820	16.7634
2007	2009	142,443,237	329,642,392	54,402,936	130,930,646	41,624,506	106,696,472	1,663,135	3,419,000	240,133,814	570,688,510	16.7634
2006	2008	139,187,928	323,223,156	53,791,912	131,759,600	42,087,661	105,417,000	1,740,405	3,544,400	236,807,906	563,944,156	16.7634

(1) Includes properties subject to Industrial Facility Tax exemptions.

(2) Per \$1,000 of taxable value.

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table B-2**

**Direct and Overlapping Property Tax Rates  
Last Ten Fiscal Years**

Fiscal Year Ended June 30,	City Direct Rates				Overlapping Rates								
	City	Leaf, Brush and Trash Pickup	Dial-A-Ride	Recreation	Marshall Public Schools	State Education Tax	Calhoun County Intermediate School Dist.	County	Marshall Library	Kellogg Community College	Marshall Ambulance Authority	Total Homestead	Total Non-Homestead
2017	17.1629	0.5000	0.4840	0.9393	26.0500	6.0000	6.2057	6.4713	1.6711	3.6136	0.5000	51.5979	69.5979
2016	17.1629	0.4000	0.4840	0.9393	26.0500	6.0000	6.2057	6.4713	1.9911	3.6136	0.5000	51.8179	69.8179
2015	17.1629	0.5000	0.4840	0.9393	25.8800	6.0000	6.2057	6.4713	2.0711	3.6136	0.5000	51.8279	69.8279
2014	17.1629	0.5000	0.4840	0.9393	25.8800	6.0000	6.2057	6.4713	2.0671	3.6136	0.4819	51.8058	69.8058
2013	15.4629	-	0.4840	0.9393	25.8800	6.0000	6.2057	6.3713	2.0711	3.7106	0.4831	49.6080	67.6080
2012	15.4629	-	0.4840	0.9393	25.8800	6.0000	6.2057	6.3713	2.0711	3.7106	0.4831	49.6080	67.6080
2011	15.4629	-	0.4840	0.9393	26.0000	6.0000	6.2057	6.3713	2.0661	3.7106	0.4831	49.7230	67.7230
2010	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0711	3.7106	0.4925	47.0646	65.0646
2009	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0711	3.7106	0.4925	47.0646	65.0646
2008	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0289	3.7106	0.5000	47.0299	65.0299

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table B-3**

**Principal Property Taxpayers  
Fiscal Year and Nine Years Ago**

<b>Taxpayer</b>	<b>2017</b>			<b>2008</b>		
	<b>(1) Taxable Valuation</b>	<b>Rank</b>	<b>% of Total City Taxable Value</b>	<b>(1) Taxable Valuation</b>	<b>Rank</b>	<b>% of Total City Taxable Value</b>
Tenneco	\$ 10,017,841	1	4.90%	\$ 6,895,900	2	2.91%
Consumers Energy	3,347,837	2	1.64%			0.00%
KC Holding Co (K-Mart)	2,362,600	3	1.15%	1,738,277	10	
Joseph Campbell	1,622,337	4	0.79%	9,795,200	1	-
Financing VI-Healthcare	1,347,430	5	0.66%		-	-
Loves Travel Stops	1,346,568	6	0.66%			0.00%
Stag Marshall LLC	1,273,800	7	0.62%		-	-
Walden Pond Inv.	1,177,232	8	0.58%		-	-
LXP I, L.P.	1,144,522	9	0.56%		-	-
Autocam Corp	1,009,365	10	0.49%	4,509,900	4	-
Borg Warner	-	-	-	3,230,900	6	1.36%
Tri-State MI Assoc	-	-	-	3,307,200	5	1.40%
State Farm Insurance	-	-	-	2,082,166	8	0.88%
Marshall Brass Co.	-	-	-	4,674,000	3	1.97%
Bostik Ink	-	-	-	2,026,700	9	0.86%
Stelmi America	-	-	-	2,800,100	7	1.18%
	<b>\$ 24,649,532</b>		<b>12.05%</b>	<b>\$ 41,060,343</b>		<b>17.34%</b>

(1) Includes ad valorem and Industrial Facilities Tax properties.

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table B-4**

**Property Tax Levies and Collections  
Last Ten Fiscal Years**

(1) Fiscal Year Ended June 30,	(2) Taxes Levied for the Fiscal Year	Collections to March 1st of Fiscal Year of the Levy		Delinquent Collections	Total Collections to Date	
		Amount	% of Levy		Amount	% of Levy
2017	\$ 3,777,564	\$ 3,766,035	99.69%	\$ 4,898	\$ 3,770,933	99.82%
2016	3,988,294	3,974,085	99.64%	125	3,974,210	99.65%
2015	3,973,980	3,965,617	99.79%	4,875	3,970,492	99.91%
2014	4,079,395	4,064,069	99.62%	11,544	4,075,613	99.91%
2013	4,030,907	4,026,677	99.90%	2,298	4,028,975	99.95%
2012	3,847,025	3,843,336	99.90%	852	3,844,188	99.93%
2011	3,983,452	3,974,060	99.76%	2,383	3,976,443	99.82%
2010	4,136,283	4,123,480	99.69%	6,077	4,129,557	99.84%
2009	4,025,403	4,010,552	99.63%	13,319	4,023,871	99.96%
2008	3,944,595	3,930,130	99.63%	11,027	3,941,157	99.91%

(1) Property taxes are levied August 1 of the current fiscal year based on taxable property values as of the preceding December 31. Unpaid property taxes become delinquent as of March 1 of the current fiscal year. The City's delinquent real property taxes are purchased by the Calhoun County Treasurer. Uncollected personal property taxes are collected by the City Treasurer.

(2) Includes Industrial Facility Tax (Leaf, Brush & Trash collection tax beginning in 2014). Also includes taxes captured by Tax Incremental Finance Authority (TIFA) Districts.

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table C-1**

**Ratios of Outstanding Debt by Type  
Last Ten Fiscal Years**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Governmental activities</b>										
General obligation bonds	\$ 3,915,000	\$ 3,435,000	\$ 3,150,000	\$ 2,850,000	\$2,540,000	\$4,030,000	\$3,675,000	\$8,505,000	\$8,030,000	\$7,465,000
Installment contracts	639,346	497,600	355,369	146,532	598,552	460,920	350,567	237,024	502,427	346,042
Insurance premium/discount(net)	(140,015)	(128,434)	(116,854)	(105,271)	(93,690)	30,900	28,963	193,642	184,763	175,876
<b>Total governmental activities</b>	<b>4,414,331</b>	<b>3,804,166</b>	<b>3,388,515</b>	<b>2,891,261</b>	<b>\$3,044,862</b>	<b>\$4,521,820</b>	<b>\$4,054,530</b>	<b>\$8,935,666</b>	<b>\$8,717,190</b>	<b>\$7,986,918</b>
<b>Business-type activities</b>										
General obligation bonds	6,465,000	6,055,000	6,960,000	6,405,000	5,815,000	8,940,000	8,245,000	7,535,000	6,795,000	9,640,000
Revenue bonds	1,235,001	990,001	740,000	680,000	620,000	555,000	490,000	420,000	345,000	-
Installment contracts	1,040,678	996,075	947,070	720,000	720,000	720,000	-	-	280,368	186,912
Insurance premium/discount (net)	(26,594)	(24,669)	(22,743)	(20,819)	(18,894)	82,262	74,470	66,677	58,884	443,195
<b>Total business-type activities</b>	<b>8,714,085</b>	<b>8,016,407</b>	<b>8,624,327</b>	<b>7,784,181</b>	<b>7,136,106</b>	<b>10,297,262</b>	<b>8,809,470</b>	<b>8,021,677</b>	<b>7,479,252</b>	<b>10,270,107</b>
<b>Total primary government outstanding debt</b>	<b>\$ 13,128,416</b>	<b>\$ 11,820,573</b>	<b>\$ 12,012,842</b>	<b>\$ 10,675,442</b>	<b>\$ 10,180,968</b>	<b>\$ 14,819,082</b>	<b>\$ 12,864,000</b>	<b>\$ 16,957,343</b>	<b>\$ 16,196,442</b>	<b>\$ 18,257,025</b>
Total taxable value	\$ 407,867,563	\$ 406,249,284	\$ 249,565,586	\$ 236,039,889	\$227,817,611	\$218,459,008	\$219,687,123	\$250,588,600	\$ 258,318,090	\$ 238,827,900
Ratio of total debt to taxable value	3.22%	2.91%	4.81%	4.52%	4.47%	6.78%	5.86%	6.77%	6.27%	7.64%
Total population	7,459	7,459	7,459	7,086	7,088	7,040	7,035	7,035	7,094	7,088
Total debt per capita	\$ 1,760	\$ 1,585	\$ 1,695	\$ 1,506	\$ 1,436	\$ 2,091	\$ 1,815	\$ 2,392	\$ 2,283	\$ 2,576
% of personal income	48.27%	43.46%	44.16%	39.25%	37.43%	53.43%	46.39%	61.15%	58.40%	71.71%
Personal Income per capita	\$ 27,200	\$ 27,200	\$ 27,200	\$ 27,200	\$ 27,200	\$ 27,733	\$ 27,733	\$ 27,733	\$ 27,733	\$ 25,458

Source: City of Marshall Finance Department; US Census

Details regarding the City's debt can be found in the notes to the financial statements.

**CITY OF MARSHALL, MICHIGAN**

**Table C-2**

**Ratios of Net General Bonded Debt Outstanding  
Last Ten Fiscal Years**

<b>Year</b>	<b>Governmental General Obligation Bonds</b>	<b>Business-type General Obligation Bonds</b>	<b>Total</b>	<b>Amounts Available in Debt Service Funds</b>	<b>Net General Bonded Debt Outstanding</b>	<b>% of Total Personal Income</b>	<b>% of Actual Taxable Value of Property</b>	<b>Per Capita</b>
2017	\$ 7,640,876	\$ 10,083,195	\$ 17,724,071	\$ (318,145)	\$ 17,405,926	9.65%	8.51%	\$ 2,456
2016	8,214,763	6,853,884	15,068,647	(1,000)	15,067,647	8.70%	6.89%	2,124
2015	8,698,642	7,601,677	16,300,319	-	16,300,319	9.04%	7.63%	2,317
2014	3,703,963	8,319,470	12,023,433	(9,404)	12,014,029	6.66%	5.47%	1,708
2013	4,060,900	9,022,262	13,083,162	(29,365)	13,053,797	7.23%	5.98%	1,854
2012	2,446,310	5,796,106	8,242,416	(108,631)	8,133,785	4.48%	3.57%	1,148
2011	2,744,729	6,384,181	9,128,910	(123,823)	9,005,087	4.96%	3.82%	1,271
2010	3,033,146	6,937,257	9,970,403	(123,779)	9,846,624	5.99%	3.95%	1,320
2009	3,306,566	6,030,331	9,336,897	(123,458)	9,213,439	5.61%	3.84%	1,235
2008	3,774,985	6,438,406	10,213,391	(124,484)	10,088,907	6.14%	4.26%	1,353

Source: City of Marshall Finance Department  
 General Obligation Bond amounts are net of any premium or discount.  
 Details regarding the City's debt can be found in the notes to the financial statements.



**CITY OF MARSHALL, MICHIGAN**

**Table C-3**

**Computation of Net Direct and Overlapping Governmental Activities Debt  
As of June 30, 2017**

		<u>Gross Amount Outstanding</u>	<u>Self-Supporting or Paid by Benefited Entity</u>	<u>Net Amount Outstanding</u>
<b>Direct debt</b>				
General obligation bonds (1)		\$7,640,876	\$ -	\$ 7,640,876
Installment contracts		346,042	-	346,042
		<hr/>	<hr/>	<hr/>
<b>Net direct debt</b>		<u>\$7,986,918</u>	<u>\$ -</u>	<u>7,986,918</u>
	<b>City Share of Debt (2)</b>			
<b>Overlapping debt</b>	<hr/>			
Marshall School District	29.75%	46,600,000		13,863,500
Calhoun County	5.69%	29,311,100		1,667,802
Marshall District Library	37.31%	-		-
Kellogg Community College	5.69%	16,115,000		916,944
				<hr/>
<b>Net overlapping debt</b>				<u>16,448,245</u>
				<hr/>
<b>Net direct and overlapping debt</b>				<u>\$ 24,435,163</u>

(1) Governmental activity debt only

(2) Based on Taxable Value of the City of Marshall (\$197,343,512) compared to Taxable Value of the entire taxing jurisdiction.

Source: Municipal Advisory Council of Michigan and the City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table C-4**

**Legal Debt Margin  
Last Ten Fiscal Years**

**Legal debt margin calculation for fiscal 2016**

Assessed value (including IFT values)	<u>\$ 245,951,900</u>
Debt limit (10% of assessed value)	24,595,190
Less: net debt applicable to limit	<u>(18,257,025)</u>
<b>Legal debt margin</b>	<u>\$ 6,338,165</u>

<u>Year</u>	<u>Debt Limit</u>	<u>Total Net Debt Applicable to Limit</u>	<u>Legal Debt Margin</u>	<u>Total Net Debt Applicable to Limit as a Percentage of Debt Limit</u>
2017	\$ 24,595,190	\$ 18,257,025	\$ 6,338,165	74.23%
2016	25,831,809	16,196,442	9,635,367	62.70%
2015	25,058,860	16,957,343	8,101,517	67.67%
2014	24,429,305	12,864,000	11,565,305	52.66%
2013	24,554,808	14,819,082	9,735,726	60.35%
2012	25,556,000	10,180,968	15,375,032	39.84%
2011	27,101,575	10,675,442	16,426,133	39.39%
2010	29,448,791	12,012,842	17,435,949	40.79%
2009	28,534,426	11,870,573	16,663,853	41.60%
2008	28,197,208	13,128,416	15,068,792	46.56%
2007	29,319,970	14,346,560	14,973,410	48.93%

Source: City of Marshall Finance Department  
Assessed Value = one-half of Estimated Actual Value (Schedule 5)

City of Marshall

Table C-5

Pledged-Revenue Coverage  
Last Ten Fiscal Years

<u>Fiscal Year Ended June 30,</u>	<u>(1) Gross Revenue</u>	<u>(2) Operating Expenses</u>	<u>Net Revenue Available for Debt Service</u>	<u>Total Debt Service Requirement</u>	<u>Coverage</u>
<b>Water Revenue Bonds (3)</b>					
2017	-	-	-	n/a	n/a
2016	-	-	-	n/a	n/a
2015	-	-	-	n/a	n/a
2014	-	-	-	n/a	n/a
2013	-	-	-	n/a	n/a
2012	-	-	-	n/a	n/a
2011	-	-	-	n/a	n/a
2010	1,300,062	823,711	476,351	999	476.83
2009	1,438,252	751,432	686,820	1,049	654.74
2008	1,489,038	709,796	779,242	64,304	12.12
<b>Sewer Revenue Bonds (4)</b>					
2017	-	-	-	n/a	n/a
2016	-	-	-	n/a	n/a
2015	-	-	-	n/a	n/a
2014	-	-	-	n/a	n/a
2013	-	-	-	n/a	n/a
2012	-	-	-	n/a	n/a
2011	-	-	-	n/a	n/a
2010	1,236,775	844,425	392,350	196,811	1.99
2009	1,266,569	873,076	393,493	197,330	1.99
2008	1,266,569	873,076	393,493	197,330	1.99
<b>Electric Revenue Bonds (5)</b>					
2017	11,754,727	11,541,197	213,530	80,000	2.67
2016	11,834,418	11,055,268	779,150	95,860	8.13
2015	13,611,884	11,776,240	1,835,644	94,890	19.34
2014	13,144,054	13,561,207	(417,153)	93,625	(4.46)
2013	13,228,258	11,608,613	1,619,645	95,350	16.99
2012	12,224,904	11,762,521	462,383	93,475	4.95
2011	13,102,431	11,475,571	1,626,860	96,430	16.87
2010	13,208,622	12,190,994	1,017,628	94,178	10.81
2009	12,587,675	11,710,294	877,381	96,721	9.07
2008	12,498,722	11,356,382	1,142,340	94,085	12.14

(1) Includes utility service charges along with investment income.

(2) Excludes depreciation expense.

(3) Water revenue bonds were issued in 1993 and 1999; A portion was refunded in 2006; remaining paid in full 2010.

(4) Wastewater revenue bonds were issued in 1989 and 1999; portion was refunded in 2006; paid in full 2010.

(5) Electric revenue bonds were issued in 1976 and 1999; 1976 issue was paid in full 2005.

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table D-1**

**Demographic and Economic Statistics  
Last Ten Years**

<b>Year</b>	<b>Population</b>	<b>(1) Total Personal Income (in thousands)</b>	<b>Per Capita Personal Income</b>	<b>(2) Unemployment Rate</b>
2017	7,088	\$ 180,446	\$ 25,458	4.80%
2016	7,094	173,243	24,421	4.40%
2015	7,035	180,300	25,629	5.40%
2014	7,035	180,300	25,629	7.60%
2013	7,040	180,428	25,629	7.90%
2012	7,088	181,658	25,629	9.30%
2011	7,086	181,607	25,629	11.40%
2010	7,459	164,270	22,023	11.50%
2009	7,459	164,270	22,023	7.50%
2008	7,459	164,270	22,023	6.80%

(1) The amount shown is calculated based the City population times the Per capita money income

(2) Source: Homefacts.com as of 6/30/2017.

Sources:

United State Census - Quick Facts Marshall (City)

**CITY OF MARSHALL, MICHIGAN**

**Table D-2**

**Principal Employers  
Fiscal Year and Nine Years Ago**

<b>Employer</b>	<b>2017</b>			<b>2008</b>		
	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total</b>	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total</b>
Oaklawn Hospital	1,000	1	18.72%	644	1	12.91%
Tenneco Auto.	1,000	2	18.72%	427	5	8.56%
Marshall Schools	270	3	5.05%	185	6	3.71%
Eaton Auto.	210	4	3.93%	467	4	9.36%
Marshall Excelsior	200	5	3.74%	*		
Michigan Kitchen Distributors	140	6	2.62%	*		
Oaklawn Medical Group	126	7	2.36%	*		
Medilodge of Marshall	107	8	2.00%	*		
Tribal Manuf.	100	9	1.87%	*		
Autocam Corp.	89	10	1.67%	99	10	1.99%
City of Marshall	86		1.61%	97	11	1.95%
Progressive Dynamics	89		1.67%	104	9	2.09%
State Farm Insurance				569	2	11.41%
Lear Corporation				530	3	10.63%
Joseph Campbell				167	7	3.35%
Marshall Brass				160	8	3.21%
	<u>3,417</u>		<u>63.95%</u>	<u>3,449</u>		<u>69.16%</u>
<b>Estimated total city employment</b>	<u>5,343</u>			<u>4,987</u>		

\* Not available.

Source: City of Marshall - MAEDA

CITY OF MARSHALL, MICHIGAN

Table E-1

Full-time Governmental Employees by Function/Program  
Last Ten Fiscal Years

Function/Program	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
General Government	9.0	8.0	7.5	7.4	7.1	6.7	10.0	14.5	12.8	11.4
Community & Economic Development	2.0	2.0	1.6	1.6	1.6	1.1	1.2	-	2.2	0.8
Public Safety (Police & Fire)	24.0	22.0	21.0	21.0	22.0	21.0	21.0	21.0	24.0	22.0
Transportation	4.0	3.5	3.1	3.1	3.1	3.0	3.0	3.0	3.0	2.0
Public Works										
Streets & Roads	7.5	7.0	6.8	6.7	6.7	6.4	9.0	11.0	9.9	8.5
Electric	14.0	17.0	19.3	19.3	19.4	21.7	20.7	16.4	17.2	18.0
Wastewater	7.0	7.0	7.3	7.3	6.2	7.3	7.3	9.5	6.5	6.2
Water	6.5	6.5	6.5	6.6	6.6	6.6	6.6	6.6	5.3	6.2
Parks and Recreation	4.0	4.0	4.0	3.0	3.0	3.0	3.3	4.0	4.3	3.5
<b>Total</b>	<b>78.0</b>	<b>77.0</b>	<b>77.0</b>	<b>75.9</b>	<b>75.8</b>	<b>76.8</b>	<b>82.1</b>	<b>86.0</b>	<b>85.0</b>	<b>78.6</b>

Source: City of Marshall Human Resources Department

**CITY OF MARSHALL, MICHIGAN**

**Table E-2**

**Operating Indicators by Function/Program  
Last Ten Fiscal Years**

<b>Function/Program</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Election Data (Even Election Years)</b>										
Registered Voters	5,673	-	5,303	-	5,460	-	5,452	5,544	5,659	5,639
Voters (at the polls or absentee) [November Elections]	3,575	-	2,502	-	3,444	-	2,331	N/A	N/A	3,546
Percent Participating	63.0%	-	47.2%	-	63.1%	-	42.8%	N/A	N/A	62.9%
<b>Police</b>										
Traffic citations	*	*	*	1,478	2,254	614	614	920	1,050	1,119
Arrests	815	696	745	835	959	688	701	525	491	600
Crime Rate (U.S. Ave 297.7)	241.0	241.0	160.0	170.2	136.1	136.1	136.1	169.6	N/A	162.0
Calls for service	12,671	10,802	5,256	6,438	5,189	4,886	4,886	6,947	5,703	7,362
<b>Community &amp; Economic Development</b>										
Building Inspections Performed	370	473	454	398	456	1,188	207	172	93	341
Building Permits Issued	77	63	83	79	80	121	118	75	118	108
Dollar Value of Building Permits Issued ( e )	\$ 663,000	\$ 1,922,000	\$ 3,050,000	\$ 1,836,000	\$ 435,000	\$ 4,644,157	\$ 18,765,867	\$ 1,082,500	\$ 2,626,625	N/A
<b>Public Services</b>										
Energy Billed (kwh)	113,950,367	103,128,220	107,889,673	110,017,513	108,939,712	104,163,961	106,021,809	104,812,021	104,502,417	104,536,568
Water Pumped (gallons)	437,412,252	360,434,816	338,743,821	288,841,299	311,443,072	292,166,800	290,089,956	263,810,557	282,870,000	267,707,930
Water Treated (gallons)	653,850,000	587,790,000	837,180,000	549,780,000	489,780,000	488,730,000	517,870,000	508,440,000	536,010,000	536,660,000
Expenditures on Major Street const. & preserv.	208,567	321,913	167,097	162,097	134,120	298,409	311,912	368,205	282,995	668,750
Expenditures on Local Street const. & preserv.	429,463	196,644	236,251	236,251	300,161	293,215	673,732	234,230	371,630	501,360
<b>Recreation</b>										
Programs Offered	87	71	80	61	56	55	63	71	119	134
Youth Participation in Rec. Activity	2,887	3,567	3,529	2,372	2,380	2,521	1,833	1,854	2,715	1,863
Adult Participation in Rec. Activity	3,823	1,865	2,038	2,204	1,850	1,895	1,811	1,619	2,375	1,358
Senior Participation in Rec. Activity	1,951	2,802	3,529	1,321	127	50	55	46	243	53
Family Participation in Rec. Activity	1,679	1,058	559	1,704	1,705	1,504	1,645	1,747	1,253	1,042

e = estimated

(1) switch to consolidated dispatch

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table E-3**

**Capital Asset Statistics by Function/Program  
Last Four Fiscal Years**

<b>Function/Program</b>	<b>2017 *</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Police</b>				
Police department building	1	1	1	1
Vehicle patrol units	7	7	7	7
<b>Fire (1)</b>				
Number of stations serving City	1	1	1	1
Fire units serving City:				
Fire engines	1	2	2	1
Ladder trucks	1	1	1	1
Rescue vehicles	1	1	1	1
Brush trucks	1	1	1	1
Utility vehicles	2	1		
<b>Public Works</b>				
City streets:				
Miles of major streets	14.38	14.38	14.38	14.38
Miles of local streets	25.76	25.76	25.76	25.70
Miles of Trunkline	16.00	16.00	16.00	16.00
Miles of sidewalks	34.64	34.00	34.00	34.00
Number of Street Lights	1,375	1,375	1,375	1,375
Sewer:				
Miles of sanitary mains	49.40	49.40	49.40	49.35
Miles of storm sewers	38.10	38.10	38.10	38.05
Treatment capacity	2.62/mgd	2.62/mgd	2.62/mgd	2.62/mgd
Water:				
Miles of water mains	59.10	59.10	59.10	59.07
Number of fire hydrants	496.00	496.00	496.00	496.00
Treatment capacity	3.86/mgd	3.86/mgd	3.86/mgd	3.86/mgd
<b>Parks and Recreation</b>				
Parks:				
City	7	6	6	6
Skate	1	1	1	1
Park acreage	236	235	235	235
Play structures	3	3	3	2
Pavilions	5	4	4	4
Adult Softball Fields	2	2	2	2
Youth Softball Fields	2	2	2	2
Sand Volleyball Courts	3	3	3	3

\* This is the fourth year for the City of Marshall to develop a CAFR and the historical relevant capital asset data was not captured in a manner to accurately provide historical reference.

Source: City of Marshall Finance Department



## BUDGET:

The City Council will adopt a balanced annual General Fund operating budget pursuant to the Uniform Budgeting and Accounting Act for local governments MCLA 141.121.

The operating budget shall serve as the annual financial plan for the City of Marshall (City). It will serve as the policy document of the City Council for implementing Council goals and objectives and provide for statutorily and constitutionally required services and programs.

The City will strive to adopt a budget where current annual operating revenues will be equal to or greater than current operating expenditures.

Balanced revenue and expenditure forecasts should be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, contractual obligations and capital improvements.

In the event a balanced budget is not attainable, and the cause of the imbalance is expected to last for no more than one year, the planned use of reserves to balance the budget is permitted. In the event that a budget shortfall is expected to continue beyond one year, the planned use of reserves must be developed as part of a corresponding strategic financial plan to close the gap through revenue increases or expenditure decreases. Any use of reserves must be in accordance with the City's Fund Balance Reserve Policy.

Pursuant to City Charter Article IX, the City Manager shall annually present to the Mayor and City Council, a proposed operating budget at the Council's first meeting in April. A copy of the Proposed Budget shall be on file and available to the public for a period of not less than one week prior to the adoption of the Budget by Council. The City Council shall adopt, by resolution, a final budget no later than the first Council meeting in June.

It is the responsibility of every Director, Supervisor, or Department Head to ensure that spending within each account group within each Department/Function does not exceed the amount appropriated. Every Director, Supervisor, or Department Head has the responsibility to inform the Finance Director and City Manager of any anticipated budget variance as soon as the amount of variance is determined.

Unspent balances of previously authorized capital improvements or capital outlay may be re-appropriated for the succeeding year and will be presented to Council as a budget amendment. These budget amendments will be on a case by case basis and the department's total actual budget variance will be taken into account.

The City Council shall approve all budget amendments over \$10,000. The City Manager and Finance Director shall approve and enter into the General Ledger all amendments less than \$10,000 but only if the amendment is within a department/function and not across funds.

If at any time during the budget year a substantial reduction or shortfall in revenue occurs, the effected department or departments will submit to the City Manager and Director of Finance an expenditure reduction plan. The plan shall include a statement whether services to the public will be impacted.

## REVENUES:

Enterprise and Internal Service Operations by definition are to be self-supporting.

The City of Marshall (City) is to maximize the use of service users' charges in lieu of ad valorem (property) taxes and subsidies from other City funds, for services that can be identified and where costs are directly related to the level of service provided.

1. Charges (Rate Schedules) for providing utility services shall be sufficient to finance all operating, capital outlay, and debt service expenses of the City's enterprise funds, including operating contingency, planned capital improvements and reserve requirements.
2. Recreation programs should be funded by a users' charge or approved millage. Where practicable, user charges shall be comparable to other neighboring cities.
3. Other reimbursable work performed by the City (labor, meals, contracted services, equipment and other indirect expenses) shall be billed at actual or estimated actual cost.
4. The City Council may declare certain community events beneficial to the City and its citizens, and allow City personnel, under the direction and control of the City Manager or designee, to support the event without requiring reimbursement of expenses. Community events declared beneficial shall be included in the current expense budget.
5. Charges for services shall accurately reflect the actual or estimated cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. The City shall maintain a current schedule of fees and charges, showing when the fees were last reviewed and/or recalculated.
6. The City will consider market rates and charges levied by other municipalities for like services in establishing rates, fees and charges.
7. Certain fees, such as rental fees, will be based on market conditions and not subject to limitations of cost recovery.

Grant funding for programs or items which address the City's current priorities and policy objectives should be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund on-going programs.

1. Before accepting any grant, the City shall thoroughly consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant.
2. All grants and other federal and state revenue shall be managed to comply with the laws and regulations of the Federal Government, State of Michigan, and City Charter. Any funds received from local and area foundations will comply with the terms and conditions of the grantor.

## EXPENDITURES:

Department Directors are responsible for managing their budgets within the total appropriation for their department.

Annual appropriated budgets are adopted at the fund level within available resources (i.e., new revenue and existing reserves). Operating programs appropriations not spent during the fiscal year do not automatically carry-over into the next year and may lapse at year end.

Encumbrances are purchase orders, contracts, and other commitments for the expenditure of funds. Outstanding encumbrances at the end for the year may, at the discretion of the Finance Department, be carried forward into the next year's budget by a formal budget appropriation authorized by Council. This practice will be limited to those items deemed necessary to the operations of the City.

The City will take immediate corrective actions if at any time during the fiscal year, expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions may include a hiring freeze, expenditure reductions, fee increases, or use of fund balance. The Finance Director may approve a short-term inter-fund loan or use of one-time revenue sources to address temporary gaps in cash flow, although this will be avoided if at all possible.

Long-term debt or bond financing shall not be used to finance current operating expenditures.

The City will assess funds for services provided internally by other funds. Inter-fund service fees charged to recovers these costs will be recognized as revenue to the providing fund.

The City will invest in technology and other efficiency tools to maximize productivity.

Periodic comparisons of service delivery will be made to ensure that quality services are provided to the City of Marshall citizens and customers at the most competitive and economical cost. Programs that are determined to be inefficient and/or ineffective shall be considered for reduction in scope or elimination.

The City will make every effort to maximize any discounts offered by creditors or vendors.

The City desires to maintain a prudent level of financial resources to guard its citizens against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. The Fund Balance, or in the case of Enterprise Funds-Net Position, has been accumulated to meet this purpose, to provide stability and flexibility to respond to unexpected adversity and/or opportunities. The City's goals are to maintain annual expenditure increases at a conservative growth rate, and to limit expenditures to anticipated revenues.

The following fund balance and net position reserve policy should be used to provide the general framework for setting unrestricted fund balance and net position reserve levels and for proposals with intended use of those reserves. City Council recognizes there are no absolute rules or easy formulas that provide fund balance or net position reserve levels. Generally, reserve levels are determined based on a percent of operating expenditures or a debt service ratio. The City recognizes the need to provide a policy which provides the guidelines for the periodic review and discussion of fund balance and net position reserves during the budget development process. Planned use of fund balance and net position reserve decisions should be the result of deliberative consideration of all factors involved. Fund Balance and Net Position as described in this Policy will be understood to exclude Pension and Other Post-Employment Benefits (OPEB) liability.

**GENERAL FUND 15-20% Operating Expenditures OR 1.2 Debt Service Ratio**

To account for resources traditionally associated with general government operations, which are not required to be accounted for in another fund. Expenditures from the General Fund go to services such as public safety (police, fire, and emergency management); parks and recreation programs; development and planning; community development services; roads; the City's legal and general government administration; and a variety of other services and programs.

The City Council considers it a good practice to keep 15-20% of annual operating expenditures in unrestricted governmental fund balance, OR 1.2 debt service ratio, whichever is greater, to cover unexpected expenses.

The decision to retain a fund balance of 15-20% of operating expenditures stems from the following considerations:

- This amount, in combination with the Working Capital Reserve, provides adequate funding to cover approximately two and one half months (or 20%) of operating expenses.
- It provides the liquidity necessary to accommodate the City's uneven cash flow, which is inherent in its periodic tax collection schedule.
- It provides the liquidity to respond to unplanned expenditures.

Fund balance may be accessed under the following conditions.

- The Fund balance target, will be maintained at 15-20% of Operating Expenditures. Surplus Funds may be transferred to a Capital Reserve Fund, Debt Service Fund, or may be used in establishing a balanced budget.
- Except in the event of a declaration of an emergency or in short-term funding situation, as deemed appropriate by the City Council, a minimum Fund Balance equal to 15-20% of operating expenditures will be maintained. A majority of the Council is required to approve use of the Fund Balance such that it falls below the 15% target. The City will identify a plan to restore the General Fund Balance to its target amount as part of the budget process.

**ENTERPRISE FUNDS      20% Operating Expenditures OR 1.2 Debt Service Ratio**

Includes all expenses necessary to operate the funds including, but not limited to, administration, operations, maintenance, financing, billing and collection. The intent is to maintain an unrestricted net position balance that is equal to or greater than 20% of projected operating expenditures unless specified otherwise, OR 1.2 times debt service requirements, whichever is greater.

For Utility net position balance reserves (electric, wastewater and water), the decision to increase or decrease target net position balance reserves will be approved by City Council and supported by a cost of service study or review provided by the City's consultant.

Electric Fund - to account for the generation and distribution to the City and to account for all revenue and expenditures related to the City's Electric System.

Waste Water Fund - to account for the collection, treatment and disposal of all sewage within the City and to account for all revenues and expenditures related to the City's Wastewater Treatment System.

Water Fund - to account for the distribution of treated water to the City and account for the revenues and expenditures related to the City's Water Supply System.

Marshall House Fund - to account for the revenues and expenditures related to the rental activities of a lower-income senior citizen housing facility.

Dial-A-Ride Fund (DART) – Currently not governed by this Policy.

**SPECIAL REVENUE FUNDS      1.2 Debt Service Ratio**

To account for specific revenue sources (other than those from expendable trusts or for major capital projects), which are restricted legally to expenditures for specified purposes. The intent is to maintain an unrestricted fund balance of 1.2 times annual debt service requirements.

MVH Major and Local Roads - to account for the State-Shared gasoline and weight tax collections to provide for certain maintenance, repair costs and capital improvements of the City's Roads.

Leaf, Brush and Trash Removal - to account for the dedicated millage levy which provides for the necessary revenue to fund the City's Fall Leaf removal and Spring brush/trash removal.

**INTERNAL SERVICE FUNDS      1.2 Debt Service Ratio**

To account for the costs of the various services listed below, which are billed to the various other funds on the basis of services used. The costs include, but are not limited to, administrative, operation, maintenance and financing costs. The intent is to maintain an unrestricted net position of 1.2 times the annual debt requirements.

Data Processing - to account for the operation and maintenance of the City's information technology equipment and software.

Motor Pool - to account for the operation and maintenance of the City's motor vehicle fleet and other equipment.

Safety - to account for the operation of the City's safety training program.

Health Reimbursement Arrangement - to account for the City's funding for health insurance HRA and HSA deductibles.

**COMPONENT UNITS**                      **1.2 Debt Service Ratio**

Legally separate organizations for which the elected officials of the primary government are financially accountable.

Downtown Development Authority (DDA) - to account for the tax increment revenue that is derived from various tax levies in the Downtown Development District, which is used to finance various improvements in the DDA area.

Local Development Finance Authority (LDFA) - to account for the tax increment revenue that is derived from various tax levies in the Local Development Finance Authority District, which is used to finance various improvements in the LDFA area.

**I.** It is the policy of the City of Marshall (hereafter known as the CITY) to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the CITY and conforming to all State statutes and local ordinances governing the investment of public funds.

**II. Scope**

This investment policy applies to all financial assets held by the CITY. These assets are accounted for in the CITY's Comprehensive Annual Financial Report (CAFR) and include:

- General Fund
- Special Revenue Funds
- Internal Service Funds
- Capital Project Funds
- Enterprise Funds
- Trust and Agency Funds
- Debt Service Funds
- Any new fund created by the City, unless specifically exempted by the legislative body.

The CITY does not invest employee pension funds as these funds are managed by the Municipal Employees' Retirement System (MERS).

**III. Investment Objectives**

The following investment objectives, in priority order, will be applied in the management of the CITY's funds:

**Safety**

The primary objective of the CITY's investment activities is the preservation of capital in the overall portfolio and the protection of investment principal. The Finance Director will employ mechanisms to control risks and diversify investments regarding specific security types or individual financial institutions.

**Liquidity**

The investment portfolio will remain sufficiently liquid to enable the CITY to meet operating requirements which may be reasonably anticipated.

**Return on Investment**

Subject to the foregoing constraints, the CITY will strive to maximize the rate of return on the portfolio and to preserve the purchasing power but will avoid assuming unreasonable investment risk. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

**IV. Prudence**

In managing its investment portfolio, the Finance Director shall avoid any transaction that might impair public confidence. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence

exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The above standard is established as the standard for professional responsibility and shall be applied in the context of managing the overall portfolio. The Finance Department staff of the CITY, as designated by the Finance Director, acting in accordance with State statute, this Investment Policy, written procedures as may be established, and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely fashion, and appropriate action is taken to control adverse developments.

**V. Delegation of Authority**

Authority to manage the CITY's investment program is derived from State statutes.

Daily management responsibility for the investment program is the responsibility of the Finance Director, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of the procedures established by the Finance Director. Such procedures should also include reference to safekeeping, repurchase agreements, wire transfer agreements, collateral or depository agreements and banking service contracts. The Finance Director shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of designated staff.

**VI. Ethics and Conflicts of Interest**

Designated staff involved in the investment process shall refrain from personal business activity which could conflict with proper execution of the investment program or which could impair—or create the appearance of an impairment—in their ability to make impartial investment decisions. Any employee involved with investments shall disclose to the City Manager any material financial interests in financial institutions that conduct business with the CITY, and they shall further disclose any large personal financial investment positions that could be related to the performance of the CITY's portfolio.

**VII. Authorized Financial Dealers and Institutions**

The Finance Director will maintain a list of financial institutions, which are authorized to provide investment and depository services. In addition, a list will also be maintained of approved security broker/dealers selected by credit-worthiness, who maintain an office in the State of Michigan or who are "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule). No public deposit shall be made except in a qualified public depository as established by State law.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Finance Director with the following: audited financial statements for the recent fiscal year; certification of having read the CITY's investment policy and the pertinent State statutes; proof of National Association of Security Dealers certification; and proof of State registration, where applicable.



### **VIII. Authorized and Suitable Investments**

The CITY is empowered by State statute (1988 Public Act 239, M.C.L. 129.91) to invest in the following types of securities:

- a. Treasury Bills, Treasury Bonds, Treasury Notes, Treasury STRIPS, and other securities or obligations of the United States, or an agency or instrumentality of the United States;
- b. Certificates of Deposit, savings accounts, deposit accounts, or depository receipts of a bank which is a member of the federal deposit insurance corporation or a savings and loan which is a member of the federal savings and loan insurance corporation or a credit union which is insured by the national credit union administration, but only if the bank, savings and loan, or credit union is eligible to be a depository of surplus funds belonging to the state under section 5 or 6 of Act No.105 of the Public Acts of 1855, as amended;
- c. In United States government or federal agency obligation repurchase agreements;
- d. In Banker's Acceptances (BA's) of United States banks;
- e. In commercial paper rated at the time of purchase within the 2 highest classifications established by not less than 2 standard rating services and which matures not more than 270 days after the date of purchase;
- f. In mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan;
- g. Investments purchased through an inter-local agreement under the urban co-operations act of 1967, (Ex Sess) PA 7, MCL 124.501 to 124.512;
- h. Investment pools organized under the surplus funds investment pool act, 1982 Public Act 367, MCL 129.111 to 129.118; and
- i. The investment pools organized under the local investment pool act, 1985 Public Act 121, MCL 129.141 to 129.150.

The Finance Director is restricted to investments which meet the statutory restrictions above and limitations on security issues and issuers as detailed below:

- a. Repurchase agreements shall be negotiated only with dealers or financial institutions with whom the Finance Director's Office has negotiated a Master Repurchase Agreement or with the CITY's primary bank. Repurchase agreements must be signed with the bank or dealer and must contain provisions similar to those outlined in the Public Security Association's model Master Repurchase Agreement.
- b. Investments in Commercial Paper are restricted to those which have, at the time of purchase, the top investment rating provided by any two nationally recognized rating agencies. Commercial paper held in the portfolio which subsequently

receives a reduced rating shall be closely monitored and sold immediately if the principal invested may otherwise be jeopardized.

c. Certificates of deposits shall be purchased only from financial institutions which qualify under Michigan law and are consistent with Opinion No. 6168, Opinions of the Attorney General (1982).

d. In money market mutual funds or qualified bank trust funds composed of investment vehicles which are legal for direct investment by local governments in Michigan.

**IX. Diversification**

The CITY will diversify its instruments and investments by security type and institution. With the exception of U.S. Treasury securities and authorized investment pools, no more than fifty percent (50%) of the total investment portfolio will be invested in a single security type OR with a single financial institution.

**X. Pooling of Cash**

The Finance Director or Designee may, where appropriate, pool cash of various funds to maximize earnings. Investment income shall be allocated to the various funds based upon their respective participation.

**XI. Maximum Maturities**

To the extent possible, the CITY will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the CITY will not directly invest in securities maturing more than three (3) years from the date of purchase. Reserve funds may be invested in securities exceeding three (3) years if the maturity of such investments is made to coincide as nearly as practicable with the expected use of the funds.

**XII. Collateralization, Safekeeping and Custody**

The State of Michigan does not require collateralization of Public Funds. Non-negotiable, non-collateralized Certificates of Deposit, as is the law in the State of Michigan, shall be evidenced by a Safekeeping Receipt from the issuing bank.

**XIII. Accounting**

The CITY maintains its records on the basis of funds and account groups, each of which is considered a separate accounting entity. All investment transactions shall be recorded in the various funds of the CITY in accordance with generally accepted accounting principles as promulgated by the Government Accounting Standards Board. Accounting treatment will include:

- Investments will be carried at cost or amortized cost which approximates market.
- Premium or discount will be amortized over the life of the investment.
- Gains or losses of investments in all funds will be recognized at the time of disposition of the security.
- Market price shall be disclosed annually in the financial statements and periodically in the performance reports.

#### **XIV. Investment Performance and Reporting**

The Finance Director shall submit a quarterly investment report that provides:

- Principal and type of investment by fund
- Annualized yield
- Ratio of cash to investments
- Earnings for the current quarter and year-to-date
- Market price and a summary report of cash and investments maintained in each financial institution.

Performance of the portfolio shall be reported to the City Manager and Marshall City Council quarterly. Reports shall include details of the characteristics of the portfolio as well as its performance for that period. Material deviations from projected investment strategies shall be reported immediately to the City Manager.

#### **XV. Internal Controls**

The Finance Director shall establish a system of internal controls which is designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by designated employees of the Finance Office. Required elements of the system of internal controls shall include: 1) The timely reconciliation of all bank accounts (i.e. monthly reconciliation's within 30 days of the end of the monthly cycle), 2) details of delivery versus payment procedures and trust receipt documentation, and 3) a third party audit to be conducted annually. Internal controls will also encompass at a minimum the additional issues of:

- transfers of all funds (purchases, sales, etc.);
- separation of functions including transaction authority and accounting and record-keeping;
- custodial safekeeping;
- avoidance of delivery of bearer from or non-wireable securities to the CITY;
- delegation of authority to staff members;
- written confirmation of telephone transactions;
- supervisory control of employee actions;
- specific guidelines regarding securities losses and remedial action;
- identification and minimization of the number of authorized investment officials

#### **XVI. Investment Policy Adoption**

The CITY's investment policy shall be adopted by resolution of the Marshall City Council. The policy shall be reviewed as necessary by the Marshall City Council.

## GLOSSARY

**Bankers' Acceptance (BA):** A draft or bill of exchange accepted by bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

**Broker:** A broker brings buyers and sellers together for a commission.

**Commercial Paper:** Short-term unsecured debt obligation issued by a bank holding company, finance company, utility or industrial company to raise short term cash.

**Certificate of Deposit (CD):** A receipt of funds deposited in a financial institution for a specified period at a specified rate of interest. A negotiable receipt may be in bearer or registered form and can be traded in the secondary market. A non-negotiable receipt is always registered and has no secondary market. Denominations can be any agreed amount, and interest is normally calculated using actual number of days on a 360 day year. However, each financial institution's calculations vary, and the investor should ask to avoid misunderstanding.

**Discount:** The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

**Federal Deposit Insurance Corporation (FDIC):** A federal agency that insures bank deposits, currently up to \$250,000 per deposit.

**Federal Savings and Loan Insurance Corporation (FSLIC):** A federal institution that insures deposits of federally chartered savings and loan associations.

**Liquidity:** A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the Money Market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

**Market Price:** The price at which a security is trading and could presumably be purchased or sold.

**National Credit Union Administration:** A federal institution that insures deposits of federal and state chartered credit unions.

**Primary Dealer:** A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealers, banks and a few unregulated firms.

**Portfolio:** Collection of securities held by an investor.

**Rate of Return:** The yield obtainable on a security based on its purchase price or its current market price. (see Yield)

**Repurchase Agreement:** A contractual arrangement, not a security, between a financial institution or dealer and an investor. The agreement normally can run for one to thirty days, but some can go longer. The investor puts up his funds for a certain number of days at a stated yield. In return he takes title to a given block of securities as collateral. At maturity the securities are returned and the funds repaid plus interest.

**Safekeeping:** A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vault for protection.

**SEC Rule 15C3-1:** See Uniform Net Capital Rule.

**Securities & Exchange Commission:** Agency created by Congress to protect investors in securities transactions by administering securities legislation.

**SIPC:** Securities Investor Protection Corporation created as a non-profit member corporation by Congress in 1970 for the purpose of protection of cash and securities held by member SEC-registered broker/dealers that protects customer accounts in the event of the financial failure of a member.

**Treasury Bills:** A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months or one year.

**Treasury Bonds:** Long-term coupon-bearing U.S. Treasury security issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

**Treasury Notes:** Medium-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government bearing interest payable at six month intervals and having initial maturities from one to 10 years.

**Treasury STRIPS:** Separate Trading of Registered Interest and Principal of Securities issued by the U.S. Government

**Uniform Net Capital Rule:** Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash

**Yield:** The rate of annual income return on an investment, expressed as a percentage.

The following debt management policy should be used to provide the general framework for planning and reviewing debt proposals. City Council recognizes there are no absolute rules or easy formulas that can substitute for a thorough review of all information affecting the City's debt position. Debt decisions should be the result of deliberative consideration of all factors involved.

## 1. **General Debt Policy**

- 1.1 The City shall seek to maintain and, if possible, to enhance its current bond rating so borrowing costs are minimized and access to credit is preserved. It is imperative that the City demonstrates to rating agencies, investment bankers, creditors, and taxpayers that City officials are following a prescribed financial plan. The City will follow a policy of full disclosure by communicating with bond rating agencies informing them of the City's financial condition.
- 1.2 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the issuance of City debt, not only avoid the reality of a conflict of interest, but the appearance thereof as well. City officials must conduct themselves in a manner consistent with the best interests of the City and taxpayers. Elected and appointed City officials should avoid even the appearance of linkages between politics and public finance that can erode the confidence of taxpayers, ratepayers, and voters. This includes avoiding gratuities, and political contributions of more than nominal value from service providers and the disclosure of all possible conflicts of interest shall be provided in writing and filed with the City Clerk.
- 1.3 Bonds will be sold on a competitive basis unless it is in the best interest of the City to conduct a negotiated sale. Competitive sales will be the preferred method. Negotiated sales may occur when selling bonds for a defeasance of existing debt, for current or advanced refunding of debt, or for other appropriate reasons.

## 2. **Taxpayer Equity**

- 2.1 Marshall's property taxpayers and citizens who benefit from projects financed by bonds should be the source of the related debt service funding. This principle of taxpayer equity should be a primary consideration in determining the type of projects selected for financing through bonds. Furthermore, the principle of taxpayer equity shall be applied for setting rates in determining net revenues for bond coverage ratios.

### 3. **Uses**

- 3.1 Bond proceeds should be limited to financing the costs of planning, design, land acquisition, buildings, permanent structures, attached fixtures or equipment, vehicles such as fire engines, or other costs as permitted by law. Utility revenue bond proceeds may be used to establish a debt service reserve as allowed by State law. Acceptable uses of bond proceeds can be viewed as items, which can be capitalized. Non-capital furnishings and supplies will not be financed from bond proceeds. Refunding bond issues designed to restructure currently outstanding debt are an acceptable use of bonds proceeds.

### 4. **Decision Analysis**

- 4.1 Whenever the City is contemplating a possible bond issue, information will be developed concerning the following four categories commonly used by rating agencies assessing the City's creditworthiness. The subcategories are representative of the types of items to be considered. The Finance Director will present this information to the City Manager:

#### 4.1.a Debt Analysis

- Debt capacity analysis
- Purpose for which debt is issued
- Debt structure
- Debt burden
- Debt history and trends
- Adequacy of debt and capital planning
- Obsolescence of capital plant

#### 4.1.b Financial Analysis

- Stability, diversity, and growth rates of tax or other revenue sources
- Trend in assessed valuation and collections
- Current budget trends
- Appraisal of past revenue and expenditure trends
- History and long-term trends of revenues and expenditures
- Evidences of financial planning
- Adherence to generally accepted accounting principles
- Audit results
- Fund balance status and trends in operating and debt funds
- Financial monitoring systems and capabilities
- Cash flow projections

- 4.1.c Governmental and Administrative Analysis
- Government organization structure
  - Location of financial responsibilities and degree of control
  - Adequacy of basic service provision
  - Intergovernmental cooperation/conflict and extent of duplication
  - Overall city planning efforts

- 4.1.d Economic Analysis
- Geographic and location advantages
  - Population and demographic characteristics
  - Wealth indicators
  - Housing characteristics
  - Level of new construction
  - Types of employment, industry, and occupation
  - Evidences of industrial decline
  - Trend of the economy

4.2 The City may use the services of qualified internal staff and outside advisors to assist in the analysis, evaluation, and decision process, including bond counsel and financial advisors. Recognizing the importance and value to the City's creditworthiness and marketability of the City's bonds, this policy is intended to ensure that potential debt complies with all laws and regulations, as well as sound financial principles.

## 5. **Debt Planning**

- 5.1 Unlimited-tax general obligation bond borrowing should be planned and the details of the plan should be included in the City's Capital Improvement Plan.
- 5.2 Unlimited-tax general obligation bond issues should be included in at least two Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.

## 6. **Communication and Disclosure**

- 6.1 Significant financial reports affecting or commenting on the City will be forwarded to the rating agencies. Each bond prospectus will follow the disclosure guidelines of the Government Finance Officers Association of the U.S. & Canada.



6.2 The City should attempt to develop coordinated communication processes concerning collective plans for future debt issues with all other jurisdictions with which it shares a common property tax base. Reciprocally, shared information on debt plans including amounts, purposes, timing, and types of debt would aid each jurisdiction in its debt planning decisions.

## 7. **General Obligation Bonds**

7.1 Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating, maintenance and depreciation costs associated with the project.

7.2 Generally, bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed. The City will attempt to keep the average maturity of general obligation bonds at or below 25 years. The City will limit the total of its general obligation debt to 10% of the City's assessed value.

7.3 Whenever possible, the City will finance capital projects by using self-supporting revenue bonds. Revenue bonds assure the greatest degree of equity because those who benefit from a project and those who pay for a project are most closely matched.

## 8. **Limited Tax General Obligation Debt**

8.1 Limited tax general obligation bonds should be considered only when constraints preclude the practice of voter approved general obligation bonds. As a precondition to the issuance of limited tax general obligation bonds, all alternative methods of financing should have been investigated. Consideration should always be given to provide a pledge of facility revenue to accompany the basic pledge of limited tax revenues.

8.2 Limited tax general obligation bonds should only be issued under certain conditions:

8.2.a A project to be financed will generate positive net revenues, i.e., additional revenues generated by the project will be greater than the debt service requirements. The net revenues should be positive over the life of the bonds, and be positive each year if possible. The City recognizes that net revenues may not be positive in the early years of certain projects, but should be positive within a reasonable time period of five to seven years. These calculations will be made on a conservative basis so that the potential for a long-term net decrease in general fund revenues is

minimized.

8.2.b Matching fund monies are available which may be lost if not applied for in a timely manner.

8.2.c Catastrophic conditions.

**9. Debt Coverage**

9.1 It is City policy that each utility or enterprise should provide adequate debt service coverage. This coverage is outlined in detail within the City's Fund Balance/Net Position Policy. An example of the debt coverage calculation is below.

*EXAMMPL*

*E*

<u>Debt Coverage Example:</u>	
Operating Revenues	\$14,000,000
Operating Investment Income	<u>800,000</u>
Total Operating Revenue	\$14,800,000
Operating Expenses	\$11,500,000
Less: Depreciation and Amortization	<u>1,000,000</u>
Net Expenses	\$10,500,000
Net Revenue Available for Debt Service	\$ 4,300,000 (1*)
Principal	\$ 1,500,000
Interest	<u>2,000,000</u>
Total Debt Service	\$ 3,500,000 (2*)
Debt Coverage Ratio (1* divided by 2*)	1.23

**10. Short Term Financing/Capital Lease Debt**

- 10.1 Short-term financing or capital lease debt will be considered to finance certain equipment and rolling stock purchases when the aggregate cost of equipment to be purchased exceeds \$100,000. Adequate funds for the repayment of principal and interest must be included in the requesting service area's approved budget.
- 10.2 The term of short-term financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed ten years.

City Council recognizes the importance of a CIP policy to guide capital programming because: 1) it provides a better understanding of the basis for a CIP, 2) it raises issues that should be discussed, and 3) it provides more specific guidance to the City Manager as well as to the departments that propose capital improvements. This policy is intended to be the basis for deliberation and debate. Both policies and priorities change over time as new components of the master plan are adopted.

- 1) The Capital Improvements Program plays an increasingly significant role in the implementation of the master plan, providing the link between planning and budgeting for capital projects. Nearly all of the capital improvement project requests will evolve, over time, from a component of the master plan. All City departments will be asked to take a more active role in the planning process so that master plan components are consistently reviewed when planning for capital improvements.
- 2) The Capital Improvements Program will continue to evolve by adding features each year to gradually improve its quality and sophistication. Greater attention will be devoted to more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing debt strategy.
- 3) Projects first will be evaluated in relation to each other before consideration is given to available financing. Projects will be prioritized as a matter of implementing the goals and objectives of adopted plans and policies, not as a matter of available funds.
- 4) Capital projects that encourage private economic investment in the City will be considered relative to components of the master plan.
- 5) Projects that maintain the existing infrastructure normally will take precedence over projects that create or expand facilities.
- 6) The City must develop sources of revenue to pay for capital expenditures that do not use, or compete for, resources from the General Fund.
- 7) A successful capital improvements program cannot be achieved without the understanding and support of the taxpayers and voters. A more comprehensive effort to involve the public in the process will ensure that their concerns, preferences, and priorities are considered.
- 8) The Capital Improvements Program must strive to provide for services equally among all residents of the City and to focus on those projects that provide the most benefit to the entire community.
- 9) Projects that are necessary to protect against a clear and immediate risk to public health or public safety should be regarded as highest priority.

**ADMINISTRATIVE REPORT**  
**January 16, 2018 – City Council Meeting**

**TO:** Honorable Mayor and City Council Members

**FROM:** Jon B. Bartlett, Finance Director  
Tom Tarkiewicz, City Manager

**SUBJECT:** Adoption of the Six Year Capital Improvement Program  
July 1, 2018 – June 30, 2024

**BACKGROUND:** For several years Council has been presented with a Capital Improvement Program (CIP) which is the *guide* for future capital improvements for the City of Marshall. Through the CIP process the ground work has been laid to ensure that capital improvements are identified and prioritized. The resources to provide those needs are also analyzed. The proposed CIP is published on the City's website, on the Finance Department home page, and was included in the Council packet for the December 27, 2017 Council meeting.

The Marshall City Planning Commission held a public hearing at its December 13, 2017 regular meeting. The Planning Commission's role is to review the CIP to make certain it addresses any priorities included in the Master Plan for Future Land Use. No public comments were heard on the CIP. The Planning Commission accepted and recommended Council approval of the CIP.

Council scheduled a public hearing on December 27, 2017 to receive comments on the proposed Capital Improvement Program on January 16, 2018. Following the public hearing, Council will be asked to adopt the CIP as presented or with any changes Council deems appropriate.

**RECOMMENDATION:** After hearing comments at the public hearing, it is recommended that the Council approve the July 1, 2018 through June 30, 2024 Capital Improvement Program.

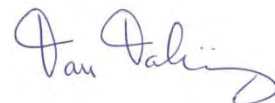
**FISCAL EFFECTS:** None at this time.

**ALTERNATIVES:** As suggested by Council.

Respectfully submitted,



Jon B. Bartlett  
Finance Director



Tom Tarkiewicz  
City Manager

FUND	Department	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	2021-2022 Expenditure	2022-2023 Expenditure	2023-2024 Expenditure	City Expenditure	Other Funds or Grant Share	Total Expenditure	Council - C Planning Council PC
295	Airport	Terminal Building Construction	1	50	General Fund 5%, FAA Allocation 90%, State 5%	The existing terminal building, due to it's age, requires improvements to maintain the use of the building.	\$12,500	\$17,500					\$30,000	\$470,000	\$500,000	PC
295	Airport	Pavement Marking and Crack Sealing	2	10	General Fund 5%, FAA Allocation 90%, State 5%	Replacement of pavement markings and crack sealing as necessary				\$2,500			\$2,500	\$47,500	\$50,000	C
295	Airport	Purchase Snow Removal Equipment	4	30	General Fund 5%, FAA Allocation 90%, State 5%	Purchase snow removal equipment for the airport. The airport does not have any dedicated equipment on site for snow removal. This equipment will help airport personnel keep pavements clear of snow and better serve the airport users.				\$8,300			\$8,300	\$158,300	\$166,600	C
295	Airport	Rehabilitate North Apron Design	3	18	General Fund 5%, FAA Allocation 90%, State 5%	Design for Construction and Rehab of North Apron						\$1,125	\$1,125	\$21,375	\$22,500	C
295	Airport	Rehabilitate North Apron	3	18	General Fund 5%, FAA Allocation 90%, State 5%	Construction and Rehab of North Apron						\$10,575	\$10,575	\$200,925	\$211,500	C
295	Airport	Airport Master Plan (ALP Update)	2	10	General Fund 5%, FAA Allocation 90%, State 5%	Update the Airport Master Plan and Update the ALP			\$8,100				\$8,100	\$153,900	\$162,000	C
295	Airport	Land Acquisition	4	N/A	General Fund 5%, FAA Allocation 90%, State 5%	This project is to acquire approximately 29 acres of property in easement. The property is located at the approach end of runway 28 and is needed for approach protection and future development of the RPZ control.					\$8,300		\$8,300	\$158,300	\$166,600	PC
						<b>TOTAL</b>	\$12,500	\$17,500	\$8,100	\$10,800	\$8,300	\$11,700	\$68,900	\$1,210,300	\$1,279,200	
711	Cemetery	Cemetery Water Distribution System	1	20	Cemetery Trust Fund	Replacing the current water distribution system will eliminate line breaks which will result in reduced water usage as a result of the leaks.	\$10,000	\$10,000	\$12,000	\$12,000			\$44,000		\$44,000	C
711	Cemetery	Cemetery Road Paving Project	2	20	Cemetery Trust Fund	Finishing the drives in the cemetery will provide a clean and solid surface during inclement weather for those visiting their loved ones during a funeral service.	\$15,000	\$15,000	\$18,000	\$18,000			\$66,000		\$66,000	C
711	Cemetery	Cemetery Expansion to Meet Future Demand	2	150	Cemetery Trust Fund	Cemetery has four sections left holding 600 spaces for purchase. The number available will shrink exponentially as families begin having trouble finding blocks of spaces available for family plots. This will drive many to seek alternate locations.	\$30,000	\$50,000					\$80,000		\$80,000	PC
						<b>TOTAL</b>	\$55,000	\$75,000	\$30,000	\$30,000	\$0	\$0	\$190,000	\$0	\$190,000	
101	City Hall	Handicap Door Opener	1	15	General Fund	Handicap door opener on one outside door and interior door into Finance Department	\$10,400						\$10,400		\$10,400	C
101	City Hall	Replace eavetroughs at City Hall	2	15	General Fund	Replace all eavetroughs at City Hall. Current ones are bent and damaged from ice dams. Eliminate possible foundation damage in the future	\$7,200						\$7,200		\$7,200	C
101	City Hall	Seal and stripe City Hall Parking Lot	2	2	General Fund	Seal and Stripe City Hall Parking Lot		\$2,500					\$2,500		\$2,500	C
101	City Hall	Replace HVAC Units at City Hall	1	20	General Fund	Replace HVAC for Finance Department FY19 - Replace HVAC Unit for MAEDA FY20	\$7,500	\$7,500					\$15,000		\$15,000	C
101	City Property	Entrance Signs (4)	1	18	General Fund	Rehabilitate and update the four (4) signs at the 4 major entrances to the City	\$0						\$0	\$15,000	\$15,000	C
101	PSB	Repair parking lot at PSB	2	15	General Fund	Crack sealing and a few large skip patch areas		\$50,000					\$50,000		\$50,000	C

FUND	Department	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	2021-2022 Expenditure	2022-2023 Expenditure	2023-2024 Expenditure	City Expenditure	Other Funds or Grant Share	Total Expenditure	Council - C Planning Council PC
101	PSB	Replace carpet on 1st and 2nd floor	3	15	General Fund	Replace approx. 9,786 sq. ft. of carpet on the 1st and 2nd floors of PSB including lobby and hallways.		\$12,000	\$12,000	\$12,000			\$36,000		\$36,000	C
101	Streets	City Parking Lot Restoration	2	6	General Fund	Crackfill, Seal, and Stripe City Parking Lots	\$15,000	\$15,000	\$15,000				\$45,000		\$45,000	C
101	Cemetery	Cemetery Roads Restoration	3	30	General Fund	Place, Grade, and Compact 400 Cubic Yards of Road Gravel in Cemetery	\$5,000						\$5,000		\$5,000	C
101	Cemetery	Pave South Drive into Cemetery	2	30	General Fund	South Drive into Cemetery is failing. Pulverize existing asphalt, grade, compact, and place 4" of new asphalt		\$40,000					\$40,000		\$40,000	C
101	Cemetery	Re-Seed Williamson Addition Grass	3	50	General Fund	Scarify and drill grass seed in Williamson Addition				\$10,000	\$10,000	\$10,000	\$30,000		\$30,000	C
						<b>TOTAL</b>	\$45,100	\$127,000	\$27,000	\$22,000	\$10,000	\$10,000	\$241,100	\$15,000	\$256,100	
207	MRLEC	Parking Lot Sealing and Striping	1	5	MRLEC Operations	Seal and Stripe MRLEC Parking Lots - Lease agreement states that parking lot will be repainted every 5 years			\$7,500				\$7,500		\$7,500	C
298	Downtown Development Authority	Wayfaring signage	3	15	DDA Fund & grants	Installation of directional signs in the downtown		\$50,000					\$50,000		\$50,000	C
296	LDFA	Oliver Drive Extension	4	25	LDFA reserves and possible Bond	Extend Oliver Dr to Udell Property			\$400,000				\$400,000		\$400,000	PC
296	LDFA	Water main loop in Industrial Park	1	50	LDFA reserves and possible Bond	Extend water main from Woolley Dr & Kalamazoo to Pratt Ave. Circle	\$500,000						\$500,000		\$500,000	C
						<b>TOTAL</b>	\$500,000	\$0	\$400,000	\$0	\$0	\$0	\$900,000	\$0	\$900,000	
588	DART	Bus Replacement	1	7	Fully funded by State and Federal Funds	Replace Bus # 10 & Bus # 13	\$0		\$0		\$0		\$0	\$365,040	\$365,040	C
	Data Processing	Server Upgrade	2	7	Fund Reserve	Purchase a server and required licenses to replace older outdated server	\$40,000						\$40,000		\$40,000	C
570	FiberNet	FiberNet OSP Installation	1	30	Inter-Fund Loans	Within the Marshall City limits, engineer and construct the fiber backbone, laterals/spurs, services, and the associated electronic equipment to provide ultra high speed (data only) internet service availability to all City residential, commercial, and industrial customers.	\$760,000	\$1,590,000					\$2,350,000		\$2,350,000	C
582	Electric	Replace Hospital Circuit Underground exit cables at the South Substation	1	40 yrs	Electric Fund	Underground electric cable has a normal life expectancy of 40 years. Substation exits are a critical component of the electric system. The High School Circuit out of the South Substation is the normal electric source to the high school, Oaklawn Hosp. and 250 residential customers in Northeast Marshall and is over 40 years old. The cables should be replaced before cable failures start to develop.		\$200,000					\$200,000		\$200,000	C
582	Electric	Replace Tie 1 and 2 underground cable	2	40 years	Electric Fund	A portion of the two main express feeder cables from Pearl St. Substation to the Powerhouse are underground and in a duct system. They have been in service for 35 years and have met their life expectancy. The feeder cables are the main source of power to the city's electric load and are the connection to the grid for the city's internal generation. Because they are a critical component of the electric system the cables should be modernized.			\$500,000	\$500,000			\$1,000,000		\$1,000,000	C
582	Electric	Repair Brick (re-tuck joints & seal)	1	50	Electric Fund	General maintenance of the brick structures. This is a historical site.	\$40,000	\$40,000					\$80,000		\$80,000	C
582	Electric	Replace Windows	3	50	Electric Fund	Existing windows are the original single pane steel framed and not energy efficient. Many of the window sills and frames are deteriorated to the point that water is coming in and further damaging the building.		\$50,000	\$50,000				\$100,000		\$100,000	C

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582	Electric	Replace the underground electric cable in the Wooded Lane area.	2	40 years	Electric Fund	The underground electric system in the Wooded Lane area is 35 years old. The normal life expectancy of this type of cable is 35 years. The proposal is to replace the total primary system cable and replace the secondary/service cables on an as needed basis.	\$100,000	\$100,000					\$200,000		\$200,000	C
582	Electric	Pole Replacement and Line Reconstruction	2	50	Electric Fund	Most of the older poles in the City of Marshall are Creosote treated poles and have a life expectancy of 30 - 40 years. Creosote, is not environmentally acceptable by today's standards. In most recent history, the City has purchased Penta and CCA treated poles. Many of the poles in the City of Marshall's electric system are older than 60 years and are in need of replacement. The plan is to replace several poles and conductor (if needed) per year to get the poles in the system more environmentally friendly and safe.	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$240,000		\$240,000	C
582	Electric	Kalamazoo River Dam Project	1	50	Electric Fund - Bond	The FERC is requiring that all trees, stumps and root system systems be removed from the earthen embankment between the spillway's. This will require a geotechnical investigation be completed to determine to what extent the embankment must be excavated and replaced. This budgetary number was created assuming the top eight feet of the embankment would need to be removed and reconstructed.	Unknown	Unknown					\$0		\$0	PC
582	Electric	Substation Relay Replacement	1	30	Electric Fund	Replace outdated substation relays with new microprocessor based relays. Brings system protection schemes to modern day technology.	\$30,000	\$30,000					\$60,000		\$60,000	C
582	Electric	Circuit Upgrade	2	50	Bonding	Partial Conversion of 4kv System to 12kv. This will relieve the heavily loaded 4kv system and reduce line losses.	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000		\$1,500,000	C
						<b>TOTAL</b>	<b>\$460,000</b>	<b>\$710,000</b>	<b>\$840,000</b>	<b>\$790,000</b>	<b>\$290,000</b>	<b>\$290,000</b>	<b>\$3,380,000</b>	<b>\$0</b>	<b>\$3,380,000</b>	
210	Farmer's Market	Farmer's Market Pavillion	4	25	Farmer's Market/Grants	Pavillion to cover a portion of the Farmer's Market area in the Green St. parking lot			\$0				\$0	\$150,000	\$150,000	PC
101	Fire	Structural Fire Fighting Protective Clothing Purchase	1	10	General Fund	With our turn-out gear being quickly outdated and non-compliant, it is imperative to set up a program to not only keep our fire fighters in current gear but to lessen the financial burden of having to make a one time purchase. This CIP should be placed in perpetuity so as to keep up with the ever changing standards and rules for protective clothing.		\$5,000		\$5,000			\$15,000		\$15,000	C
101	Fire	Fire Hose Replacement	1	10	General Fund	Our current hoses are not NFPA Code Compliant. We have depleted our hose reserves	\$5,400						\$5,400		\$5,400	C
						<b>TOTAL</b>	<b>\$5,400</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$20,400</b>	<b>\$0</b>	<b>\$20,400</b>	
536	Marshall House	Apartment Remodeling	2	15	Marshall House Fund - HUD Reserves	Remove old and replace with new cabinets, countertops and floor coverings with vinyl base. Current items from original construction in 1979. Based on 4 units/year	\$88,000	\$88,000	\$88,000	\$88,000			\$352,000		\$352,000	C
536	Marshall House	Sidewalk Replacement	3	40	Marshall House Fund	Allowance for replacement of deteriorated concrete sidewalk (10% replacement)					\$29,400		\$29,400		\$29,400	C
536	Marshall House	Front Entry Phone & Video Upgrade	3	30	Marshall House Fund	Upgrade of secured front door phone entry system to include enhanced video identification. Install new phone panel and security pod scanner for entry into the building. Install video screens in each unit for visual identification of caller or visitor			\$250,000				\$250,000		\$250,000	C
536	Marshall House	Window Repair/Water Infiltration	3	40	Marshall House Fund	Replace and Repair the flashing on all windows				\$250,000	\$250,000		\$500,000		\$500,000	C
536	Marshall House	Ceiling Tiles & Lights	2	25	Marshall House Fund	Replace suspended ceiling tiles and lighting fixtures in common areas	\$36,000						\$36,000		\$36,000	C
536	Marshall House	Hallway Flooring	2	10	Marshall House Fund	Replace the flooring in hallways and elevator lobby area	\$14,500	\$14,500					\$29,000		\$29,000	C
536	Marshall House	Replace Steel Entrance Service Doors	2	20	Marshall House Fund	They are the original doors of the facility and have long outlived their expected life.	\$8,000						\$8,000		\$8,000	C



FUND	Department	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	2021-2022 Expenditure	2022-2023 Expenditure	2023-2024 Expenditure	City Expenditure	Other Funds or Grant Share	Total Expenditure	Council - C Planning Council PC
536	Marshall House	Renovation of Salon	4	20	Marshall House Fund	The salon and its equipment have long outlived its estimated useful lifespan.		\$8,000					\$8,000		\$8,000	C
536	Marshall House	Replace Pole Mounted Lighting on walkways	2	30	Marshall House Fund	Replace inefficient pole mounted lighting along pedestrian walkways					\$32,000		\$32,000		\$32,000	C
536	Marshall House	Replace Water Softeners	3	10	Marshall House Fund	The water softeners will be exceeding their useful lifespan in fifteen years and will need to be replaced.				\$8,000			\$8,000		\$8,000	C
						<b>TOTAL</b>	\$146,500	\$110,500	\$338,000	\$346,000	\$311,400	\$0	\$1,252,400	\$0	\$1,252,400	
661	Motor Pool	Powerwash and Paint DPW Garage	3	20	Motorpool - General Fund	Powerwash, prime, and paint DPW garage	\$8,000						\$8,000		\$8,000	C
661	Motor Pool	2019 Purchases	1	Variable	Motorpool	Zero Turn Mowers \$30,000 - Police Cruiser \$29,500	\$59,500						\$59,500		\$59,500	C
661	Motor Pool	2020 Purchases	3	Variable	Motorpool	119-Electric Dept. Pickup,306- DPW Plow Truck, 313-DPW 1 Ton Dump, 709 -REC Dept. Tractor, M-4 Police Cruiser		\$273,000					\$273,000		\$273,000	C
661	Motor Pool	2021 Purchases	3	Variable	Motorpool	110-WW pickup truck, 112- Pool Vehicle, 116-Power House Pickup, 362-Toolcat, 730-Zero-turn mower, 732-Zero-turn mower, 733-Zero-Turn mower, M1-Police Vehicle, M2-Police Vehicle, M5-Police Vehicle, M7-Police Vehicle			\$283,000				\$283,000		\$283,000	C
661	Motor Pool	2022 Purchases	3	Variable	Motorpool	120-Pickup Truck, 731-Zero-turn mower				\$38,000			\$38,000		\$38,000	C
661	Motor Pool	Repair Parking Lot at DPW Garage	2	15	Motorpool	Crack-fill, sealcoat, and stripe asphalt parking lot at DPW Garage		\$12,000					\$12,000		\$12,000	C
						<b>TOTAL</b>	\$67,500	\$285,000	\$283,000	\$38,000	\$0	\$0	\$673,500	\$0	\$673,500	
101	Parks	Shearman Park Senior Exercise Equipment	3	20	General Fund/ Misc Grants	Purchase and install senior exercise equipment							\$0	\$15,000	\$15,000	C
101	Parks	Phase V Riverwalk Design	4	30	Local Grants 100%	Design the next phase of Kalamazoo Riverwalk extending from Kalamazoo Ave. westerly to Pearl St .sub-station area.						\$0	\$0	\$37,500	\$37,500	PC
101	Parks	Ketchum Park Sub Project #1 - Overlook & Slope Restoration	1	40	Various Grants	Main Park Overlook Structure and Bank Restoration. TBD by Master Plan	\$0						\$0	\$150,000	\$150,000	PC
101	Parks	Ketchum Park Project 2	3	40	Various Grants	TBD by Master Plan			\$0				\$0	\$150,000	\$150,000	PC
101	Parks	Ketchum Park Project 3	3	40	Grants	TBD by Master Plan					\$0		\$0	\$150,000	\$150,000	PC
						<b>TOTAL</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$502,500	\$502,500	
101	Police	Radar/Laser Speed Detection	2	8	General Fund	Current radar units are non-repairable and have reached their useful life		\$6,300					\$6,300		\$6,300	C

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						<b>TOTAL</b>	\$0	\$6,300	\$0	\$0	\$0	\$0	\$6,300	\$0	\$6,300	
208	Recreation	Replacement of Athletic Field Light System	2	30	Recreation Fund	The current lights on diamond #1 & #2 are approaching the end of their expected life. The entire system should be replaced.	\$30,000						\$30,000		\$30,000	C
208	Recreation	Canoe/Kayak Trailer and Storage Systems	4	5	Enbridge Grant/Rec Fund	Three 2 person kayaks, 18 ft. trailer, 1 garage door opener		\$6,400					\$6,400		\$6,400	C
208	Recreation	Seal Coating Athletic Field Parking Lot & Pathways. Striping of Parking Lot	2	3-5	Recreation Fund	Seal Coating Athletic Field Parking Lot & Pathways is considered routine maintenance. Seal Coated Sept. 2013.	\$15,000			\$15,000			\$30,000		\$30,000	C
208	Recreation	Roofing - Athletic Field Concession/Restroom Building	3	25	Recreation Fund	Replacement of shingles on Concession/Restroom Building.					\$15,000		\$15,000		\$15,000	C
208	Recreation	Outdoor Basketball Courts	4	20+	Recreation Fund	This project will encompass a new full size outdoor basketball court on the south side of the Athletic Field. This will include excavating & leveling, base, blacktop courts, (2) hoops, nets and striping court lines.						\$25,000	\$25,000		\$25,000	PC
208	Recreation	Dug-Outs, Diamond #3 & #4	3	25	Recreation Fund	Dug-outs for diamonds #3 & #4 can provide additional safety and protection to players while separating from spectators which is desired for tournament/league play. This will add a professional element to the facility and may help to expand programming/rentals. POSTPONE PROJECT FROM FY 16 & FY 17 TO FY 19 & FY 20		\$30,000		\$15,000			\$45,000		\$45,000	C
208	Recreation	RECROWN , DIAMONDS #1, #2, #3, #4	2	2	Recreation Fund	LASER RECROWN, NEW BATTERS BOX, NEW PITCHING MOUNDS ON ALL FOUR DIAMONDS. CONSIDERED A VITAL PRESERVATION MEASURE FOR DIAMONDS TO ENSURE A PROFESSIONAL SURFACE, WHICH IS EXPECTED BY PLAYERS. RECOMMEND RE-CROWN EVERY 4-5 YRS. LAST RECROWN AUG. 2010			\$20,000			\$20,000	\$40,000		\$40,000	C
208	Recreation	Athletic Field Fencework	2	30	Recreation Fund	Improve and replace existing fencework and backstops at the Athletic Field. Current Fencing is getting old and is in bad shape.	\$30,000						\$30,000		\$30,000	C
						<b>TOTAL</b>	\$75,000	\$36,400	\$20,000	\$30,000	\$15,000	\$45,000	\$221,400	\$0	\$221,400	
202/203	Streets	Eagle St - Green to Hanover	1	25	Act 51	Full depth mill and resurface		\$60,000					\$60,000		\$60,000	C
202/203	Streets	Eagle St - Green to Mansion	1	25	Act 51	Full depth mill and resurface		\$85,000					\$85,000		\$85,000	C
202/203	Streets	Elk - Arms to Michigan Ave	1	25	Act 51	2" mill and overlay				\$22,000			\$22,000		\$22,000	C
202/203	Streets	Hill Rd Court - Entire street	1	25	Act 51	Full depth mill and resurface	\$45,000						\$45,000		\$45,000	C
202/203	Streets	Hill Rd - Wooded Ln to Cul-de-Sac	1	25	Act 51	Full depth mill and resurface	\$79,000						\$79,000		\$79,000	C
202/203	Streets	Jefferson St. - Green to Hanover	1	25	Act 51	Full depth mill and resurface			\$45,000				\$45,000		\$45,000	C
202/203	Streets	Jefferson St. Michigan Ave to Mansion	1	25	Act 51	Full depth mill and resurface			\$60,000				\$60,000		\$60,000	C
202/203	Streets	Liberty - Spruce to Michigan Ave	1	25	Act 51	2' mill and Overlay			\$89,000				\$89,000		\$89,000	C
202/203	Streets	Mansion St - Madison to High	1	25	Act 51 - Small Urban Grant Funds	Full Reconstruction		\$25,000					\$25,000	\$85,000	\$110,000	C
202/203	Streets	Mansion St - High to Michigan Ave	1	25	Act 51 - Small Urban Grant Funds	2' mill and Overlay		\$30,000					\$30,000	\$115,000	\$145,000	C
202/203	Streets	N Kalamazoo - Mansion to North Dr	1	25	Act 51 - TEDF Cat F Funds	Mill and resurface	\$90,000						\$90,000	\$282,000	\$372,000	C
202/203	Streets	North Dr/East Dr - Michigan Ave to Madison	1	25	Act 51 - Small Urban Grant Funds	2" mill and overlay		\$45,000					\$45,000	\$175,836	\$220,836	C
202/203	Streets	Prospect - Kalamazoo to Sycamore	1	25	Act 51	Full depth mill and resurface	\$56,000						\$56,000		\$56,000	C
202/203	Streets	Spruce St - Marshall to Liberty	1	25	Act 51	2' mill and Overlay			\$25,000				\$25,000		\$25,000	C
202/203	Streets	Wooded Ln - East Dr to Hill	1	25	Act 51	Full depth mill and resurface	\$51,000						\$51,000		\$51,000	C

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202/203	Streets	Monroe St Bridge Construction	2	40	Act 51 - Bridge Grant	Reconstruction of Monroe St. Bridget	\$110,000						\$110,000	\$2,270,000	\$2,380,000	C
202/203	Streets	Monroe St Bridge Engineering	2	40	Act 51	Construction Management and Testing for bridge reconstruction	\$115,000						\$115,000		\$115,000	C
202	Streets	Major Street Rehabilitation Project TBD	3	15	Act 51	Major Street Rehab Project - TBD					\$50,000		\$50,000		\$50,000	C
202	Streets	Major Street Rehabilitation Project TBD	3	15	Act 51	Major Street Rehab Project - TBD				\$50,000			\$50,000		\$50,000	C
202	Streets	Major Street Rehabilitation Project TBD	3	15	Act 51	Major Street Rehab Project - TBD						\$50,000	\$50,000		\$50,000	C
203	Streets	Local Street Rehabilitation Project TBD	3	15	Act 51	Local Street Rehab Project - TBD				\$45,000			\$45,000		\$45,000	C
203	Streets	Local Street Rehabilitation Project TBD	3	15	Act 51	Local Street Rehab Project - TBD					\$100,000		\$100,000		\$100,000	C
203	Streets	Local Street Rehabilitation Project TBD	3	15	Act 51	Local Street Rehab Project - TBD						\$100,000	\$100,000		\$100,000	C
202/203	Streets	Major & Local Street Maintenance	3	5	Act 51	Major & Local Street Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000		\$100,000		\$100,000	C
						<b>TOTAL</b>	<b>\$566,000</b>	<b>\$265,000</b>	<b>\$239,000</b>	<b>\$137,000</b>	<b>\$170,000</b>	<b>\$150,000</b>	<b>\$1,527,000</b>	<b>\$2,927,836</b>	<b>\$4,454,836</b>	
590	Wastewater	I & I Study (Inflow and Infiltration)	2	15	Wastewater Fund	An I & I Study will determine where the infiltration and inflow areas are in the City's Sewer System. This will allow us to budget in the future the repairs of the City's sewers.		\$65,000					\$65,000		\$65,000	C
590	Wastewater	Water Meter Upgrade	3	30	Wastewater Fund	Change out and upgrade all water meters in the city. New meter will be read automatically.		\$130,000	\$150,000	\$150,000			\$430,000		\$430,000	C
590	Wastewater	Partello Road Lift Station Replacement	1	25	Wastewater Fund	Due to the age (20 yrs) and on-going maintenance to the lift station replacement is recommended. Electric will be upgraded to 480V 3-phase for efficiency and equipment life							\$0		\$0	C
590	Wastewater	New Raw Sewage Pump VFDs	1	10	Wastewater Fund	Current VFDs need to be replaced due to age. Adding a third VFD to our third pump will allow us to rotate the pumps and increase the useful life of all three raw sewage pumps.	\$30,000						\$30,000		\$30,000	C
590	Wastewater	Channel Monster Cartridge Replacement	2	5	Wastewater Fund	It is recommended by the manufacturer to replace the cutter cartridge in the Channel Monster every five years.			\$40,000				\$40,000		\$40,000	C
590	Wastewater	Muffin Monster cartridge replacement	2	5	Wastewater Fund	It is recommended by the manufacturer to replace the cutter cartridge in the in-line Muffin Monster every five years. We have three of these units.					\$40,000		\$40,000		\$40,000	C
590	Wastewater	Sewer Condition Assessment	1	10	Wastewater Fund	Televise and evaluate the entire sanitary sewer collection system to assess and prioritize repairs. Software with assessment data will be integrated into our current GIS.	\$94,000						\$94,000		\$94,000	C
590	Wastewater	Sewer Lining	1	30	Wastewater Fund	Project will line sewers which have experienced failure and root penetration. FY18 TBD FY20 TBD		\$60,000					\$60,000		\$60,000	C
590	Wastewater	New Sludge Thickening/De-watering Process	3	20	Wastewater Fund	The current equipment will be 20 years old and the polymer agent used in the process is no longer produced. A suitable replacement is not expected. We have enough polymer to last about 4 years. With a new system, Class A biosolids may be				\$500,000			\$500,000		\$500,000	C
590	Wastewater	Clarifier Rehabilitation	3	25	Wastewater Fund - Possible Bonds	Rehabilitate concrete and steel structures in each of 4 clarifiers do to age and corrosion. Rehad/Replace clarifier drive mechanisms due to age and wear. Coat all concrete surfaces with marine grade coating.		\$325,000	\$325,000				\$650,000		\$650,000	C
						<b>TOTAL</b>	<b>\$124,000</b>	<b>\$580,000</b>	<b>\$515,000</b>	<b>\$650,000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$1,909,000</b>	<b>\$0</b>	<b>\$1,909,000</b>	

FUND	Department	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	2021-2022 Expenditure	2022-2023 Expenditure	2023-2024 Expenditure	City Expenditure	Other Funds or Grant Share	Total Expenditure	Council - C Planning Council PC
591	Water	Replace Water Main on S. Marshall	1	30	Water Fund - Bond	Replacement of 4' water main from Hughes St. to Powerhouse on S. Marshall	\$11,550						\$11,550		\$11,550	C
591	Water	Water Main S. Marshall St.	3	30	Water Fund	Replace existing 4' cast iron with 8' pipe on S. Marshall between Green St. and Raymond.					\$456,000		\$456,000		\$456,000	C
591	Water	New 600k Water Tower	2	50	Water Fund -Bond	Install new 600,000 gallon water tower at the MRLEC site.		\$3,400,000					\$3,400,000		\$3,400,000	PC
591	Water	Water Treatment Plant Piping and Filter Inspection	2	15	Water Fund	Remove piping insulation and inspect condition of water mains and iron removal filters for defects.		\$20,000					\$20,000		\$20,000	C
591	Water	Upgrade SCADA at WTP	1	20	Water Fund	SCADA was partially installed in 2012. The PLC's that run the programming at the WTP are outdated	\$90,000						\$90,000		\$90,000	C
591	Water	New Office at WTP	2	20	Water Fund	In 2006 the Water Dept. was moved back to the WTP without sufficient storage or office space	\$40,000						\$40,000		\$40,000	PC
591	Water	Siding on Well Houses 1-3	3	20	Water Fund	Side and insulate Well Houses 1-3	\$15,000						\$15,000		\$15,000	C
591	Water	Water Main replacement Jefferson St	1	30	Water Fund	Replace 2 sections of 4' cast iron on Jefferson St between Mansion and Michigan - also between Hanover and Green			\$150,000				\$150,000		\$150,000	C
591	Water	Water Main installation Kalamazoo and Brewer	1	30	Water Fund	Replace 4' cast iron with 8' pipe.							\$0			C
591	Water	Water Main installation Eagle St.	1	30	Water Fund	Replace existing 4' cast iron with 8' pipe. Eagle St. between Hanover and Michigan.		\$150,000					\$150,000		\$150,000	C
591	Water	Replace aging 6" water main on W. Prospect	1	30	Water Fund - Bond	Replace aging 6' water main on W. Prospect between Kalamazoo and Mulberry and from between Linden and Verona.					\$360,000		\$360,000		\$360,000	C
591	Water	Water meter change out	3	30	Water Fund-Bonding -DWRF	Phase 1 would be to change out meter larger than 1 1/2'. Phase 2 & 3 would be to change out meters smaller than 1'		\$130,000	\$150,000	\$150,000			\$430,000		\$430,000	C
591	Water	Replace Filter Media	2	15	Water Fund	Media has projected life of 12-15 Years				\$80,000			\$80,000		\$80,000	C
591	Water	Install 16" EZ Valve at Water Plant	1	30	Water Fund	Install 16" EZ Valve outside Water Plant as suggested by DEQ	\$34,000						\$34,000		\$34,000	C
591	Water	Replace Roof and Paint WTP	1	25	Water Fund	Roof, Insulation, and paint on the outside of the WTP is in need of repair	\$32,000						\$32,000		\$32,000	C
<b>TOTAL</b>							<b>\$222,550</b>	<b>\$3,700,000</b>	<b>\$300,000</b>	<b>\$230,000</b>	<b>\$816,000</b>	<b>\$0</b>	<b>\$5,268,550</b>	<b>\$0</b>	<b>\$5,268,550</b>	

<b>GENERAL FUND TOTALS</b>	<b>\$50,500</b>	<b>\$138,300</b>	<b>\$27,000</b>	<b>\$27,000</b>	<b>\$10,000</b>	<b>\$15,000</b>	<b>\$267,800</b>	<b>\$517,500</b>	<b>\$785,300</b>
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## Glossary of Governmental Financial Terms

The Annual Budget contains terminology that is unique to public finance reporting and budgeting. To assist the reader of the Annual Budget, this budget glossary is included.

### A

**Accounts Payable.** Amounts owed to others for goods and services received and assets acquired.

**Accounts Receivable.** Amounts due from others for goods furnished and services rendered. Such amounts include reimbursements earned and refunds receivable.

**Accrual Basis of Accounting:** A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Activity.** A specific line of work carried on by a governmental unit in order to perform its function as specified by constitutional, statutory, or administrative fiat which specific expenses/expenditures are recorded.

**Ad Valorem:** According to value. "A method of taxation using the value of the item taxed to determine the amount of tax.

**Allocation.** A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities or objects.

**Allotment.** A portion of an appropriation set aside for use during a certain period or for a particular purpose.

**American Municipal Power, Inc.(AMP).** A corporation established to provide sources of power to participating organizations.

**Appropriation.** An authorization granted by the constitution or City Council to make expenditures or to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally calendar or fiscal year.

**Appropriation Line Item (ALI).** The specific purpose of appropriations as authorized by law and accounted for within its fund.

**Assessed Valuation:** The estimated value placed upon real and personal property by the assessor. In Michigan, the assessed value is required to be at 50% of true cash value.

**Asset.** Any item of economic value owned by a governmental unit. The item may be physical in nature (tangible) or a right to ownership (intangible) that is expressed in terms of cost or some other value.

**Audit.** The examination of some or all of the following items: documents, records, reports, systems of internal control, accounting procedures, and other evidence, for one or more of the following purposes: (a) determining the propriety, legality, and mathematical accuracy of proposed or consummated transactions; (b) ascertaining whether all transactions have been recorded; and (c) determining whether transactions are accurately reflected in the accounts and in the statements drawn therefrom in accordance with accepted accounting principles.

NOTE: The term "audit" is sometimes applied to the examination of a single transaction; for example, the audit of an invoice; that is, the checking of an invoice and supporting evidence for the purpose of approving the invoice for payment and properly reflecting the transaction in the accounts. This is referred to as preaudit. On the other hand, even a limited special audit involves the examination of documents, records, reports, systems of internal control, and other evidence. The term "audit" is, thus, of little significance when used without a modifier.

## B

**Balanced Budget.** A budget in which revenue and use of fund balance/fund equity is equal to or greater than expenses/expenditures in a fiscal period.

**Baseline Revenue.** Total revenue excluding revenue derived from one-time revenue items and tax structure changes. One-time revenue items typically include such things as an accounting change that results in a one-time revenue gain during the period when the change is implemented or a one-time transfer of revenue from one fund to another fund. Tax structure changes include tax rate increases or decreases, and additions to or subtractions from the base of a tax.

**Budget.** A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. NOTE: The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to City Council for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the legislature. The term is also sometimes confused with the budget document.

**Budget Year.** The fiscal year for which the budget is being considered; the fiscal year following the current year.

## C

**CAFR.** See Comprehensive Annual Financial Report.

**Capital Outlay.** A disbursement of money which results in the acquisition of or addition to fixed assets, i.e., land acquisition, building and construction, infrastructure improvements, and renovation.

**Carry-Forward.** A portion or total of the unspent balance of an appropriation that is made available for expenditure in the succeeding fiscal year.

**CIP:** Abbreviation for Capital Improvement Plan.

**Comprehensive Annual Financial Report (CAFR).** The official annual financial report of the City.

**Consumer Price Index (CPI).** A measure of the average change in prices over time in a fixed market basket of goods and services typically purchased by consumers. The CPI for all urban consumers covers about 80% of the total population.

**Cost-Benefit Analysis.** An analytical technique that compares the social costs and benefits of proposed programs or policy actions. All losses and gains experienced by society are included and measured in dollar terms. The net benefits created by an action are calculated by subtracting the

losses incurred by some sectors of society from the gains that accrue to others. Alternative actions are compared to choose one or more that yield the greatest net benefits, or ratio of benefits to costs.

The inclusion of all gains and losses to society in cost-benefit analysis distinguishes it from cost-effectiveness analysis, which is a more limited view of costs and benefits.

**Cost-Effectiveness Analysis.** An analytical technique used to choose the most efficient method for achieving a program or policy goal. The costs of alternatives are measured by their requisite estimated dollar expenditures. Effectiveness is defined by the degree of goal attainment, and may also (but not necessarily) be measured in dollars. Either the net effectiveness (effectiveness minus costs) or the cost effectiveness ratios of alternatives are compared. The most cost-effective method chosen may involve one or more alternatives.

**Countercyclical.** Actions aimed at smoothing out swings in economic activity. Countercyclical actions may take the form of monetary and fiscal policy (such as countercyclical revenue sharing or jobs programs). Automatic (built-in) stabilizers have a countercyclical effect without necessitating changes in governmental policy.

**Current Year.** The fiscal year in progress.

## D

**Debt Service:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Deficit.** The excess of liabilities and reserves of a fund over its assets.

**Department:** An administration or financial division of the City. Departments within the budget are City Manager, Public Works, Clerk, etc.

**Depreciation:** A noncash expense that reduces the value of an asset as a result of use, age, or obsolescence. Most assets lose their value over time and must be replaced at the end of their useful life.

**Downtown Development Authority (DDA) .** A tax increment finance authority (TIFA) that is permitted to collect a portion of the tax that is applicable to units located within the Downtown Development District.

## E

**Encumbrance.** A commitment related to unperformed contracts for goods and services which is recognized as a reservation of fund balance for financial reporting purposes.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedule for these services are established from time to time, to ensure that revenues are adequate to meet all necessary expenditures.

**Equipment.** Durable goods such as computers, desks, chairs, or cars.

**Expenditures.** Payments against appropriations that reduce the cash balance after legal requirements have been met. A fiscal year's expenditures are payments actually made in that fiscal year, regardless of the City's fiscal year in which the appropriations were reserved or encumbered for such payments.

## F

**FTE.** See Full-time Equated Position.

**FY.** Abbreviation for fiscal year.

**Fiscal Year (FY).** A 12-month accounting period that may not coincide with the calendar year. For the City of Marshall, the fiscal year begins July 1 and ends June 30. The year's title comes from the date that it ends, thus the fiscal year beginning July 1, 2015 and ending June 30, 2016 is fiscal year 2016.

**Fixed Charges.** Repetitive expenditures of which the amounts are more or less constant. These may repeat at various intervals, weekly, monthly, annually, etc. Examples are insurance premiums, contributions to pensions, and land and building rentals.

**Full-time Equated (FTE) Position.** Full-time equated (FTE) position in the classified service of City government. One full-time equated position is based on 2,080 work hours (26 two-week pay periods times 80 hours).

**Fund.** In governmental accounting a fund may be described as representing a distinct phase of the activities of government and is controlled by a self-balancing group of accounts in which all of the financial transactions of the particular phase are recorded. NOTE: A fund is both a sum of resources and an independent accounting entity. A self-balancing group of accounts must be provided for each fund to show the assets and other resources, on one hand, and obligations, surplus, and other credits, on the other. Accounts must also be set up to permit the identification of revenues and expenditures and receipts and disbursements with the fund to which they apply. Although the General Fund is available for all legally authorized purposes, the definition also applies to it, for the fund can be used for governmental purposes only and expenditures cannot be made from it without legal authorization.

**Fund Balance.** Net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources, and deferred inflows of resources).

## G

**GAAP:** Abbreviation for Generally Accepted Accounting Principles.

**Grant.** In governmental terminology, a contribution to or from a unit of government for specific or general purposes. This may take the form of donations, bequests, payments to or for local units, aid, reimbursements, etc.

**General Fund (GF).** The City General Fund covers all appropriation, expenditure and receipt transactions, except those for which special or statutory requirements demand separate fund accounting. Most of the traditional City services are included in the General Fund.

The accounts of the General Fund reflect the major share of the City's fiscal transactions. It is the predominant element in the annual budget review and enactment from the viewpoints of both appropriations and taxes. This is evidenced by the frequent identification of the "General" Fund with



the City of Marshall as a whole. The General Fund is financed by what are defined as general purpose and restricted revenues. General purposes are self-explanatory. Restricted revenues are those resources that, by statute, charter, ordinance, contract or agreement, are reserved to specific purposes, and expenditures that are limited by the amount of revenue realized.

**GF.** Abbreviation for General Fund.

**GFOA:** Abbreviation for Government Finance Officers Association.

## H

**Headlee Amendment.** Sections 25-34 (Article IX) provisions of the Michigan Constitution of 1963; also known as the Tax Limitation Amendment of 1978.

## I

**Internal Service Fund.** Internal service funds are those employed to finance industrial, commercial, and service activities of the City, the expenses of which are to be met by operating income; or to finance supply inventories for City departments. An example of an internal service fund would be Motor Pool, which owns and maintains various vehicles and equipment and rents such vehicles and equipment to City departments based on a predetermined rate schedule.

## L

**Lapse.** Appropriated amounts that are unspent or unobligated at the end of a fiscal year; appropriations are automatically terminated at the end of a fiscal year unless otherwise provided by law, or a purchase order is left open into the next fiscal year.

**Liabilities.** Amounts owed for items received, services rendered, expenses incurred, assets acquired, construction performed (regardless of whether invoices have been received), and amounts received but as yet unearned. Included are amounts owed for goods in the hands of contractors under the constructive delivery concept (when the records of the agency provide such information), and amounts owed under grants, pensions, awards, and other indebtedness not involving the furnishing of goods and services. The two classifications occurring most frequently are the following- Long Term (payment due in excess of the current fiscal year); and Short Term (payment due in the current year).

**Liabilities - Current:** Liabilities that will be due within a short time (usually one year or less) and that are to be paid out of current assets. Includes all amounts owed on the basis of invoices or other evidence of receipt of goods and services, other amounts owed for the purchase of goods and services even if not "due and payable", and deferred income (received but not earned).

**Local Development Finance Authority (LDFA).** A tax increment finance authority (TIFA) created to allow for the collection of a portion of the tax collected within the taxing district.

### **LONG-TERM AND UNFUNDED LIABILITIES:**

Liabilities that will not be due for a comparatively long time (usually more than one year). However, as they come within the one-year range, and are to be paid, such liabilities become current. Includes bonded debt, notes payable, and liabilities that will not become obligations until a later time (e.g., accrued annual leave in the case of appropriation accounts).

**Line Item.** An entry in an appropriations act which provides for expenditure authorization to an individual general ledger account.

**Lump Sum Appropriation.** An appropriation made for a stated purpose, or for a named department or program without specifying further the amounts that may be spent for specific activities or for particular objects of expenditure.

## M

**Management Plan.** A document developed by a department consisting of program descriptions, financial needs, program alternatives, and performance data; used to develop the Manager's budget proposal.

**Michigan South Central Power Agency (MSCPA).** An Agency consisting of five member municipalities organized to provide power to those member's customers. Marshall is a 24% owner in the Agency.

**Millage:** A rate of taxation expressed as mills per dollar.

**Municipal Employee's Retirement System (MERS).** The retirement system that covers all active City employees.

## N

**Negative Appropriations.** An appropriation consisting of negative dollar amounts which has as its purpose the reduction of appropriation expenditures of funds that have already been appropriated.

## O

**Obligations.** Amounts that the City may be required legally to meet out of its resources at a particular date.

**Operating Budget.** A budget that applies to all outlays other than capital outlays.

**Operating Expenditures.** In the City's accounting procedures, all charges incurred during a fiscal period for supplies, materials, services, grants-in-aid, debt service, and capital outlay that will affect the fund surplus or deficit of that period. It is immaterial whether payment has been made. The benefits of such expenditures may extend into subsequent periods.

**Outlays.** Obligations are generally liquidated when checks are issued or cash disbursed. Such payments are called outlays. In lieu of the issuance of checks, obligations also may be liquidated (and outlays may occur) by the maturing of interest coupons in the case of some bonds, or by the issuance of bonds or notes (or increases in the redemption value of bonds outstanding).

## P

**Personal Services.** Expenditures for payroll, including fringe benefits and related services such as consultants, physicians, and temporary services.

**Prior Year.** The fiscal year immediately preceding the current year.

**Program.** A narrower, more targeted focus on a specific aspect of the general objective addressed by a Department's program series. There are various numbers of programs grouped under each Department's program series.

## R

**Reserves.** While the City operates on the principle that unspent appropriation balances are canceled at the end of the fiscal year, certain provisions create deviations from this general rule. These exceptions include appropriations for capital additions, repair and alternations; special projects; and purchase orders on which the City is obligated, but on which delivery has not been made at June 30. In addition, included are amounts received from certain revenue sources that, by law, may be used only for specified purposes.

**Restricted Funds/ Restricted Revenue.** Appropriated funding earmarked by ordinance or by budget resolution to finance a specific activity or group of related activities.

**Revenue.** The income attributable to a designated fiscal accounting period that will affect the balance (surplus) or deficit resulting from the operations of that period. Certain items earned during that period are also considered revenue of that period even though the cash is not received until a subsequent period.

## S

**SEV:** Abbreviation for State Equalized Value.

**Special Program.** A regular recurring activity that is segregated in the accounts to control a special annual appropriation, or to establish a control for reporting purposes.

**Special Revenue Funds.** These are funds used to finance particular activities from the receipts of specific taxes or other revenue. Such a fund is created by ordinance or statute to provide certain activities with definite and continuing revenues. After the fund is created, it usually continues year after year until discontinued or revised by resolution. Accounting transactions are treated the same as they are in the General Fund.

## T

**Taxes.** Sums imposed by a government authority upon persons or property to pay for government services.

**Tax Increment Financing Authority (TIFA).** An authority established by City Council for the purpose of benefiting a specific district of the City of Marshall. The district may issue debt and is entitled to receive a portion of the taxes collected on parcels located within the district.

**Taxable Value:** This is a value used as a base for levying property taxes. Taxable values may only be increased by 5% or the rate of inflation, whichever is lower.

**Transfer.** An authorized transfer of funds between line items of a budget act. Appropriation transfers are categorized as either a transfer-in or a transfer-out.

**Transfer Request.** A request submitted to the Council to transfer funds between appropriation line-items within a fund.

**Trust and Agency Funds.** Trust funds consist of assets received and held by the City in a capacity similar to that of a trustee. Agency funds consist of money received by the City as agent for other governmental units. Most of the trust funds are of the expendable type, i.e.; the total resources are available for expenditure in accordance with provisions of the trust or other restrictions. Most trust and agency funds have receipts and make expenditures and it is necessary to set up accounts to

show the kind of receipts and the nature of expenditures. At the end of a fiscal period, receipts and expenditures are closed out and the difference is used to increase or decrease the fund balance. All receipts and expenditures of trust and agency funds are of a nonoperating nature.

## **W**

**Work Project.** A one-time, nonrecurring undertaking for the purpose of accomplishing a specific objective, the appropriation for which remains available until the work is completed. This does not include Work Orders.

A work project shall meet all of the following criteria:

- (a) The work project shall be for a specific purpose.
- (b) The work project shall contain a specific plan to accomplish its objective.
- (c) The work project shall have an estimated completion cost.
- (d) The work project shall have an estimated completion date.

## **Y**

**Year-End Closing.** The period necessary for all accounting transactions to be completed from the previous fiscal year until the Comprehensive Annual Financial Report (CAFR) is audited and published within 6 months after the end of the fiscal year.

## **Z**

**Zero-Base Budgeting.** A process emphasizing management's responsibility to plan, budget, and evaluate. Zero-base budgeting provides for analysis of alternative methods of operation and various levels of effort. It places new programs on an equal footing with existing programs by requiring that program priorities be ranked, thereby providing a systematic basis for allocating resources.