

City of Marshall, Michigan

FY 2023 Proposed Budget



Joe Caron, Mayor

Council Members:

Scott Wolfersberger, Ward One

Jim Schwartz, Ward Two

Jacob Gates, Ward Three

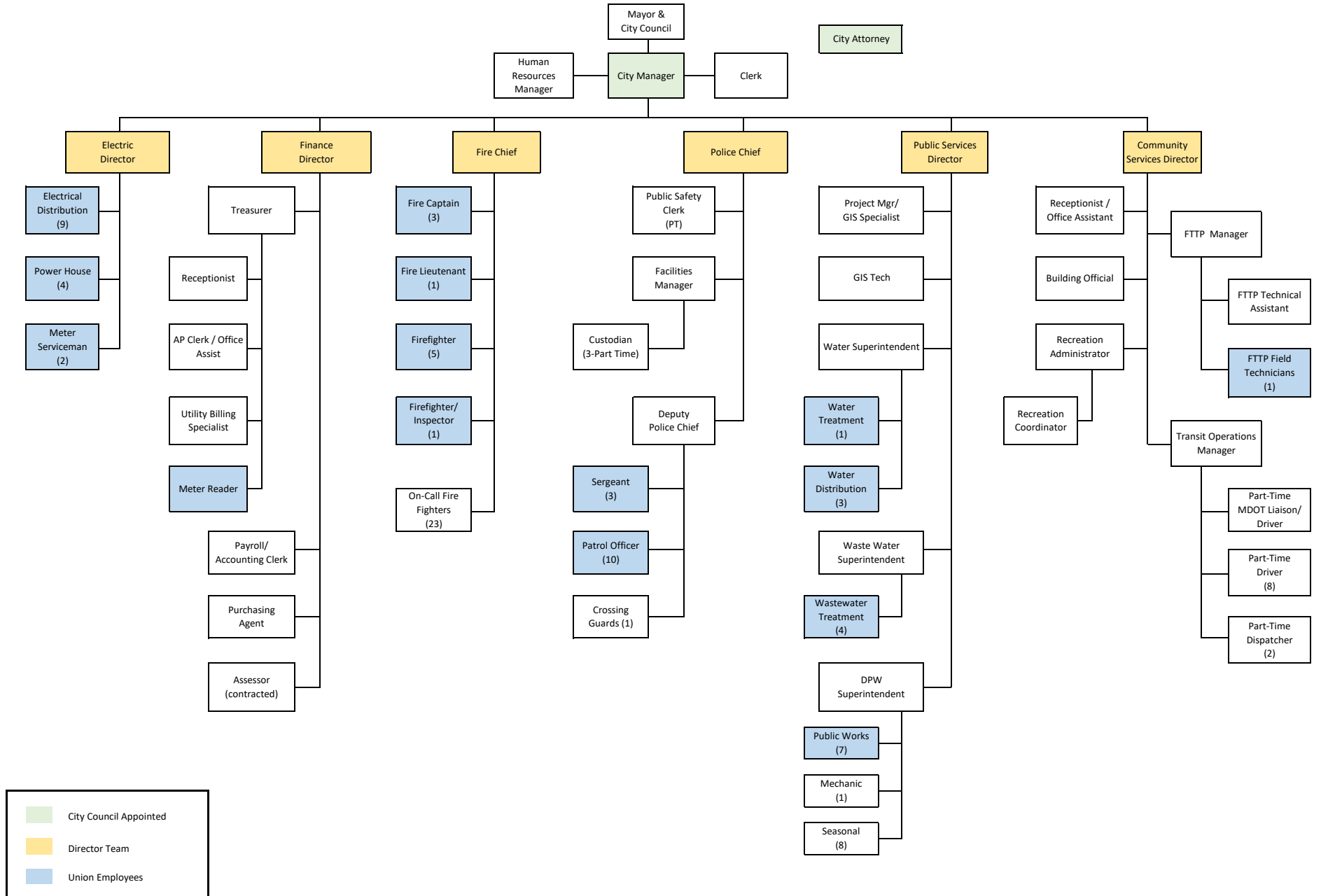
Jen Rice, Ward Four

Ryan Underhill, Ward Five

Ryan Traver, At-Large

City of Marshall - Organization Chart

Revised 03/15/2022



BUDGET INTRODUCTION

The City of Marshall's largest source of revenue, like many local units of government across Michigan, is property taxes. In the State of Michigan, property tax growth is restricted to the cost of living for existing properties plus the taxes on new construction.

Real property values are rising modestly and are reflected in the anticipated slight increase in tax revenues. Personal property tax reform in the State of Michigan continues to restrict the amount of taxes the City can collect on personal property.

Another large source of revenue for the General Fund is State shared revenues. Revenue levels have seen modest growth as these funds are based on State sales tax collection, which continues to be a stable source of revenue. There are two parts to State shared revenue: Constitutional and Statutory. Constitutional revenue is distributed based on a formula and is mandated by the State Constitution. Statutory revenue is subject to the City completing additional requirements to receive this revenue.

The City has two new funds this budget cycle: the American Rescue Plan Act (ARPA) fund and a Debt Service fund. The ARPA fund will reflect the activity for federal funds received and projects paid for with federal dollars. This is a Special Revenue fund. The Debt Service fund will reflect the activity for the debt payments for the Unlimited Tax General Obligations bonds for road improvements.

The City continues to market available land within the Industrial Park. The 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 FY2023 reflects this philosophy.

CITY OF MARSHALL

FY 2023 BUDGET CALENDAR

AND

INFORMATION GUIDE

FY 2023 Budget

**CITY OF MARSHALL
BUDGET CALENDAR for FISCAL YEAR 2023**

December 2021	PT & OT requests due to Tracy Hall
December 2021	Wage Model Completed by Tracy Hall
January 11, 2022	Budget Kickoff and Training
January 31, 2022	Technology Budget and Rates Completed for Internal Service Fund
January 31, 2022	Motor Pool Budget and Rates Completed for Internal Service Fund
January 31, 2022	PSB Rentals Budget and Rates Completed for Internal Service Fund
February 11, 2022	Department Budget Entry is complete for status quo (no increases) budget
February 22, 2022	Department Head meeting to discuss budget
February 22, 2022	FY2023 – FY2028 CIP Public Hearing and Council Adoption
February 25, 2022	Budget Impacts due using format sent by Finance.
March 1 through March 11, 2022	All requests are reviewed and BSA entries have final review by Finance
March 15, 2022	City Manager and Directors meet to review budget.
March 16 through March 25, 2022	Meeting with department heads to review each dept. budget/impacts
April 4, 2022	Proposed budget book distributed to Council at the City Council meeting
May 2, 2022	Council sets Public Hearing for adoption of final budget for May 16, 2022
May 3 through May 16, 2022	Budget on file and available for public inspection in the Clerk's office.
May 16, 2022	Public Hearing and final Adoption of FY 2023 Budget.
July 1, 2022	FY 2023 Budget goes into effect.

CITY OF MARSHALL

FY23 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 custodial). 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, Municipal Streets, Recreation Fund, Airport, 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.

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.

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, solid waste, public transportation (DART), FTTP (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.

CUSTODIAL FUNDS

Custodial 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. Custodial funds are accounted for on a full accrual basis. The City of Marshall does not adopt a budget for custodial funds as one is not legally required.

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 16, 2022

To: Honorable Mayor, City Council and Citizens of Marshall

Subject: Transmittal of the **FY 2023 Proposed Budget**, Fiscal Year Ending June 30, 2023

Dear Mayor, Council Members and Citizens:

We are pleased to provide the proposed Fiscal Year (FY) 2023 Budget in accordance with the City Charter. This annual budget represents the preparation and collaboration of directors, their staff, City Administration and the Budget Finance Review Committee. This budget was challenging as we sought to identify new revenue sources and streamline expenditures in the General Fund as well as provide for equitable cost-sharing in the other funds.

Revenue and expenditures have been carefully reviewed to attempt to balance the General Fund budget. This budget uses \$169,633 of General Fund, fund balance. Of the \$169,633, \$100,000 is non-recurring and the remaining \$69,633 is recurring. Staff will continue to evaluate opportunities in FY 2023 to shrink the recurring deficit. There are currently no capital expenditures identified in the General Fund budget. Staff will bring capital items to Council as needed on a case-by-case basis during FY 2023. We anticipate that use of fund balance will be required for General Fund capital expenditures.

OVERVIEW OF CITY BUDGET

Listed below are some of the highlights of the FY 2023 Proposed Budget.

- The General Fund budget, exclusive of Recreation, Farmer's Market, and Airport activities, contained in this budget document is not balanced for recurring operations by \$69,633. Fund Balance Reserves are used for one-time expenditures of \$100,000 which is consistent with budgeting best practices of matching one-time revenues to one-time expenditures.
- The FY 2023 MRLEC Operations budget projects a \$98,000 use of fund reserves. Staff met with the County to discuss a rent increase for the Law Enforcement Center participants as costs are exceeding revenues. Both the County and the State are on different fiscal years so revenue will continue to lag behind expenditures until adjustments are made. The city receives a retroactive reimbursement for partners' shares of this facility.

- The Compost activity in the General Fund (101-523) is receiving \$30K of support from the increased Leaf, Brush and Compost millage fund.
- The American Rescue Plan Act and SAFER grant funds are new for FY 2023's budget. These funds will account for the proceeds and expenditures of the federal grants awarded to the City.
- The budgets for FY 2023 for the FiberNet Fund and the Electric Fund show a surplus as part of the deficit elimination plans presented to the State of Michigan.
- The FY 2023 Information Technology (formerly Data Processing) and Motor Pool funds show a planned use of fund balance reflecting additional technology needs and for the purchase of vehicles in the motor pool. Capital outlay in the Motor Pool (\$365,000) will provide for the replacement of seven units. The replacements include three mowers, one police patrol car, and one large and two small dump trucks for our DPW.

To enhance our management of the City fleet and to improve our funding mechanism for the Motor Pool Fund, a new financial model will be implemented that identifies the cost of replacement, overhead, maintenance/repair and fuel costs for each piece of equipment assigned and rented to each operational department in the City. This new model is being used in the FY 2023 and future budgets.

- The recommended staffing level for all funds is 87 FTEs. This is comparable to our current 2021/2022 fulltime staffing level.

Fund highlights are as follows:

GENERAL FUND

- The projected General Fund revenues (excluding Recreation, Farmer's Market, and Airport activities) for FY 2023 is slightly lower compared to FY 2022 budget primarily due to a change in the methodology of cost allocation to non-General Funds. The city hired a consultant to update the study in FY 2022 and have adopted the new methodology of calculating shared costs.
- The payroll line items in the various funds reflects wage increases for union personnel based on existing contracts and a 3% wage increase in FY 2023 for non-union personnel.
- The overall General Fund projected fund balance at the end of FY 2023 is \$3,271,069 or a decrease of 5.5% when compared to the estimated ending fund balance for FY 2022. This is primarily due to a non-recurring request for a financial consultant contract extension.

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 categorized as major and trunkline streets (16 miles-Major and 4 miles of Trunkline). It is anticipated that for FY 2023, total expenditures will be \$356K and total revenues will be \$774K and the fund balance at year end for the Major Street Fund is estimated to be \$773,182.

The Major MVH fund will have limited work completed in FY 2023. This is to allow growth of the fund balance after the Mansion, East Drive, and the North Drive MDOT Small Urban projects were funded and completed in the summer of 2021.

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 miles). Projected revenues for FY 2023 total \$199K and expected expenditures total \$243K. It is anticipated that the FY 2023 ending fund balance for the Local Street Fund will be \$467,804.

The Local MVH fund and portions of the millage fund will be used in FY 2023 to fund the street construction portions of the Prospect Street Watermain and Street Improvements project.

Preventative maintenance activities such as crack filling are planned for both major and local streets.

MUNICIPAL STREET FUND

The Municipal Street Fund was created to account for the voted millage for street improvement as well as the bond proceeds related to street improvements. The FY 2023 expenditures are projected to be \$1.6 million using fund balance for FY 2023. It is anticipated that the FY 2023 ending fund balance for this fund will be \$886,659.

The end of FY 2023 will mark the beginning of the final construction season for the 2020 voter approved street millage. Under the millage, 3.28 miles of road are planned for milling and paving work during the upcoming construction season. The previous construction work resulted in 5 miles of road getting resurfaced under the street millage fund.

LEAF, BRUSH AND TRASH REMOVAL

The Leaf, Brush and Trash Removal Fund derives its revenue from a dedicated millage, approved and increased by the voters in August, 2020. The millage levy is anticipated to generate \$179K in revenues. The services provided are fall leaf collection, and spring brush pick-ups. The projected expenditures are \$145K. The goal for this Fund is to have a minimal Fund Balance at the end of each fiscal year.

MARSHALL HOUSE FUND

The Marshall House is a self-supporting operation that generates its revenues through Federal Section 8 Subsidy Payments and rents. For FY 2023, due to the anticipated sale, revenues and expenditures are projected to be \$80K reflecting staff time and the reimbursement of staff time. The fund is projected to have a net position of approximately \$2,059,387 at the end of FY 2022 which will be liquidated in FY23 after the sale.

FIBER TO THE PREMISE

The Fiber to the Premise (FTTP) is a utility approved by City Council in March 2017. The projected revenues for FY 2023 are \$1.3 million with expenditures projected at \$888K in accordance with the deficit elimination plan provided to the State of Michigan. The Fiber to the Premise fund is expected to have continued positive cash flow in FY 2023 due to a rate increase approved in March of 2021.

ELECTRIC FUND

The Electric Fund revenues for FY 2023 are projected to be \$19.4 million. FY 2023 expenditures including depreciation and amortization are estimated at \$16.7 million. This fund has provided a deficit elimination plan to the State which includes an approved rate increase as well as planned revenue growth in the Commercial section due to the marijuana industry.

DIAL-A-RIDE/AMC TRANSPORTATION FUND (DART)

The DART/AMC Fund FY 2023 budget is supported with \$204K of revenues from a millage levy, Federal and State funding of \$260K, and passenger fares of \$28K. Total FY 2023 revenues are estimated at \$523K. The FY 2023 projected expenditures are estimated at \$635K.

We are concerned about the ongoing ability to operate the DART/AMC program at its current level of service, as our operational expenses outpace the current level of federal and state funding. Additional work will be needed over the upcoming year to review operations and identify additional funding sources.

WASTEWATER FUND

The FY 2023 projected revenues are \$2.09 million. The FY 2023 projected expenditures of \$2.08 million include \$685K in capital outlay.

With the approval of the FY 2023 budget, the wastewater plant will see continued clarifier rehabilitation by duplicating recent efforts for the south clarifiers on the north clarifiers. The work will include inspection and integrity analysis of the structures and new mechanisms and bridges in the summer of 2023.

The purchase of a standby generator for Fountain Street Lift Station, the collection system's largest lift station, has also been included in the request.

Also included for funding in the FY 2023 budget is additional sewer main lining, the replacement of the sludge process grinder cutters, and an update to the department's master plan.

WATER FUND

The FY 2023 projected revenues are \$2.0 million. The FY 2023 projected expenditures are \$3.39 million due to the planned capital improvements of \$1.6 million.

This summer, 4,800 feet of watermain will be replaced on West Prospect Street in conjunction with the street improvement program. The replacement work will occur in two segments, Verona Road to N Linden Street and North Mulberry to North Eagle Street. In addition, 1,800 feet of watermain will be replaced on Industrial Road, (North Linden to Kalamazoo) and South Kalamazoo (RR tracks to Pearl Street). Both of these projects replace 1950/60 era cast iron watermain that have been subject to frequent breaks requiring emergency repairs.

To fund the operations and capital outlay in the wastewater and water funds to meet regulatory and health and safety requirements, rates will be increased by 1.5% for wastewater and 3% for water.

SOLID WASTE

The FY 2023 projected revenues are \$427K and projected expenditures \$372K. This fund is anticipated to have a net position of \$54,772 at the end of FY 2023.

BUDGET STRATEGIES

For the past several years, the City's budget has been balanced using multiple strategies for personnel/expenditure reductions, re-organizations centered on managing more efficiently with fewer resources, and higher than normal indirect

costs charged to other departments. The main goal is always to create a budget that is attainable and sustainable for the future.

This year was no exception, and in addition to the previous efforts identified above, we also carefully reviewed our existing fee structure and increased them where appropriate to cover our actual costs. As you review the revised fee schedule, you will notice that in most cases, we are suggesting a phased-in approach to the recommended fee increases.

CLOSING STATEMENT

The development of the City's proposed annual budget is a significant task for City Administration. This budget provides the fiscal framework required of a municipal operation to provide the services that our community expects, while at the same time being responsible about how those services are funded using the financial resources that are available. Staff will continue to investigate new and creative ways to improve our delivery of services to the community and create sustainability for our organization and the residents we serve.

Our team looks forward to working with you and our citizens through the adoption of the FY 2023 budget. I sincerely thank all the members of the staff and City Council for their hard work in preparation and consideration of this budget.

Respectfully submitted,

Derek N. Perry
City Manager



ADMINISTRATIVE REPORT
May 16, 2022 – CITY COUNCIL MEETING

TO: Honorable Mayor and City Council

FROM: Derek Perry, City Manager

SUBJECT: Budget Public Hearing & Resolution to Adopt City of Marshall Budget and Related Property Tax Millage Rates for Fiscal Year 2023.

BACKGROUND: The budget public hearing was scheduled by Council on May 2, 2022. Attached for your review and action is the resolution for the FY 2023 Budget that totals \$38,495,094 in expenditures and is in compliance with City Charter. This budget resolution reflects the proposed budget presented to you on April 4, 2022.

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 2023.

FISCAL EFFECTS: Establish budgetary amounts for the General Fund, Special Revenue funds, Debt Service Fund, 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 intensify the economic vitality of the Marshall area.

GOAL AREA 4 – INFRASTRUCTURE

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

Respectfully Submitted,

Derek Perry
City Manager

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cityofmarshall.com

CITY OF MARSHALL, MICHIGAN
RESOLUTION #2022-XX

THE CITY OF MARSHALL
GENERAL APPROPRIATION ACT AND TAX LEVY RESOLUTION
July 1, 2022 – June 30, 2023

Whereas, City Council has reviewed the City Manager's proposed budget for FY 2023 for the City of Marshall; and

Whereas, A public hearing has been held to obtain citizen input on the proposed budget; and

Whereas, an annual budget is required for purposes of compliance with City Charter and State of Michigan Uniform Budgeting and Accounting Act (Public Act 2 of 1968, as amended);

THE CITY OF MARSHALL RESOLVES that the following appropriations for the fiscal year, commencing July 1, 2022, and ending June 30, 2023, are hereby appropriated on a departmental level in the General Fund and fund total basis in all other funds as follows:

General Fund Revenues	
Taxes	4,149,021
Licenses & Permits	440,000
Intergovernmental	1,071,929
Charges for Services	696,384
Fines & Forfeitures	13,000
Interest	3,000
Miscellaneous	602,407
Transfers In	215,000
Recreation	407,710
Farmer's Market	25,750
Airport	160,634
Total General Fund Revenues	7,784,835

General Fund	
City Council	2,957
City Manager	256,499
Clerk	73,094
Chapel	1,715
Finance/Treasurer	615,373
City Assessor	71,633
Non-Departmental	741,886
City Hall	78,829
City Attorney	100,000
Other City Property	62,000
Human Resources	104,338
Police	2,157,705
Crossing Guards	2,677
Dispatch	190,000
Fire	1,245,916
Inspection	152,391
Streets	939,370
Engineering	58,900
Compost	36,757
Cemetery	153,942
PSB Operations	125,762
Planning & Zoning	60,444
Parks	128,186
Recreation	364,271
Farmer's Market	24,911
Airport	158,608
Total General Fund Expenditures	7,908,164

All Funds Revenues	
General Fund	7,784,835
MVH--Major & Trunkline	773,744
MVH--Local	198,560
Municipal Street Fund	-
Marshall Regional Law Enforcement Center	328,578
Leaf, Brush and Trash Removal	179,311
Federal Grant - Safer Grant	278,747
Drug Forfeiture	250
American Rescue Plan	364,456
NE Neighborhood Improvement Authority	41,080
South Neighborhood Improvement Authority	32,539
Local Development Finance Authority	763,524
Downtown Development Authority	248,958
Capital Improvement Bond Fund	475,000
Marshall House	80,105
Fiber to the Premise	1,283,010
Electric	19,382,753
Dial-A-Ride	522,618
Wastewater	2,094,500
Water	2,030,700
Solid Waste	426,597
Data Processing	266,832
Motor Pool	874,989
Total Revenues	\$ 38,431,686

All Funds Expenditures	
General Fund	7,908,164
MVH--Major & Trunkline	356,162
MVH--Local	243,272
Municipal Street Fund	1,627,998
Marshall Regional Law Enforcement Center	426,859
Leaf, Brush and Trash Removal	144,868
Federal Grant - Safer Grant	278,747
Drug Forfeiture	-
American Rescue Plan	-
NE Neighborhood Improvement Authority	127
South Neighborhood Improvement Authority	31,973
Local Development Finance Authority	1,256,737
Downtown Development Authority	178,649
Capital Improvement Bond Fund	447,224
Marshall House	80,105
Fiber to the Premise	888,542
Electric	16,729,648
Dial-A-Ride	634,996
Wastewater	2,084,903
Water	3,388,140
Solid Waste	371,825
Data Processing	266,899
Motor Pool	1,149,256
Total Expenditures	\$ 38,495,094

Total fund reserves (not including the capitalization of assets) shall be decreased by \$63,408 based on the FY 2023 revenues and expenditures for all funds.

RESOLVED, That the City Council does hereby levy a tax of 17.1629 mills, subject to Headlee rollback, for the period of July 1, 2022, through June 30, 2023 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 .7480 mills, subject to Headlee rollback, for the period of July 1, 2022, through June 30, 2023, 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 August 4, 2020.

The City Council does hereby levy a tax of 2.0 mills, subject to Headlee rollback, for the period of July 1, 2022, through June 30, 2023, 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 municipal street reconstruction for the City of Marshall as authorized by a vote of the citizens on November 3, 2020.

The City Council does hereby levy a tax of .9147 mills, subject to Headlee rollback, for the period of July 1, 2022, through June 30, 2023, 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 .9147 mills, subject to Headlee rollback, for the period of July 1, 2022, through June 30, 2023, 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 1.5592 mills, subject to Headlee rollback, for the period of July 1, 2022, through June 30, 2023, 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.

	Proposed FY23 Rates	Actual FY22 Rates	Difference
General Operating	17.1629	17.1629	-
Leaf, Brush and Trash Removal Services	0.7480	0.7480	-
Recreation	0.9147	0.9147	-
Municipal Street Fund	2.0000	2.0000	-
Dial-A-Ride	0.9147	0.9147	-
Downtown Development Authority	1.5592	1.5592	-
TOTAL	23.2995	23.2995	0.0000

RESOLVED, that 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 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 on the City's website and available for public inspection 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, Municipal Streets, 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, 2022.

Dated: May 16, 2022

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 16, 2022, 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, City Clerk

All Funds Revenues

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	% Change
General Fund					
Taxes	3,521,628	3,735,491	3,886,531	4,149,021	6.8%
Licenses & Permits	259,609	402,299	370,000	440,000	18.9%
Intergovernmental	1,194,541	1,516,497	1,037,035	1,071,929	3.4%
Charges for Services	110,184	125,174	135,730	696,384	413.1%
Fines & Forfeitures	22,237	12,935	11,800	13,000	10.2%
Interest	40,384	21,698	6,029	3,000	-50.2%
Miscellaneous	166,821	182,189	130,102	602,407	363.0%
Transfers In	1,639,091	1,667,438	1,768,820	215,000	-87.8%
S-Total General Fund	6,954,495	7,663,721	7,346,047	7,190,741	-2.1%
Recreation	357,652	327,406	452,154	407,710	-9.8%
Farmer's Market	20,417	18,168	22,100	25,750	16.5%
Airport	222,571	1,006,052	157,020	160,634	2.3%
Total General Fund	7,555,135	9,015,347	7,977,321	7,784,835	-2.4%
Special Revenue Funds					
MVH--Major & Trunkline	630,224	745,539	949,057	773,744	-18.5%
MVH--Local	301,301	308,531	236,034	198,560	-15.9%
Municipal Street Fund	-	4,817,049	-	-	
Marshall Regional Law Enforcement Center	328,077	439,743	328,826	328,578	-0.1%
Leaf, Brush and Trash Removal	107,794	114,336	173,848	179,311	3.1%
Federal Grant - Safer Grant	-	-	270,273	278,747	3.1%
Drug Forfeiture	2,131	250	-	250	
American Rescue Plan	-	-	364,456	364,456	0.0%
NE Neighborhood Improvement Authority	11,518	35,470	39,768	41,080	3.3%
South Neighborhood Improvement Authority	-	771,594	31,660	32,539	2.8%
Local Development Finance Authority	654,101	652,367	746,738	763,524	2.2%
Downtown Development Authority	175,422	186,744	242,614	248,958	2.6%
Total Special Revenue Funds	2,210,568	8,071,623	3,383,274	3,209,747	-5.1%
Debt Service Funds					
Capital Improvement Bond Fund	-	-	475,000	475,000	0.0%
Total Debt Service Funds	-	-	475,000	475,000	0.0%
Enterprise Funds					
Marshall House	895,855	918,257	1,064,020	80,105	-92.5%
Fiber to the Premise	846,946	1,106,892	1,203,000	1,283,010	6.7%
Electric	12,055,509	13,578,790	16,668,608	19,382,753	16.3%
Dial-A-Ride	585,417	591,085	622,007	522,618	-16.0%
Wastewater	2,098,287	1,975,923	1,950,879	2,094,500	7.4%
Water	2,289,865	1,998,250	2,007,246	2,030,700	1.2%
Solid Waste	-	206,682	330,900	426,597	28.9%
Total Enterprise Funds	18,771,879	20,375,879	23,846,660	25,820,283	8.3%
Internal Service Funds					
Information Technology	180,489	223,507	173,237	266,832	54.0%
Motor Pool	1,008,336	1,057,274	882,595	874,989	-0.9%
Total Internal Service Funds	1,188,825	1,280,781	1,055,832	1,141,821	8.1%
Total Revenues	29,726,407	38,743,630	36,738,087	38,431,686	4.6%

All Funds Expenditures

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	
General Fund					
General Government	2,219,913	2,147,660	2,271,040	2,234,086	-1.6%
Public Safety	3,203,236	3,497,151	3,682,911	3,596,298	-2.4%
Public Works	1,002,809	1,135,047	1,111,824	1,188,969	6.9%
Community Development	175,701	169,232	192,179	212,835	10.7%
Parks	87,175	90,511	82,118	128,186	56.1%
Capital Outlay	174,870	50,665	198,500	-	-100.0%
Sub-Total General Fund	6,863,704	7,090,266	7,538,572	7,360,374	-2.4%
Recreation	392,664	340,369	471,119	364,271	-22.7%
Farmer's Market	30,117	24,723	23,066	24,911	8.0%
Airport	146,172	1,077,623	167,203	158,608	-5.1%
Total General Fund	7,432,657	8,532,981	8,199,960	7,908,164	-3.6%
Special Revenue Funds					
MVH--Major & Trunkline	743,537	779,776	938,099	356,162	-62.0%
MVH--Local	126,227	201,884	587,236	243,272	-58.6%
Municipal Street Fund	-	427,515	1,874,877	1,627,998	-13.2%
Marshall Regional Law Enforcement Center	308,754	369,957	405,714	426,859	5.2%
Leaf, Brush and Trash Removal	120,853	113,053	150,411	144,868	-3.7%
Federal Grant - Safer Grant	-	-	270,273	278,747	3.1%
Drug Forfeiture	-	-	-	-	
American Rescue Plan	-	-	364,456	-	-100.0%
NE Neighborhood Improvement Authority	-	11,603	72,500	127	-99.8%
South Neighborhood Improvement Authority	-	683,374	24,544	31,973	30.3%
Local Development Finance Authority	469,404	395,539	593,537	1,256,737	111.7%
Downtown Development Authority	159,795	162,599	342,520	178,649	-47.8%
Total Special Revenue Funds	1,928,570	3,145,300	5,624,167	4,545,392	-19.2%
Debt Service Funds					
Capital Improvement Bond Fund	-	-	420,000	447,224	6.5%
Total Debt Service Funds	-	-	420,000	447,224	6.5%
Enterprise Funds					
Marshall House	764,796	697,405	950,001	80,105	-91.6%
Fiber to the Premise	1,127,936	1,072,449	998,492	888,542	-11.0%
Electric	12,221,737	15,295,834	14,696,472	16,729,648	13.8%
Dial-A-Ride	431,497	(32,150)	615,770	634,996	3.1%
Wastewater	2,057,832	1,608,423	2,510,671	2,084,903	-17.0%
Water	1,865,069	1,373,891	3,017,304	3,388,140	12.3%
Solid Waste	-	116,839	311,543	371,825	19.3%
Total Enterprise Funds	18,468,867	20,132,691	23,100,253	24,178,159	4.7%
Internal Service Funds					
Data Processing	174,753	184,467	222,123	266,899	20.2%
Motor Pool	855,171	893,845	1,459,024	1,149,256	-21.2%
Total Internal Service Funds	1,029,924	1,078,312	1,681,147	1,416,155	-15.8%
Total Expenditures	28,860,018	32,889,284	39,025,527	38,495,094	-1.4%
Excess of Revenues Over (Under) Expenditures	866,389	5,854,346	(2,287,440)	(63,408)	

Note: Totals include depreciation and capital outlay expense

FULL-TIME ALLOCATED POSITIONS

	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
General Fund				
General Government	9.30	10.00	11.63	9.38
Public Safety	22.00	23.00	23.00	23.00
Public Works	8.63	8.63	8.53	8.71
Community Development	1.50	2.00	0.00	1.55
Parks	0.05	0.05	0.10	0.30
Recreation	3.00	3.00	2.00	1.80
Airport	0.10	0.15	0.15	0.15
Total General Fund	44.58	46.83	45.41	44.89
Special Revenue Funds				
MVH--Major & Trunkline	0.00	0.00	0.00	0.00
MVH--Local	0.00	0.00	0.00	0.00
Leaf, Brush and Trash Removal	0.00	0.00	0.00	0.00
Marshall Regional Law Enforcement Center	0.50	0.50	0.50	0.50
SAFER Grant	0.00	0.00	0.00	3.00
Local Development Finance Authority	0.00	0.00	0.00	0.00
Downtown Development Authority	0.00	0.00	0.00	0.00
Total Special Revenue Funds	0.50	3.50	0.50	3.50
Enterprise Funds				
Marshall House	3.10	3.20	3.20	1.00
Fiber to the Premise	4.70	4.70	4.20	3.65
Electric	19.30	19.46	19.60	19.52
Dial-A-Ride	0.75	0.75	0.00	1.15
Wastewater	6.08	6.08	6.09	6.16
Water	6.08	6.08	6.08	6.16
Solid Waste	0.00	0.00	0.37	0.42
Total Enterprise Funds	40.01	40.27	39.54	38.06
Internal Service Funds				
Information Technology	0.00	0.00	0.25	0.25
Motor Pool	1.15	1.31	1.30	1.30
Safety	0.00	0.00	0.00	0.00
Total Internal Service Funds	1.15	1.31	1.55	1.55
TOTAL FTEs	86.24	91.91	87.00	88.00

Fund Balance/Net Position Summary by Fund

	Projected Fund Balance		Revenues		Expenditures*		Revenues Over/(Under) Expenditures	Projected Fund Balance	Percentage Change		
	July 1, 2022							June 30, 2023			
General Fund	\$	3,463,594	\$	7,190,741	\$	7,360,374	\$	(169,633)	\$	3,293,961	-4.90%
Recreation		177,031		407,710		364,271		43,439		220,470	24.54%
Farmer's Market		16,152		25,750		24,911		839		16,991	5.19%
Airport		(5,153)		160,634		158,608		2,026		(3,127)	-39.32%
Total General Fund (Audit Presentation)		3,651,624		7,784,835		7,908,164		(123,329)		3,528,295	-3.38%
Special Revenue Funds											
Motor Vehicle Highway--Major & Trunkline	\$	355,600	\$	773,744	\$	356,162	\$	417,582	\$	773,182	117.43%
Motor Vehicle Highway--Local		512,516		198,560		243,272		(44,712)		467,804	-8.72%
Municipal Street Fund		2,514,657		-		1,627,998		(1,627,998)		886,659	-64.74%
Marshall Regional Law Enforcement Center		289,737		328,578		426,859		(98,281)		191,456	-33.92%
Leaf, Brush and Trash Removal		30,536		179,311		144,868		34,443		64,979	112.79%
Drug Enforcement		4,469		250				250		4,719	5.59%
Federal SAFER grant		-		278,747		278,747		-		-	
American Rescue Plan Act		-		364,456		-		364,456		364,456	
Total Special Revenue Funds	\$	3,707,515	\$	2,123,646	\$	3,077,906	\$	(954,260)	\$	2,753,255	-25.74%
Debt Service Fund											
Capital Improvement Debt Service Fund	\$	55,000	\$	475,000	\$	447,224	\$	27,776	\$	82,776	50.50%
Total Debt Service Fund	\$	55,000	\$	475,000	\$	447,224	\$	27,776	\$	82,776	50.50%
Component Units											
NE Neighborhood Improvement Authority	\$	2,652	\$	41,080	\$	127	\$	40,953	\$	43,605	1544.23%
South Neighborhood Improvement Authority		95,337		32,539		31,973		566		95,903	0.59%
Local Development Finance Authority		1,759,118		763,524		1,256,737		(493,213)		1,265,905	-28.04%
Downtown Development Authority		104,478		248,958		178,649		70,309		174,787	67.30%
Total Component Units	\$	1,961,585	\$	1,086,101	\$	1,467,486	\$	(381,385)	\$	1,580,200	-19.44%
		Projected Net Position						Projected Net Position			
Enterprise Funds											
Marshall House	\$	2,059,387	\$	80,105	\$	80,105	\$	-	\$	2,059,387	0.00%
Fiber to the Premise		(1,038,481)		1,283,010		888,542		394,468		(644,013)	37.99%
Electric		4,588,034		19,382,753		16,729,648		2,653,105		7,241,139	57.83%
Dial-A-Ride Transportation		500,571		522,618		634,996		(112,378)		388,193	-22.45%
Wastewater		2,622,987		2,094,500		2,084,903		9,597		2,632,584	0.37%
Water		3,985,626		2,030,700		3,388,140		(1,357,440)		2,628,186	-34.06%
Solid Waste		109,200		426,597		371,825		54,772		163,972	50.16%
Total Enterprise Funds	\$	12,827,324	\$	25,820,283	\$	24,178,159	\$	1,642,124	\$	14,469,448	12.80%
Internal Service Funds											
Information Technology	\$	375,160	\$	266,832	\$	266,899	\$	(67)	\$	375,093	-0.02%
Motor Pool		2,420,863		874,989		1,149,256		(274,267)		2,146,596	-11.33%
Total Internal Service Funds		\$2,796,023		1,141,821		1,416,155		(\$274,334)		\$2,521,689	-9.81%
TOTALS	\$	24,999,071	\$	38,431,686	\$	38,495,094	\$	(63,408)	\$	24,935,663	-0.25%

FUND BALANCE occurs when assets exceed liabilities. 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, revised March 2021), 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.

CITY OF MARSHALL
Debt Service Analysis
FYE 6/30/2022

Year	Fund 301		Fund 369		Fund 202		Total		
	2021 UTGO Roads-\$4,750,000		2014 GOLT-\$5,325,000		2013 MTF \$1,680,000				
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	390,000	57,224	170,000	162,800	110,000	20,613	670,000	240,637	910,637
2024	410,000	49,424	180,000	156,000	115,000	18,276	705,000	223,700	928,700
2025	435,000	45,324	185,000	148,800	120,000	15,750	740,000	209,874	949,874
2026	460,000	40,974	195,000	141,400	120,000	13,080	775,000	195,454	970,454
2027	485,000	36,374	200,000	133,600	125,000	9,825	810,000	179,799	989,799
2028	510,000	31,524	210,000	125,600	130,000	6,000	850,000	163,124	1,013,124
2029	535,000	26,169	215,000	117,200	135,000	2,025	885,000	145,394	1,030,394
2030	565,000	18,144	225,000	108,600			790,000	126,744	916,744
2031	595,000	9,669	235,000	99,600			830,000	109,269	939,269
2032			245,000	90,200			245,000	90,200	335,200
2033			255,000	80,400			255,000	80,400	335,400
2034			265,000	70,200			265,000	70,200	335,200
2035			275,000	59,600			275,000	59,600	334,600
2036			285,000	48,600			285,000	48,600	333,600
2037			300,000	37,200			300,000	37,200	337,200
2038			310,000	25,200			310,000	25,200	335,200
2039			320,000	12,800			320,000	12,800	332,800
2040							-	-	-
2041							-	-	-
Total:	<u>\$ 4,385,000</u>	<u>\$ 314,824</u>	<u>\$ 4,070,000</u>	<u>\$ 1,617,800</u>	<u>\$ 855,000</u>	<u>\$ 85,569</u>	<u>\$ 9,310,000</u>	<u>\$ 2,018,193</u>	<u>\$ 11,328,193</u>

CITY OF MARSHALL
Debt Service Analysis
FYE 6/30/2022

Installment Purchase Agreements

Year	Installment Purchase - Fire Truck- \$400,000		Fund 661 ISF 2018IPA 1		Fund 661 ISF 2018 IPA 2		Total		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2023	41,744	3,329	146,894	5,346	98,598	3,825	287,236	12,500	299,736
2024	42,736	2,337					42,736	2,337	45,073
2025	43,747	1,326					43,747	1,326	45,073
2026	23,159	272					23,159	272	23,431
2027							-	-	
2028									
2029									
2030									
2031									
2032									
2033									
2034									
2035									
2036									
2037									
2038									
2039									
2040									
2041									
Totals	\$ 151,386	\$ 7,264	\$ 146,894	\$ 5,346	\$ 98,598	\$ 3,825	\$ 396,878	\$ 16,435	\$ 413,313

CITY OF MARSHALL
Debt Service Analysis
FYE 6/30/2022

Electric fund

Sewer

Year	582 -Elec 2016 GOLT-\$6,850,000 (this		582 -Elec 2016 GOLT (Brewer Sub)-		582 -Elec 2021 GOLT Perrin Dam		590 - Sewer 2012 GOLT CAP (D)-\$3,935,000	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	45,000	9,800	140,000	94,050	100,000	70,675	155,000	55,390
2024	45,000	8,000	145,000	88,450	105,000	67,925	160,000	50,740
2025	50,000	6,200	155,000	82,650	105,000	65,038	165,000	45,940
2026	50,000	4,200	160,000	76,450	110,000	62,150	170,000	40,990
2027	55,000	2,200	165,000	70,050	115,000	59,125	175,000	35,890
2028			170,000	63,450	115,000	55,963	180,000	30,640
2029			180,000	56,650	120,000	52,800	185,000	25,240
2030			185,000	49,450	125,000	49,500	195,000	19,505
2031			195,000	42,050	130,000	46,063	200,000	13,265
2032			200,000	34,250	135,000	42,488	205,000	6,765
2033			210,000	26,250	140,000	38,775		
2034			215,000	19,950	145,000	34,925		
2035			220,000	13,500	150,000	30,938		
2036			230,000	6,900	150,000	26,813		
2037					155,000	22,688		
2038					160,000	18,425		
2039					165,000	14,025		
2040					170,000	9,488		
2041					175,000	4,813		
Tot:	<u>\$ 245,000</u>	<u>\$ 30,400</u>	<u>\$ 2,570,000</u>	<u>\$ 724,100</u>	<u>\$ 2,570,000</u>	<u>\$ 772,613</u>	<u>\$ 1,790,000</u>	<u>\$ 324,365</u>

CITY OF MARSHALL
Debt Service Analysis
FYE 6/30/2022

Water

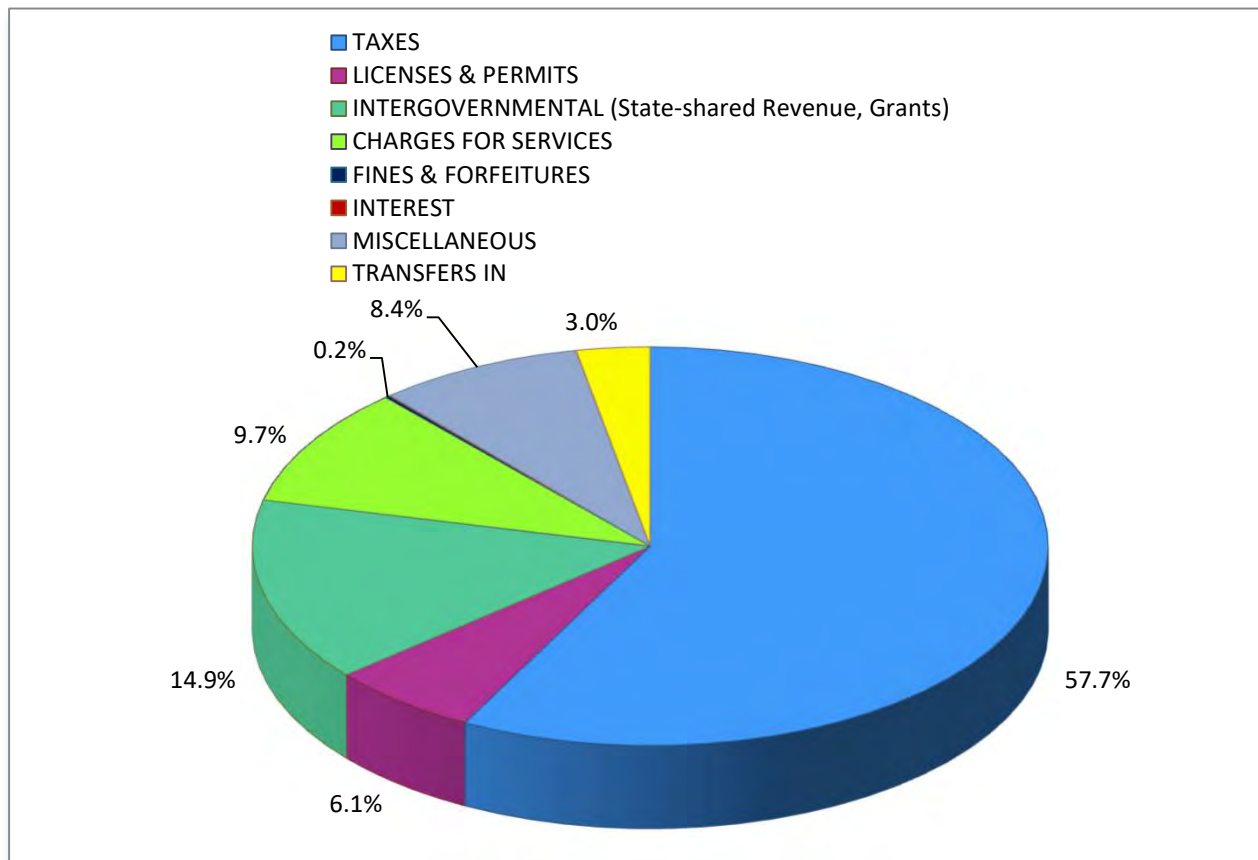
Year	Business - Type Activities									
	591 - Water		591 - Water		591 - Water		591 - Water		591 - Water	
	2019 Revenue Bonds-		2016 GOLT-\$6,850,000 (this		2016 GOLT-\$6,850,000 (this		2016 GOLT-\$6,850,000 (this		2009 GOLT CAP-\$1,345,000	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2023	110,000	120,300	20,000	3,200	15,000	-	10,000	-	75,000	30,450
2024	120,000	117,000	20,000	1,600	15,000	-	10,000	-	75,000	26,775
2025	130,000	113,400							80,000	22,950
2026	140,000	109,500							85,000	18,870
2027	150,000	105,300							90,000	14,535
2028	160,000	100,800							95,000	9,945
2029	175,000	96,000							100,000	5,100
2030	190,000	90,750								
2031	205,000	85,050								
2032	220,000	78,900								
2033	235,000	72,300								
2034	255,000	65,250								
2035	270,000	57,600								
2036	290,000	49,500								
2037	310,000	40,800								
2038	330,000	31,500								
2039	350,000	21,600								
2040	370,000	11,000								
2041										
Tot:	<u>\$ 4,010,000</u>	<u>\$ 1,366,550</u>	<u>\$ 40,000</u>	<u>\$ 4,800</u>	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ 20,000</u>	<u>\$ -</u>	<u>\$ 600,000</u>	<u>\$ 128,625</u>

CITY OF MARSHALL
Debt Service Analysis
FYE 6/30/2022

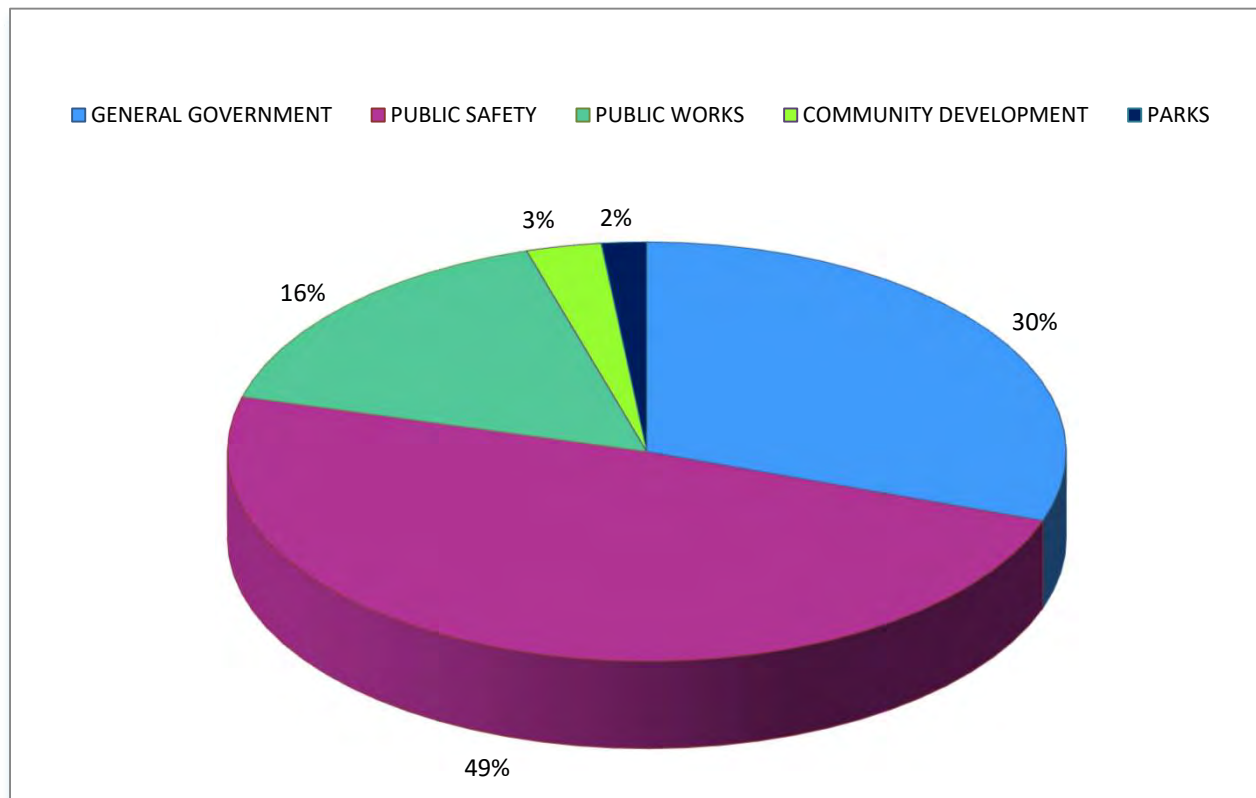
Component Unit

Year	591 - Water			282-SNIA		
	2012 GOLT CAP (D)-		Total		2021 GOLT (Rebecca St)	
	Principal	Interest	Principal	Interest	Principal	Interest
2023	85,000	30,785	755,000	414,650	-	26,010
2024	90,000	28,235	785,000	388,725	-	26,010
2025	90,000	25,535	775,000	361,713	-	26,010
2026	95,000	22,835	810,000	334,995	50,000	25,160
2027	100,000	19,985	850,000	307,085	50,000	23,460
2028	100,000	16,985	820,000	277,783	50,000	21,760
2029	105,000	13,985	865,000	249,775	55,000	19,975
2030	105,000	10,730	800,000	219,935	55,000	18,105
2031	110,000	7,370	840,000	193,798	60,000	16,150
2032	115,000	3,795	875,000	166,198	60,000	14,110
2033			585,000	137,325	60,000	12,070
2034			615,000	120,125	65,000	9,945
2035			640,000	102,038	65,000	7,735
2036			670,000	83,213	65,000	5,525
2037			465,000	63,488	65,000	3,315
2038			490,000	49,925	65,000	1,105
2039			515,000	35,625		
2040			540,000	20,488		
2041			175,000	4,813		
			-	-		
Tot:	\$ 995,000	\$ 180,240	\$ 12,870,000	\$ 3,531,693	\$ 765,000	\$ 256,445

FY 2023 GENERAL FUND REVENUES		
TAXES	\$ 4,149,021	57.7%
LICENSES & PERMITS	440,000	6.1%
INTERGOVERNMENTAL (State-shared Revenue, Grants)	1,071,929	14.9%
CHARGES FOR SERVICES	696,384	9.7%
FINES & FORFEITURES	13,000	0.2%
INTEREST	3,000	0.0%
MISCELLANEOUS	602,407	8.4%
TRANSFERS IN	215,000	3.0%
TOTAL REVENUES	\$ 7,190,741	100%



FY 2023 GENERAL FUND EXPENDITURES		
GENERAL GOVERNMENT	\$ 2,234,086	30%
PUBLIC SAFETY	3,596,298	49%
PUBLIC WORKS	1,188,969	16%
COMMUNITY DEVELOPMENT	212,835	3%
PARKS	128,186	2%
TOTAL EXPENDITURES	\$ 7,360,374	100%



General Fund Revenues

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	% Change
Taxes					
Current Property Taxes	3,370,807	3,573,479	3,717,349	3,980,021	7.1%
Property Taxes - Prior Years	-	-	375	-	-100.0%
Tax Collection Fee	2,203	662	6,000	2,000	-66.7%
Delinquent Personal Property Taxes	21,926	22,678	25,000	25,000	0.0%
Local Comm Stabilization Share Tax	125,308	136,897	135,807	140,000	3.1%
Penalties & Interest on Taxes	1,384	1,775	2,000	2,000	0.0%
Total Taxes	3,521,628	3,735,491	3,886,531	4,149,021	6.8%
Licenses & Permits					
General (Bicycle, Amusement Device, Other)	164,363	214,874	145,000	200,000	37.9%
Building, Mechanical, Plumbing, Electrical, etc.	46,000	150,000	175,000	200,000	14.3%
Applications - MMLA	49,246	37,425	50,000	40,000	-20.0%
Total Licenses & Permits	259,609	402,299	370,000	440,000	18.9%
Intergovernmental					
State Grant	9,308	8,795	8,500	8,500	0.0%
Federal Grants	1,000	293,917	-	-	-
Local Units - PSB Rent	163,670	158,734	123,785	127,583	3.1%
Liquor License Refund	271,214	300,611	158,750	158,000	-0.5%
Sales Tax (Revenue Sharing)	749,349	754,440	746,000	777,846	4.3%
Contract Revenue - Albion Assessing	-	-	-	-	-
Total Intergovernmental	1,194,541	1,516,497	1,037,035	1,071,929	3.4%
Charges for Services					
Charges for Services - Fees	3,015	2,660	4,000	54,000	1250.0%
Charges for Services - FOIA	-	5	4,000	-	-100.0%
Charges for Services - Planning and Zoning	2,100	875	3,000	1,000	-66.7%
Charges for Services - Compost	2,200	7,270	2,200	10,000	354.5%
Charges for Services - Sales	49,139	59,241	48,000	68,000	41.7%
Charges for Services - Cemetery	1,300	1,400	500	500	0.0%
Rents	52,430	53,723	74,030	562,884	660.3%
Total Charges for Services	110,184	125,174	135,730	696,384	413.1%
Fines & Forfeits					
Civil Infractions	-	250	-	-	-
Charges for Services - Parking Violations	5,053	1,038	1,800	1,000	-44.4%
District Court Ordinance Fines	17,184	11,647	10,000	12,000	20.0%
Total Fines & Forfeits	22,237	12,935	11,800	13,000	10.2%
Interest	40,384	21,698	6,029	3,000	-50.2%
Miscellaneous					
Miscellaneous	15,254	40	40	40	0.0%
Cable Commissions	3,763	-	-	-	-
Contribution from Other Sources	17,204	-	-	19,996	-
Reimbursement	489	-	-	-	-
Contribution - MMLA	-	-	-	-	-
Cost Allocation Reimbursement	49	140	-	452,371	-
Miscellaneous-Other	130,062	182,009	130,062	130,000	0.0%
Total Miscellaneous	166,821	182,189	130,102	602,407	363.0%
Transfers In					
Contributions-DDA & LDFA	139,639	173,189	212,269	185,000	-12.8%
Contributions-Other Funds	1,499,452	1,494,249	1,556,551	30,000	-98.1%
Total Transfers In	1,639,091	1,667,438	1,768,820	215,000	-87.8%
Total General Fund Only	6,954,495	7,663,721	7,346,047	7,190,741	-2.1%
Recreation	357,652	327,406	452,154	407,710	-9.8%
Farmer's Market	20,417	18,168	22,100	25,750	16.5%
Airport	222,571	1,006,052	157,020	160,634	2.3%
Total General Fund Revenues	7,555,135	9,015,347	7,977,321	7,784,835	-2.4%

General Fund Expenditures

	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed	
General Government					
City Council	2,710	3,403	3,017	2,957	-2.0%
City Manager	266,189	265,907	279,310	256,499	-8.2%
Clerk	60,426	70,264	61,621	73,094	18.6%
Chapel	311	3,454	1,835	1,715	-6.5%
Finance/Treasurer	499,502	501,437	532,016	615,373	15.7%
City Assessor	64,202	69,691	70,098	71,633	2.2%
Non-Departmental	918,862	773,963	897,529	741,886	-17.3%
City Hall	76,810	84,842	78,603	78,829	0.3%
City Attorney	82,552	114,918	68,000	100,000	47.1%
Other City Property	55,846	57,691	59,000	62,000	5.1%
Human Resources	88,387	87,819	96,256	104,338	8.4%
PSB Operations	104,116	114,271	123,755	125,762	1.6%
Total General Government	2,219,913	2,147,660	2,271,040	2,234,086	-1.6%
Public Safety					
Police	1,837,646	2,003,208	2,095,631	2,157,705	3.0%
Crossing Guards	6,560	7,792	2,000	2,677	33.9%
Dispatch	172,067	130,380	191,000	190,000	-0.5%
Code Enforcement	13,881	15,156	-	-	
Fire	1,173,082	1,340,615	1,394,280	1,245,916	-10.6%
Total Public Safety	3,203,236	3,497,151	3,682,911	3,596,298	-2.4%
Public Works					
Cemetery	147,091	162,193	171,612	153,942	-10.3%
Streets	795,348	895,521	867,880	939,370	8.2%
Engineering	21,174	35,641	26,582	58,900	121.6%
Compost	39,196	41,692	45,750	36,757	-19.7%
Total Public Works	1,002,809	1,135,047	1,111,824	1,188,969	6.9%
Community Development					
Building Inspection - Code Enforcement	126,563	121,012	139,488	152,391	9.3%
Planning & Zoning	49,138	48,220	52,691	60,444	14.7%
Total Community Development	175,701	169,232	192,179	212,835	10.7%
Parks					
Parks	87,175	90,511	82,118	128,186	56.1%
Total Parks	87,175	90,511	82,118	128,186	56.1%
Capital Outlay					
Capital Improvements	174,870	50,665	198,500	-	-100.0%
Total Capital Outlay	174,870	50,665	198,500	-	-100.0%
Total General Fund Only	6,863,704	7,090,266	7,538,572	7,360,374	-2.4%
Recreation	392,664	340,369	471,119	364,271	-22.7%
Farmer's Market	30,117	24,723	23,066	24,911	8.0%
Airport	146,172	1,077,623	167,203	158,608	-5.1%
Total General Fund Operating Expenditures	7,432,657	8,532,981	8,199,960	7,908,164	-3.6%
Excess of Revenues Over (Under) Expenditures	122,478	482,366	(222,639)	(123,329)	

City of Marshall

GENERAL FUND

Summary of Revenue

		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
101-000-402.00	Current Property Taxes	3,370,807	3,573,479	3,717,349	3,980,021
101-000-404.00	Property Taxes - Prior Years	0	0	375	0
101-000-412.00	Delinquent Personal Prop Taxes	2,203	662	6,000	2,000
101-000-445.00	Penalties & Int. on Taxes	21,926	22,678	25,000	25,000
101-000-447.00	Tax Collection Fees	125,308	136,897	135,807	140,000
101-000-476.00	Licenses and Permits	1,384	1,775	2,000	2,000
101-000-476.01	Permits	164,363	214,874	145,000	200,000
101-000-476.02	Application - MMMLA	46,000	150,000	175,000	200,000
101-000-477.00	Cable Commissions	49,246	37,425	50,000	40,000
101-000-505.00	Federal Grant	3,763	0	0	0
101-000-529.00	Federal Grants	0	289,323	0	0
101-000-540.00	State Grants	1,000	4,594	0	0
101-000-541.00	Liquor License Refund	9,308	8,795	8,500	8,500
101-000-573.00	Local Community Stabilization Share Taxes	271,214	300,611	158,750	158,000
101-000-574.00	State Shared Rev-Constitutiona	628,716	653,540	623,000	654,846
101-000-574.01	State Shared Rev-StatutoryEVIP	120,633	100,900	123,000	123,000
101-000-588.00	Contributions from Local Units	163,670	158,734	123,785	127,583
101-000-588.14	CONTRIBUTIONS - COUNTY PARK MILLAGE	0	0	0	19,996
101-000-588-10	Contributions	17,204	0	0	0
101-000-602.00	NSF Revenue	40	40	40	40
101-000-607.00	Charges for Services - Fees	3,015	2,660	4,000	4,000
101-000-607.01	Charges for Services - FOIA	0	5	4,000	0
101-000-607.02	Charges for Ser.-Plan & Zone	2,100	875	3,000	1,000
101-000-607.03	FIRE INSPECTION FEES	0	0	0	50,000
101-000-626.00	Charges for Service - Compost	2,200	7,270	2,200	10,000
101-000-628.06	CONTRACT REVENUE - ALBION	0	0	0	0
101-000-642.00	Charges for Services - Sales	49,139	59,241	48,000	68,000
101-000-642.01	Charges for Serv-Columbarium	1,300	1,400	500	500
101-000-658.00	Parking Violations	5,053	1,038	1,800	1,000
101-000-659.00	District Court - Ord. Fines	17,184	11,647	10,000	12,000
101-000-659.01	Civil Infractions	0	250	0	0
101-000-665.00	Interest	40,384	21,698	6,029	3,000
101-000-667.00	Rents	52,430	50,033	74,030	50,000
101-000-667.01	RENT - PARKS	0	3,690	0	0
101-000-667.02	RENTS-ROW	0	0	0	512,884
101-000-673.00	Sales of Fixed Assets	15,214			
101-000-675.00	Contrib. from Other Sources	139,639	173,189	212,269	185,000
101-000-676.00	Reimbursement	489			
101-000-677.00	Cash - over & short	49	140		
101-000-679.00	Miscellaneous Revenue	130,062	182,009	130,062	130,000
101-000-680.00	COST ALLOCATION REIMBURSEMENT	0	0	0	452,371
101-000-699.00	Transfers From Other Funds	1,499,452	1,494,249	1,556,551	30,000
	General Fund Revenue - Total	6,954,495	7,663,721	7,346,047	7,190,741

GENERAL FUND		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
<i>Summary of Dept Totals</i>					
Expenditures					
101-101	City Council - Expenditures:	2,710	3,403	3,017	2,957
101-172	City Manager - Expenditures:	266,189	265,907	279,310	256,499
101-215	Clerk - Expenditures:	60,426	70,264	61,621	73,094
101-242	Chapel - Expenditures:	311	3,454	1,835	1,715
101-253	Finance/Treasurer - Expenditures:	499,502	501,437	532,016	615,373
101-257	Assessor - Expenditures:	64,202	69,691	70,098	71,633
101-261	Non-Departmental - Expenditures:	918,862	773,963	897,529	741,886
101-265	City Hall - Expenditures:	76,810	84,842	78,603	78,829
101-266	City Attorney - Expenditures:	82,552	114,918	68,000	100,000
101-268	Other City Property - Expenditures:	55,846	57,691	59,000	62,000
101-270	Human Resources - Expenditures:	88,387	87,819	96,256	104,338
101-301	Police - Expenditures:	1,837,646	2,003,208	2,095,631	2,157,705
101-315	Crossing Guards - Expenditures:	6,560	7,792	2,000	2,677
101-325	Dispatch - Expenditures:	172,067	130,380	191,000	190,000
101-334	Code Enforcement - Expenditures:	13,881	15,156	0	0
101-336	Fire - Expenditures:	1,173,082	1,340,615	1,394,280	1,245,916
101-371	Inspections - Expenditures:	126,563	121,012	139,488	152,391
101-441	Streets - Expenditures:	795,348	895,521	867,880	939,370
101-447	Engineering - Expenditures:	21,174	35,641	26,582	58,900
101-523	Compost - Expenditures:	39,196	41,692	45,750	36,757
101-567	Cemetery - Expenditures:	147,091	162,193	171,612	153,942
101-573	PSB Operations - Expenditures:	104,116	114,271	123,755	125,762
101-701	Planning & Zoning - Expenditures:	49,138	48,220	52,691	60,444
101-753	Parks - Expenditures:	87,175	90,511	82,118	128,186
101-900	Capital Improvement - Expenditures:	174,870	50,665	198,500	0
	General Fund Expenditures Total:	6,863,704	7,090,266	7,538,572	7,360,374
Excess of Revenues Over (Under) Expenditures					
		90,791	573,455	(192,525)	(169,633)

ALLOCATED POSITIONS: GENERAL FUND

CITY MANAGER				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
City Manager	1.00	1.00	1.00	1.00
Director of Community Development	1.00	0.70	0.70	0.15
Total	2.00	1.70	1.70	1.15
HUMAN RESOURCES				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Human Resources Coordinator	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00
CLERK				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Clerk	0.50	0.50	0.50	0.50
Total	0.50	0.50	0.50	0.50
FINANCE/TREASURER				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Finance Director	1.00	1.00	1.00	1.00
Treasurer	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	0.50
Accountant-Utility Billing-Payroll-Accounts Payable	3.00	3.00	2.95	3.00
Receptionist/Cashier	0.50	0.50	0.50	0.33
Total	6.50	6.50	6.45	5.83
CITY HALL				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Facilities Manager	0.10	0.10	0.10	0.10
Total	0.10	0.10	0.10	0.10
CEMETERY				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
DPW Superintendent	0.25	0.25	0.25	0.25
Administrative Assistant	0.00	0.00	0.00	0.05
Total	0.25	0.25	0.25	0.30
POLICE				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Director of Public Safety	0.50	0.50	0.50	0.00
Police Chief	1.00	1.00	1.00	1.00
Deputy Chief	0.00	0.00	0.00	1.00
Lieutenant	1.00	0.00	0.00	0.00
Sergeant	4.00	4.00	4.00	4.00
Patrolman	8.00	9.00	9.00	9.00
Total	14.50	14.50	14.50	15.00
FIRE				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Director of Public Safety	0.50	0.50	0.50	0.00
Fire Chief	0.00	1.00	1.00	1.00
Captain	3.00	3.00	3.00	3.00
Lieutenant	4.00	4.00	4.00	4.00
Total	7.50	8.50	8.50	8.00

INSPECTION				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Director of Community Development	0.00	0.10	0.10	0.20
Building Inspector	1.00	1.00	1.00	1.00
Receptionist	0.00	0.40	0.32	0.35
Total	1.00	1.50	1.42	1.55
PLANNING & ZONING				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Clerk	0.50	0.50	0.50	0.50
Receptionist	0.00	0.00	0.01	0.05
Total	0.50	0.50	0.51	0.55
STREETS				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Director of Public Services	0.35	0.35	0.35	0.20
DPW Superintendent	0.55	0.55	0.55	0.60
Facilities Manager	0.05	0.05	0.05	0.05
GIS Specialist	0.00	0.00	0.00	0.00
Receptionist	0.00	0.10	0.10	0.08
DPW Supervisor	0.00	0.00	0.00	0.00
Equipment Operator	7.00	7.00	7.00	7.00
Total	7.95	8.05	8.05	7.93
ENGINEERING				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Director of Public Services	0.10	0.15	0.15	0.15
GIS Specialist	0.33	0.33	0.33	0.33
Receptionist	0.00	0.00	0.00	0.00
Total	0.43	0.48	0.48	0.48
PSB OPERATIONS				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Facilities Manager	0.20	0.20	0.20	0.25
Total	0.20	0.20	0.20	0.25
PARKS				
Job Description	FY 2020 FTE's	FY 2021 FTE's	FY 2022 FTE's	FY 2023 FTE's
Parks Superintendent	0.05	0.05	0.10	0.25
Facilities Manager	0.00	0.00	0.00	0.05
Environmental Specialist	0.00	0.00	0.00	0.00
Equipment Operator	0.00	0.00	0.00	0.00
Total	0.05	0.05	0.10	0.30
TOTAL GENERAL FUND FTE's				
	42.48	43.83	43.76	42.94

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.

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 Joe Caron (term expires December 31, 2022)
- Councilmember At Large Ryan Traver (term expires December 31, 2024)
- Councilmember First Ward Scott Wolfersberger (term expires December 31, 2022)
- Councilmember Second Ward James Schwartz (term expires December 31, 2024)
- Councilmember Third Ward Jacob Gates (term expires December 31, 2022)
- Councilmember Fourth Ward Jen Rice (term expires December 31, 2024)
- Councilmember Fifth Ward Ryan Underhill (term expires December 31, 2022)

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

CITY COUNCIL		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-101-703.00	Part-time Salaries	2,300	2,300	2,300	2300
101-101-712.00	Workers Compensation	3	55	124	64
101-101-715.00	Social Security	176	176	176	176
101-101-740.00	Operating Supplies	6	139	132	132
101-101-810.00	Dues & Memberships	85	285	285	285
101-101-860.00	Transportation & Travel	0	0	0	0
101-101-958.00	Education & Training	140	448	0	0
	City Council - Expenditures:	2,710	3,403	3,017	2,957

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. Derek N. Perry assumed the duties of City Manager on February 22, 2022.

The major responsibilities of the City Manager include:

- Providing recommendations to the City Council concerning policy making.
- Directs the four City Directors and two Chiefs 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
- Northeast Neighborhood Improvement Authority
- South Neighborhood Improvement Authority
- Michigan South Central Power Agency
- Marshall Community Foundation
- Marshall Area Economic Development Alliance

The FY 2023 City Manager's budget includes the funding of a portion of the Director of Community Services position.

City of Marshall

CITY MANAGER		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-172-702.00	Payroll	188,518	179,694	185,319	168,405
101-172-702.01	Other Fringe Benefits-taxable	4,000	1,500	1,500	0
101-172-712.00	Workers Compensation	558	534	500	639
101-172-715.00	Social Security	14,331	13,511	14,441	12,883
101-172-716.00	Hospitalization	19,833	32,115	31,515	25,835
101-172-717.00	Life Insurance	610	590	567	451
101-172-718.00	Retirement DB	20,626	25,046	30,402	33,804
101-172-718.10	Retirement DC	6,000	2,687	5,941	5,562
101-172-727.00	Office Supplies	296	288	77	50
101-172-755.00	Miscellaneous Supplies	0	80	0	0
101-172-757.00	Fuels & Lubricants	0	0	0	283
101-172-801.00		301			
101-172-810.00	Dues & Memberships	2,418	2,608	2,000	2,000
101-172-850.00	Communications	0	0	0	0
101-172-860.00	Transportation & Travel	421	223	0	0
101-172-941.00	Motor Pool Equip Rental	2,437	2,300	2,900	0
101-172-941.01	Data Processing	5,370	4,013	3,448	5,887
101-172-958.00	Education & Training	470	718	700	700
	City Manager - Expenditures:	266,189	265,907	279,310	256,499

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.

City of Marshall

CLERK		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-215-702.00	Payroll	24,039	24,799	26,772	27,596
101-215-702.01	Other Fringe Benefits-taxable	1,500	1,500	750	750
101-215-703.00	Part-Time Salaries	1,581	3,913	1,200	5,000
101-215-712.00	Workers Compensation	71	80	180	97
101-215-715.00	Social Security	1,850	1,934	2,219	2,551
101-215-716.00	Hospitalization	9,857	13,241	10,850	12,378
101-215-717.00	Life Insurance	62	67	66	66
101-215-718.00	Retirement	8,170	5,695	6,433	7,153
101-215-727.00	Office Supplies	209	170	204	150
101-215-728.00	Equipment & Supplies	0	82	0	0
101-215-740.00	Operating Supplies	0	0	0	0
101-215-801.00	Professional Services	0	3,105	2,081	0
101-215-810.00	Dues & Memberships	195	175	245	245
101-215-820.00	Contracted Services	994	1,271	1,479	1,479
101-215-830.00	Elections	2,425	6,756	3,000	7,000
101-215-850.00	Communications	0	0	0	0
101-215-860.00	Transportation & Travel	0	69	150	150
101-215-901.00	Advertising	8,286	6,205	4,590	6,000
101-215-941.00	Motor Pool Equip Rental		0	0	192
101-215-941.01	Data Processing	1,187	1,147	1,102	1,987
101-215-958.00	Education & Training	0	55	300	300
	Clerk - Expenditures:	60,426	70,264	61,621	73,094



Chapel Building circa 1989

CHAPEL BUILDING

The Chapel Building is a beautiful, historic structure on Homer Road, at the entrance of Oakridge Cemetery. It served as the office for the cemetery for many years. 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 leased space to establish their offices in the building. They continue to occupy this unique structure. 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. Also, it will ensure the building can remain occupied, and viable as a City asset for many years to come.

FUTURE BUDGET CHALLENGES:

Currently, the building is occupied by two area non-profit agencies. To ensure this facility remains in good condition to attract valued tenants, plans should be developed for a Sinking Fund to provide for future maintenance and security needs.

City of Marshall

CHAPEL		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-242-820.00	Contracted Services	0	0	0	0
101-242-825.00	Insurance	311	259	335	215
101-242-931.00	Maintenance of Building	0	3,195	1,500	1,500
	Chapel - Expenditures:	311	3,454	1,835	1,715

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 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.

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 centralized 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 webpage 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

FINANCE/TREASURER		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-253-702.00	Payroll	277,440	248,923	295,118	291,236
101-253-702.01	Other Fringe Benefits-taxable	3,078	4,009	3,950	280
101-253-703.00	Part-time Salaries	14,665	14,297	20,000	0
101-253-704.00	Overtime Salaries	0	24	0	0
101-253-711.00	Unemployment	0	0	0	0
101-253-712.00	Workers Compensation	853	732	595	1,086
101-253-715.00	Social Security	21,052	18,412	24,647	22,301
101-253-716.00	Hospitalization	93,140	94,908	104,152	108,506
101-253-717.00	Life Insurance	513	411	508	503
101-253-718.00	Retirement - D/B	14,513	8,727	9,845	10,947
101-253-718.10	Retirement - D/C	24,114	10,414	25,956	18,563
101-253-727.00	Office Supplies	3,821	4,626	4,000	4,000
101-253-727.02	Postage and Shipping	11,115	11,155	12,000	12,000
101-253-740.00	Operating Supplies	0	0	0	0
101-253-755.00	Miscellaneous Supplies	16	0	0	0
101-253-801.00	Professional Services	8,555	59,528	8,635	111,625
101-253-803.00	Service Fee	0	0	0	0
101-253-810.00	Dues & Memberships	578	440	500	500
101-253-820.00	Contracted Services	68	0	500	0
101-253-850.00	Communications	5,755	5,432	6,000	5,000
101-253-860.00	Transportation & Travel	0	114	500	500
101-253-901.00	Advertising	75	604	275	200
101-253-930.00	Equipment Maintenance	0	139	153	150
101-253-941.00	Motor Pool Equip Rental	133	910	0	192
101-253-941.01	Data Processing	19,210	17,339	13,682	26,784
101-253-958.00	Education & Training	808	293	1,000	1,000
	Finance/Treasurer - Expenditures:	499,502	501,437	532,016	615,373

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. The City currently contracts with Mr. Edward VanderVries, a level four assessor.

Duties:

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. Preparing and submitting the annual assessment roll to the State Tax Commission.

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

To prepare the warrant for the collection of property taxes.

To coordinate and conduct Boards of Review in compliance with State law and City Charter.

City of Marshall

ASSESSOR		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-257-702.00	Payroll	0	0	0	0
101-257-702.01	Other Fringe Benefits-taxable	0	0	0	0
101-257-703.00	Part-Time Salaries	1,210	1,203	1,200	1,200
101-257-704.00	Overtime Salaries	0	0	0	0
101-257-712.00	Workers Compensation	3	4	0	4
101-257-715.00	Social Security	93	92	92	92
101-257-716.00	Hospitalization	0	0	0	0
101-257-717.00	Life Insurance	0	0	0	0
101-257-718.10	Retirement - D/C	0	0	0	0
101-257-727.00	Office Supplies	23	11	500	500
101-257-740.00	Operating Supplies	0	0	0	0
101-257-801.00	Professional Services	0			0
101-257-810.00	Dues & Memberships	0			0
101-257-820.00	Contracted Services	56,712	61,641	62,424	59,900
101-257-850.00	Communications	449	480	540	540
101-257-860.00	Transportation & Travel	0	0	0	0
101-257-901.00	Advertising	282	282	300	0
101-257-941.00	Motor Pool Equip Rental	0	0	0	0
101-257-941.01	Data Processing	5,430	5,978	5,042	9,397
101-257-958.00	Education & Training		0	0	0
Assessor - Expenditures:		64,202	69,691	70,098	71,633

NON-DEPARTMENTAL

Non-departmental expenses are expenses not tied to a specific department or program within the General Fund. Examples of non-departmental expenses are:

The City's membership fees for the Michigan Municipal League, (MML) and MML Defense Fund

Property and liability insurance for City Hall, various parks, and parking lots.

Retiree healthcare payments for employees whom have retired from General Fund Departments

Payments to Defined Benefit Pension Program for employees whom have retired from General Fund Departments

City of Marshall

NON-DEPARTMENTAL		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-261-718.00	Retirement	197,552	234,920	278,316	316,666
101-261-718.01	Retiree Health Insurance	370,824	377,531	405,072	322,430
101-261-719.00	Hospitalization - Prescription	0	0	0	0
101-261-740.00	Operating Supplies	44	239	0	0
101-261-755.00	Miscellaneous Supplies	2,030	1,876	2,601	1,050
101-261-801.00	Professional Services	6,409	9,123	57,242	5,850
101-261-803.00	Service Fee	0	0	100	100
101-261-804.00	Bank Fees	3,131	5,739	3,700	7,000
101-261-805.00	Administrative Costs	0	2,492	3,000	2,000
101-261-810.00	Dues & Memberships	4,753	5,343	5,200	5,200
101-261-820.00	Contracted Services	49,900	10,000	10,404	10,000
101-261-825.00	Insurance	1,988	2,873	27,050	8,000
101-261-826.00	Bond Issuance Costs	0	0	0	0
101-261-850.00	Communications	89,069	11,006	5,000	3,000
101-261-940.00	Rentals	0	0	0	1,466
101-261-956.00	Bad Debt Expense	0	0	0	0
101-261-964.00	Refund or Rebates	10,139	277	1,500	1,500
101-261-969.00	Contingency	4,948	0	0	0
101-261-990.00	Debt Service	15,000	15,000	5,754	0
101-261-994.00	Bond Interest Paid	1,350	900	700	0
101-261-995.00	Transfers to Other Funds	161,725	96,644	91,890	57,624
	Non-Departmental - Expenditures:	918,862	773,963	897,529	741,886



City Hall Clock Tower Face Repair and 1930 Seth Thomas custom made clock inner workings.

CITY HALL

Description of Services:

City Hall currently houses multiple city departments; City Administration, Treasurer, Assessing, Engineering, GIS, 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, City Meetings and Training 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 Safety.

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. The district 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.

Future Budget Issues:

In the near future several building modernizations will be needed. These include security equipment upgrades, an emergency power generator, effective Council Chambers audio/video capabilities, and preservation actions to protect the historic Clock Tower.

City of Marshall

CITY HALL		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-265-702.00	Payroll	3,850	4,522	4,664	4,808
101-265-703.00	Part-time Salaries	15,063	14,899	15,765	17,850
101-265-704.00	Overtime Salaries	0	0	0	0
101-265-712.00	Workers Compensation	870	641	142	716
101-265-715.00	Social Security	1,437	1,494	1,567	1,734
101-265-716.00	Hospitalization	698	1,104	705	807
101-265-717.00	Life Insurance	4	4	4	4
101-265-718.10	Retirement - D/C	387	331	471	481
101-265-776.00	Building Maintenance Supplies	3,720	3,605	4,000	4,000
101-265-820.00	Contracted Services	7,233	5,915	6,250	6,250
101-265-825.00	Insurance	6,205	5,452	5,418	3,714
101-265-850.00	Communications	0	0	0	0
101-265-921.00	Utilities - Gas	3,921	4,159	3,433	4,000
101-265-922.00	Utilities-Elec, Water, Sewer	17,593	16,109	19,768	19,768
101-265-930.00	Equipment Maintenance	1,346	1,253	1,500	1,500
101-265-931.00	Maintenance of Building	12,181	22,994	12,870	12,870
101-265-941.00	Motor Pool Equip Rental	420	420	500	0
101-265-941.01	Data Processing	1,882	1,940	1,546	327
	City Hall - Expenditures:	76,810	84,842	78,603	78,829

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).

David Revore has served as the City Attorney since 2018. The City Attorney is assisted by other counsel for various items as needed. Labor attorneys are consulted on labor issues.

Legal fees which are related to a specific 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.

City of Marshall

CITY ATTORNEY		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-266-801.00	Professional Services	82,552	99,326	36,000	100,000
101-266-801.03	Attorney Specific Services	0	15,592	32,000	0
	City Attorney - Expenditures:	82,552	114,918	68,000	100,000

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.

City of Marshall

OTHER CITY PROPERTY		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-268-811.00	Taxes	55,846	57,691	59,000	62,000
	Other City Property - Expenditures:	55,846	57,691	59,000	62,000

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 Manager is responsible for most of the HR related duties. Labor negotiations, a large component of the human resources, are handled cooperatively by the City Manager and the Human Resources Manager.

Directors and Department Heads, with support from the Human Resources Manager, 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 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

HUMAN RESOURCES		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-270-702.00	Payroll	48,916	47,978	51,816	53,410
101-270-702.01	Other Fringe Benefits-taxable	1,500	1,500	1,500	1,500
101-270-712.00	Workers Compensation	137	149	185	178
101-270-715.00	Social Security	3,591	3,449	4,121	4,201
101-270-716.00	Hospitalization	22,887	21,347	21,700	24,757
101-270-717.00	Life Insurance	133	135	130	132
101-270-718.00	Retirement	8,266	10,240	12,450	13,844
101-270-727.00	Office Supplies	103	378	300	300
101-270-740.00	Operating Supplies	0	0	50	50
101-270-801.00	Professional Services	67	245	500	500
101-270-810.00	Dues & Memberships	0	0	100	100
101-270-820.00	Contracted Services	0	0	0	0
101-270-850.00	Communications	0	0	0	0
101-270-860.00	Transportation & Travel	0	0	0	0
101-270-901.00	Advertising	414	54	1,000	1,000
101-270-941.00	Motor Pool Equip Rental	0	0	0	192
101-270-941.01	Data Processing	2,373	2,294	2,204	3,974
101-270-958.00	Education & Training	0	50	200	200
	Human Resources - Expenditures:	88,387	87,819	96,256	104,338



POLICE DEPARTMENT

Mission Statement:

The Marshall Police Department, in cooperation with its community, is to provide professional service and to protect life and property for all citizens.

Highlights:

The Police Department is dedicated to continual improvement. We are fully accredited by the Michigan Association of Chiefs of Police (Michigan Law Enforcement Accreditation Committee). The police department is actively improving through increased professionalism, service, and public engagement. We continue and updating our strategic plan which will guide us into the future.

Future Budget Challenges:

Police work is very labor intensive, and as the community's expectations increase, labor will continue to be a lion's share of our police budget. This year's budget includes a Deputy Chief position and the addition of code enforcement and marijuana compliance to police operations. The addition of the Deputy Chief will help to address some administrative challenges we have faced with the elimination of the lieutenant and director positions over the last two years. The Deputy Chief will be responsible for overseeing the operations including code enforcement and marijuana compliance. The Deputy Chief will work closely with the Chief of Police and our police staff to finalize our strategic plan and set objective goals for the operations of our department.

Crime methods are ever changing as criminals continue to use technology to find innovative ways to exploit their victims. The police department continually assesses and improves our operations to keep up with technology innovations. We engage our community to seek community solutions to address crime, crime prevention, and to adjust police operations and training. We seek ways to utilize technology for the betterment of the community, including the use of traffic safety monitors to help establish evidence-based enforcement and traffic planning, video surveillance to assist with patrol operations and community safety, and the use of social media and community partnerships to better engage with the citizens we serve. The police department is dedicated to working with our citizens to make a safer Marshall community.

City of Marshall

POLICE		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-301-702.00	Payroll	783,764	869,396	928,313	998,472
101-301-702.01	Other Fringe Benefits-taxable	21,964	25,796	34,458	38,192
101-301-702.75	PAYROLL - S/T TRAINING	0	5,027	0	0
101-301-703.00	Part-time Salaries	23,646	21,352	21,642	23,949
101-301-704.00	Overtime Salaries	12,241	10,991	85,413	88,010
101-301-704.70	Overtime - Worked Over/Late Complaint	5,409	4,309		
101-301-704.71	Overtime - Cover for Sick Time	2,613	7,762		
101-301-704.72	Overtime - Posted Patrol	43,347	28,218		
101-301-704.73	Overtime - Traffic Grant				
101-301-704.74	Overtime - Court/Informal Hearing	2,171	940		
101-301-704.75	Overtime - Training	13,198	11,253		
101-301-704.76	Overtime - Special Event Coverage	3,402	841		
101-301-704.77	Overtime - Called in for Major Crime	528	824		
101-301-711.00	Unemployment				
101-301-712.00	Workers Compensation	14,584	17,524	16,925	24,145
101-301-715.00	Social Security	14,129	15,215	16,248	18,254
101-301-716.00	Hospitalization	244,606	269,682	240,990	262,704
101-301-717.00	Life Insurance	1,896	1,986	1,958	1,909
101-301-718.00	Retirement	174,811	193,765	252,972	286,908
101-301-727.00	Office Supplies	1,711	2,074	2,000	2,000
101-301-727.02	Postage and Shipping	48	124	50	50
101-301-740.00	Operating Supplies	9,948	8,116	10,710	11,034
101-301-740.10	MEDICAL AND RESCUE SUPPLIES	0	214	0	0
101-301-741.00	Uniforms	16,227	13,895	7,200	7,000
101-301-742.00	Laundry	3,374	2,025	3,600	3,500
101-301-755.00	Miscellaneous Supplies	72	198	0	0
101-301-757.00	Fuel & Lubricants	0	0	0	41,467
101-301-801.00	Professional Services	1,355	3,084	5,300	3,600
101-301-806.00	Medical Services	1,600	2,610	650	1,500
101-301-810.00	Dues & Memberships	540	1,343	900	1,105
101-301-820.00	Contracted Services	26,942	28,750	32,000	34,006
101-301-825.00	Insurance	11,570	10,928	16,301	13,461
101-301-850.00	Communications	15,170	45,750	36,000	20,675
101-301-860.00	Transportation & Travel	1,499	1,636	3,500	3,000
101-301-901.00	Advertising	376	37	100	600
101-301-921.00	Utilities - Gas				
101-301-922.00	Utilities-Elec, Water, Sewer				
101-301-930.00	Equipment Maintenance	4,725	9,082	9,000	9,300
101-301-941.00	Motor Pool Equip Rental	72,533	76,549	65,000	480
101-301-941.01	Data Processing	29,654	28,857	21,863	41,257
101-301-941.02	MOTOR POOL REPLACEMENT CHARGE	0	0	0	38,957
101-301-941.03	MOTOR POOL OPERATING CHARGE	0	0	0	61,206
101-301-958.00	Education & Training	6,423	9,486	11,000	10,590
101-301-995.00	Transfers to Other Funds	271,570	273,569	271,538	110,374
101-301-995.00	Transfer to Other Funds - MRLEC				
101-301-995.00	Transfer to Other Funds - Building Authority				
	Police - Expenditures:	1,837,646	2,003,208	2,095,631	2,157,705

City of Marshall

CROSSING GUARDS		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-315-703.00	Part-time Salaries	5,926	7,138	2,000	2,500
101-315-712.00	Workers Compensation	181	108		177
101-315-715.00	Social Security	453	546		
	Crossing Guards - Expenditures:	6,560	7,792	2,000	2,677



EMERGENCY DISPATCH COMMUNICATIONS

Contracted through

CALHOUN COUNTY CONSOLIDATED DISPATCH AUTHORITY

Since 2013, all 911, emergency and non-emergency public safety calls generated within the City of Marshall are answered, and dispatched by the Calhoun County Consolidated Dispatch Authority.

Before contracting with CCCDA, the City of Marshall was paying \$228,654 to operate their own dispatch center. In the first year, costs were reduced to \$106,880, based on 5828 calls for service. As of 2021, the fees were assessed at \$191,000 for 14,523 calls for service. This was the same as 2020. It should be noted that MAFFAA is billed another \$12,000 per year to CCCDA to cover hospital transfer calls they are dispatched to, generally from Oaklawn Hospital.

For 2021, this budget includes 10,205 events for the Marshall Police Department, 864 events for the Marshall Fire Department, and 2546 events for the Marshall Area Fire Fighters Ambulance Authority.

This budget also includes the fees associated with maintaining the City's Outdoor Warning Siren System and our Active 911 application, which is a mobile application for fire and emergency calls, which is used by our Fire Department, and other key City staff.

Future Budget Challenges:

A Countywide 911 surcharge proposal was put on the ballot in November of 2020 and failed to pass. Michael Armitage took over as the new dispatch director in 2021. A strategic plan has been completed and a number of goals have been outlined for dispatch including capital improvements to replace outdated equipment, to increase coverage area through tower updates, and to update the emergency system alerts. There is another plan to take proposal to the ballot in August of 2022 to cover the cost to improve tower infrastructure, radio equipment, and increase the level of dispatch services. The proposed funding model would use a cellphone surcharge fee, a .98 millage increase, and general fund contributions to improve the equipment and infrastructure of dispatch. Some cost saving may be seen if the millage is passed.

City of Marshall

DISPATCH		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-325-820.00	Contracted Services	172,067	130,380	191,000	190,000
	Dispatch - Expenditures:	172,067	130,380	191,000	190,000



2020 Marshall Fire Department under the command of Fire Chief Martin W. Erskine

FIRE DEPARTMENT

Mission Statement: The mission of the Marshall Fire Department is to minimize the loss of life and property resulting from fires, medical emergencies, environmental and other disaster, natural or manmade.

Makeup: The Fire Department employs 8 full time firefighters, 3 full time firefighters funded by a Federal FEMA SAFER Grant and 10 (varies) paid on call firefighters. The department also has some auxiliary firefighters who commit their time to our organization. The department is responsible for providing the City with emergency medical response, rescue operations and firefighting coverage 24 hours a day, seven days a week.

In addition to response activity, your firefighters are committed to mitigating risks that could threaten our community. This is accomplished with fire prevention activities, commercial and industrial fire pre-plan visits, smoke detector installations, and building/site plan review.

Future Budget Challenges: Fire Apparatus and tools are complex equipment that endures harsh working conditions. Maintaining this equipment in top condition is always a budget challenge. The Fire Department has recently made the decision to start towards national accreditation, which will require a significant investment in time and employee dedication. The end goal of this process will be a department that has identified community risks, developed a comprehensive operations plan, prepared a budget designed to face its future challenges, and to respond to the expectations of their citizens. Another very real challenge we (and the fire service nationally) are facing is attracting and retaining well qualified paid on call firefighters.

City of Marshall

FIRE		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-336-702.00	Payroll	463,722	491,952	498,452	478,446
101-336-702.01	Other Fringe Benefits-taxable	24,930	26,517	33,061	51,547
101-336-703.00	Part-time Salaries	27,582	48,078	60,000	61,800
101-336-704.00	Overtime Salaries	54,413	45,267	55,000	56,650
101-336-704.72	OVERTIME - POSTED STATION CVRG	0	17,060	0	0
101-336-704.75	Overtime - Training	0	1,966	0	0
101-336-704.76	Overtime - Special Event Coverage	0	452	0	0
101-336-704.78	OVERTIME FIRE TONE RESPONSE ACTUAL	0	1,322	0	0
101-336-704.79	OVERTIME FIRE TONE RESPONSE FALSE	0	150	0	0
101-336-712.00	Workers Compensation	16,194	15,318	16,500	22,931
101-336-713.00	Other Fringe Benefits-non tax	5,200	4,600	5,255	5,255
101-336-715.00	Social Security	9,660	11,904	13,792	13,234
101-336-716.00	Hospitalization	84,288	101,842	110,832	92,632
101-336-717.00	Life Insurance	387	499	519	470
101-336-718.00	Retirement	158,267	172,938	236,184	267,744
101-336-718.10	Retirement-DC	287	3,738		8,008
101-336-727.00	Office Supplies	507	286	570	600
101-336-727.02	Postage and Shipping	46	89	50	50
101-336-729.00	K-9 Equipment & Supplies	361	365	500	0
101-336-740.00	Operating Supplies	10,350	5,086	5,000	5,000
101-336-740.10	Medical and Rescue Supplies		3,838	3,000	1,500
101-336-741.00	Uniforms	6,568	5,388	8,000	9,500
101-336-742.00	Laundry	66	36	100	200
101-336-755.00	Miscellaneous Supplies	917	1,529	1,200	1,200
101-336-757.00	Fuels & Lubricants	5,362	7,184	7,645	8,000
101-336-775.00	Repair & Maintenance Supplies	1,362	11,358	1,560	1,500
101-336-776.00	Building Maintenance Supplies	657	1,067	1,560	1,600
101-336-777.00	Minor Tools & Equipment	105	6,991	2,000	2,000
101-336-806.00	Medical Services	3,237	3,690	3,000	3,000
101-336-810.00	Dues & Memberships	150	558	650	600
101-336-820.00	Contracted Services	18,361	21,017	10,404	10,500
101-336-825.00	Insurance	4,759	4,172	5,680	5,680
101-336-850.00	Communications	5,196	13,537	22,000	22,000
101-336-860.00	Transportation & Travel	68	936	1,500	1,500
101-336-901.00	Advertising	511	0	50	100
101-336-921.00	Utilities-Gas	3,588	3,786	4,100	4,100
101-336-922.00	Utilities-Elec, Water, Sewer	20,079	18,726	22,000	22,000
101-336-930.00	Equipment Maintenance	19,137	49,046	40,000	40,000
101-336-931.00	Maintenance of Building	10,310	8,710	4,416	4,500
101-336-939.14	Fire Station 2014				
101-336-941.00	Motor Pool Equip Rental	4,300	5,193	4,300	192
101-336-941.01	Data Processing	19,007	20,817	15,730	23,069
101-336-941.02	MOTOR POOL REPLACEMENT CHARGE	0	0	0	1,949
101-336-941.03	MOTOR POOL OPERATING CHARGE	0	0	0	6,859
101-336-958.00	Education & Training	3,717	15,322	10,000	10,000
101-336-990.00	Debt Service - Fire Truck	38,904	39,874	40,775	0
101-336-994.00	Bond Interest Paid - Fire Truck	6,168	5,199	4,298	0
101-336-994.00	Transfers to Other Funds	144,359	143,212	144,597	0
	Fire - Expenditures:	1,173,082	1,340,615	1,394,280	1,245,916



Inspection

Mission Statement:

To build a safe, sustainable, and resilient building department within the City of Marshall, through the enforcement of all building codes and City ordinances.

Challenges Facing the Department:

The building department is always being challenged with improvement of service for compliance for building, electrical, plumbing, mechanical, and the enforcement of City Ordinances.

Changes in 2022-2023 Budget:

- The second phase of Michigan Pure Med/Common Citizen and residential building projects are underway and will provide a steady stream of permit revenue.
- Build out of Highway Horticulture and Bostik facilities for new licensed marijuana facilities is expected to be completed.

Emerging Issues:

- The marijuana ordinance continues keep the department busy and more inspections for all trades. The increase of permit revenue will help to maintain our current level of service.
- The unlicensed contractor has been an issue in all jurisdictions. If a home owner applies for the permits they are responsible to assure the code are met. Our department cannot help in any dispute between the owner and an unlicensed contractor. This is communicated with the homeowner when they are applying for a homeowner's permit.
- The Department needs to replace its mechanical/plumbing inspector.
- Contractors and/or homeowners are encouraged to have an on-site visit for questions. This helps to stop the issue of one side misinterpreting the other prior to beginning or during construction.

Operational Responsibility:

The building department has three major functions; building code, ordinance violations, and contractor registration of all trades.

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Building Code:

- The department is responsible for making sure all the construction of commercial and residential codes are followed per the State of Michigan Building Codes. The department also oversees electrical, mechanical, and plumbing. These codes are on location for the public to view.
- The State of Michigan requires all inspectors to be certified through Act 54. This requires several training hours in different categories throughout each three-year cycle. These categories are in administration, specialty, technical, communications and plan review.

Contractor Registration:

- The State of Michigan requires that all building trades be licensed through state Act 230 and Act 407. The jurisdictions are responsible to assure that the contractors are licensed and insured per these acts. The contractor registration requires us to have a copy of their contractor's license, liability insurance, and workers compensation insurance on file.

City of Marshall

INSPECTION		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-371-702.00	Payroll	52,753	67,846	74,454	88,511
101-371-702.01	Other Fringe Benefits-taxable	0	0	2,400	224
101-371-703.00	Part-time Salaries	9,040	583	0	0
101-371-704.00	Overtime Salaries	192	0	0	0
101-371-712.00	Workers Compensation	340	400	400	400
101-371-715.00	Social Security	4,417	5,034	5,939	6,788
101-371-716.00	Hospitalization	17,244	11,604	8,614	13,108
101-371-717.00	Life Insurance	26	64	73	96
101-371-718.10	Retirement - D/C	5,332	3,265	7,577	8,387
101-371-727.00	Office Supplies	76	111	255	255
101-371-740.00	Operating Supplies	6	260	765	765
101-371-757.00	Fuels & Lubricants	0	0	0	816
101-371-801.00	Professional Services	75	0	0	0
101-371-810.00	Dues & Memberships	230	460	375	375
101-371-812.00	License	271	0	500	0
101-371-820.00	Contracted Services	21,319	18,650	26,010	20,000
101-371-850.00	Communications	0	0	0	0
101-371-860.00	Transportation & Travel	642	493	1,500	750
101-371-901.00	Advertising	0	0	50	0
101-371-940.00	Rentals	7,648	5,780	4,354	3,515
101-371-941.00	Motor Pool Equip Rental	3,062	2,608	2,600	192
101-371-941.01	Data Processing	3,589	3,268	2,622	5,098
101-371-941.03	MOTOR POOL OPERATING CHARGE	0	0	0	2,111
101-371-958.00	Education & Training	301	586	1,000	1,000
	Inspection - Expenditures:	126,563	121,012	139,488	152,391

Streets

Description of Services:

Many of the services that the Department of Public Works 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
- storm & sanitary sewer maintenance and repair
- street signage replacement and repair
- snow removal operations
- City owned parking lot maintenance
- downtown presentation to the public
- cemetery maintenance and repair

While a majority of the Department's work is funded through Streets portion of the General Fund, it is also supported through other funds and departments including the Cemetery Fund, Major Street Fund, Local Street Fund, Parks Fund, Leaf, Brush, and Trash Fund, and the Wastewater Department. Within the Major Streets fund the department works on the BL94 and M227 Michigan Department of Transportation trunklines which is funded by MDOT through the annual trunkline maintenance contract with the City. In addition to these responsibilities the Department of Public Works 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 including streets, curb and gutter, pavement markings, storm sewer, sanitary sewer, sidewalks, trees, and any other items within the road right-of-way. Weather related activities most predominately consist of ice treatment and snow removal during the winter and storm cleanup throughout the year.

Budget:

The Streets Department is a General Fund department which is funded through City tax revenue and State revenue sharing. The competition for these funds is tight and the Department Staff are cognizant of this fact. The major components of the Street budget are payroll and benefits, motor pool contribution, and utilities.

City of Marshall

STREETS		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-441-702.00	Payroll	219,601	206,051	233,595	192,184
101-441-702.01	Other Fringe Benefits-taxable	5,059	5,234	4,050	2,149
101-441-702.60	Payroll - Forestry Tree Removal&Trimming	30,977	35,198	27,061	36,000
101-441-702.61	Payroll - Events Barricades/Banners	2,197	1,138	4,682	5,000
101-441-702.62	Payroll - Parking Lot Maint	1,691	4,384	4,330	4,400
101-441-702.63	Payroll - Christmas Decorations	5,452	5,736	5,836	5,700
101-441-702.66	Payroll - Sign Replacement	483	781		
101-441-702.67	Payroll - Sidewalk	90	423		
101-441-702.68	KETCHUM PARK RESTROOM	44	274		
101-441-703.00	Part-time Salaries	5,064	7,830	8,000	10,400
101-441-704.00	Overtime Salaries	4,664	4,425	4,661	4,800
101-441-704.60	Overtime - Forestry Removal&Trimming	6,120	1,835	4,661	4,800
101-441-704.61	Overtime - Events Barricades/Banners	386	0	1,147	1,182
101-441-704.62	Overtime - Parking Lot Maint	1,162	692	2,331	2,400
101-441-704.66	Overtime - Sign Replacement		137		
101-441-712.00	Workers Compensation	13,204	18,113	13,250	22,457
101-441-715.00	Social Security	20,791	19,116	23,034	29,867
101-441-716.00	Hospitalization	100,055	98,631	115,365	103,544
101-441-717.00	Life Insurance	672	611	668	676
101-441-718.00	Retirement - D/B	25,532	30,087	37,797	29,053
101-441-718.10	Retirement - D/C	26,626	14,174	27,137	32,297
101-441-727.00	Office Supplies	587	801	416	416
101-441-740.00	Operating Supplies	5,952	4,737	7,283	7,283
101-441-741.00	Uniforms	4,695	4,969	4,160	4,160
101-441-757.00	Fuels & Lubricants	0	0	0	30,316
101-441-761.00	Safety Supplies	1,279	1,921	1,061	1,061
101-441-775.00	Repair & Maintenance Supplies	(154)	714	1,500	1,500
101-441-777.00	MINOR TOOLS AND EQUIPMENT	1,198	3,903	2,800	2,800
101-441-778.00	Paint & Signs	0	0	0	0
101-441-801.00	Professional Services	1,470	20,044	1,561	1,561
101-441-805.00	Administrative Costs	0	46	0	0
101-441-806.00	Medical Services	930	987	1,000	1,000
101-441-810.00	Dues & Memberships	400	458	528	528
101-441-820.00	Contracted Services	6,052	97,995	42,100	42,100
101-441-850.00	Communications	697	637	480	480
101-441-860.00	Transportation & Travel	351	0	850	850
101-441-901.00	Advertising	195	179	200	200
101-441-922.00	Utilities-Elec, Water, Sewer	77,997	78,299	82,000	82,000
101-441-930.00	Equipment Maintenance	1,309	100		
101-441-939.00	Contracted Maintenance	4,925	0	6,120	6,120
101-441-940.00	Rentals	25,579	24,492	25,407	25,407
101-441-941.00	Motor Pool Equip Rental	184,302	184,150	150,000	35,000
101-441-941.01	Data Processing	5,667	16,219	12,009	17,833
101-441-941.02	MOTOR POOL REPLACEMENT CHARGE	0	0	0	193,634
101-441-941.03	MOTOR POOL OPERATING CHARGE	0	0	0	184,146
101-441-941.05	VEHICLE RENTAL CREDIT	0	0	0	(199,234)
101-441-958.00	Education & Training	2,047	0	10,800	13,300
	Streets - Expenditures Total:	795,348	895,521	867,880	939,370

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 the preparation of plans, specifications, and field inspection of construction projects. The department is responsible for construction in water, wastewater, stormwater, and parks infrastructure. 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, construction inspections, and maintaining the city's GIS maps.

Objectives:

Annually the engineering department focuses on completing all construction projects as designed, specified, and on schedule. Longer term planning is also a focus which is where the asset management activities are instrumental. In partnership with the Water, Wastewater, and DPW departments the Engineering department is focused on steadily improving our GIS asset inventory and using it to streamline our asset management plans.

This department is aligned with the City's Vision by focusing on an improved Quality of Life and Infrastructure. The engineering department work directly promotes 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. It is a continual challenge to balance needs of short-term projects and long-term planning.

City of Marshall

ENGINEERING		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-447-702.00	Payroll	7,751	16,171	4,587	29,467
101-447-702.01	Other Fringe Benefits-taxable	63	0	0	0
101-447-703.00	Part-time Salaries		1,796	1,200	5,400
101-447-704.00	Overtime Salaries	0	140	750	0
101-447-712.00	Workers Compensation	121	145	125	200
101-447-715.00	Social Security	551	1,309	523	2,667
101-447-716.00	Hospitalization	3,664	6,319	5,155	6,034
101-447-717.00	Life Insurance	33	48	46	46
101-447-718.10	Retirement - D/C	3,656	1,513	2,889	2,947
101-447-727.00	Office Supplies	516	833	200	0
101-447-740.00	Operating Supplies	255	961	306	0
101-447-755.00	Miscellaneous Supplies	0	17	0	0
101-447-757.00	Fuels & Lubricants	0	0	0	655
101-447-801.00	Professional Services	2,739	27	500	0
101-447-810.00	Dues & Memberships	0	77	400	0
101-447-820.00	Contracted Services	0	(147)	4,000	0
101-447-850.00	Communications	0	0	0	0
101-447-860.00	Transportation & Travel	0	7	700	0
101-447-901.00	Advertising	0	0	0	0
101-447-940.00	Rentals	0	0	0	0
101-447-941.00	Motor Pool Equip Rental	0	126	0	480
101-447-941.01	Data Processing	1,566	5,700	4,201	6,282
101-447-941.02	MOTOR POOL REPLACEMENT CHARGE	0	0	0	3,957
101-447-941.03	MOTOR POOL OPERATING CHARGE	0	0	0	4,221
101-447-941.05	VEHICLE RENTAL CREDIT	0	0	0	(3,456)
101-447-958.00	Education & Training	259	599	1,000	0
	Engineering - Expenditures Total:	21,174	35,641	26,582	58,900

Compost

Description of Services:

The composting facility, located at 619 Homer Road, offers residents a way to dispose of yard waste while keeping organic recyclables out of landfills and fulfills the City's Vision by focusing on an improved quality of life.

A brief history of composting in Marshall is as follows:

- 2016: City of Marshall and Calhoun County decided to close the joint compost center on Division Drive.
- 2017: City opened a new Compost Site east of the DPW Building on Homer Rd. This site operates from April to November on Tuesday, Friday, and Saturday. Residents can drop off leaf and brush material with proof of residency.
- 2018: A payment system (punch card or seasonal pass) for the center was implemented to help offset the program expenses.

Objectives:

To provide a safe and effective method for the residents of Marshall to compost yard materials. 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 Department on an as needed basis.

Budget:

Historically, the Compost Center has been funded exclusively through the General Fund and the minimal revenue generated from the payment system implemented in 2018. With the passing of an increase Leaf, Brush, and Trash millage (.5 mills to .75 mills) the Leaf, Brush, and Trash fund will be contributing annually to the General Fund to support the Compost Center. The rationale for this is that the work done under the Leaf, Brush, and Trash work increases the work within the compost center. The brush and leaf picked up under this millage is composted along with the residential material in the center.

The Compost Center has several large annual costs with the largest being payroll to manage the material and the operation of the composting specific equipment. For example, the partnership with SWMCG is an annual cost of \$7,200 for the shared equipment. Now that the compost center is into its 5th year of operation the payroll amount has increased due to the need to screen the material that has composted over these last 4-5 years. Furthermore, the work required in the Compost Center requires more expensive equipment like loaders, dump trucks, and chippers. City staff plan to look at the sale of the compost commercially to offset the increased cost over this fiscal year.

City of Marshall

Compost		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-523-702.00	Payroll	14,818	10,792	15,412	11,000
101-523-702.01	Other Fringe Benefits-taxable	0	0	0	14
101-523-703.00	Part-time Salaries	4,647	5,650	4,950	5,850
101-523-704.00	Overtime Salaries	224	1,298	0	0
101-523-712.00	Workers Compensation	0	0	50	29
101-523-715.00	Social Security	1,462	1,174	1,558	700
101-523-716.00	Hospitalization	0	0	0	49
101-523-717.00	Life Insurance	0	0	0	7
101-523-718.00	Retirement	0	0	0	328
101-523-740.00	Operating Supplies	33	0	68	68
101-523-775.00	Repair & Maintenance Supplies	233	90	612	612
101-523-806.00	Medical Services	0	0	0	0
101-523-810.00	Dues & Memberships	600	0	600	600
101-523-820.00	Contracted Services	3,373	4,845	5,000	5,000
101-523-901.00	Advertising	215	0	300	300
101-523-930.00	Equipment Maintenance	7,391	11,643	4,000	4,000
101-523-941.00	Motor Pool Equip Rental	6,200	6,200	6,000	0
101-523-970.00	Capital Outlay	0	0	7,200	8,200
Compost - Expenditures Total:		39,196	41,692	45,750	36,757

Cemetery

Description:

Originally developed in 1839, Oakridge Cemetery consists of 65 acres with four developed sections. Oakridge Cemetery has approximately 15,300 burials and is one of the oldest operating cemeteries in Michigan. The 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 through 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 community's pride in its historic cemetery.

Budget:

Fees were raised in 2017 to help offset operational costs but the Cemetery budget continues to be subsidized by the General Fund. Now that it has been 5 years from the last fee increase city staff are proposing increased fees for fiscal year 2023. If desired Expansion of the cemetery will need to begin in the next few years as the spaces available for purchase are dwindling. In 2018 a survey was completed of the land that the city owns east of the existing cemetery boundaries and additional capital, \$50,000 planned in the CIP, will be required in the near future.

City of Marshall

CEMETERY		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-567-702.00	Payroll	20,301	21,887	15,929	18,186
101-567-702.01	Other Fringe Benefits-taxable	544	755	750	70
101-567-702.41	Payroll - Mowing/Trimming	988	230	0	0
101-567-702.51	Payroll - Open/Close Grave	8,586	10,733	13,796	0
101-567-702.52	Payroll - Decorations	1,565	394	2,143	0
101-567-702.53	Payroll - Foundations	3,450	13,719	10,716	0
101-567-703.00	Part-time Salaries	41,126	41,295	51,282	71,940
101-567-704.00	Overtime Salaries	370	290	2,151	2,770
101-567-704.41	Overtime - Mowing/Trimming	33	0	72	75
101-567-704.51	Overtime - Open/Close Grave	1,724	2,660	3,944	4,065
101-567-704.52	Overtime-Decorations	0	0	0	0
101-567-711.00	Unemployment	0	0	0	0
101-567-712.00	Workers Compensation	2,234	(157)	2,235	1,723
101-567-715.00	Social Security	5,949	6,514	7,723	7,429
101-567-716.00	Hospitalization	0	0	0	1,370
101-567-717.00	Life Insurance	33	34	33	35
101-567-718.00	Retirement - D/B	2,075	208	0	0
101-567-718.10	Retirement - D/C	1,514	830	1,545	1,819
101-567-727.00	Office Supplies	0	0	0	0
101-567-740.00	Operating Supplies	5,502	9,014	7,041	7,041
101-567-741.00	Uniforms	259	299	300	300
101-567-755.00	Miscellaneous Supplies	0	354	0	0
101-567-761.00	Safety Supplies	0	97	0	0
101-567-775.00	Repair & Maintenance Supplies	1,501	699	2,000	1,000
101-567-777.00	Minor Tools	220	240	800	800
101-567-806.00	Medical Services	0	0	0	0
101-567-820.00	Contracted Services	1,750	4,545	2,601	2,601
101-567-825.00	Insurance	346	303	424	555
101-567-901.00	Advertising	225	192	200	200
101-567-922.00	Utilities-Elec, Water, Sewer	136	228	250	250
101-567-930.00	Equipment Maintenance	0	0	270	300
101-567-941.00	Motor Pool Equip Rental	46,000	46,000	45,000	7,920
101-567-941.01	Data Processing	660	830	407	817
101-567-941.02	MOTOR POOL REPLACEMENT CHARGE	0	0	0	7,902
101-567-941.03	MOTOR POOL OPERATING CHARGE	0	0	0	14,774
	Cemetery - Expenditures:	147,091	162,193	171,612	153,942

PUBLIC SERVICES BUILDING OPERATIONS

The Public Services Building (PSB) opened in May of 2001. It houses the Recreation Department, Electric Utility Department, Dial-A-Ride, FiberNet Department and Building Inspections. 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. We are starting to see maintenance issues with different building components as we come to the end of the useful life for these items. Staff is monitoring the condition of the building and will continue planning for necessary upgrades in future years.

City of Marshall

PSB OPERATIONS		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-573-702.00	Payroll	7,722	9,085	9,328	12,019
101-573-702.01	Other Fringe Benefits-taxable	0	0	0	0
101-573-703.00	Part-time Salaries	3,338	3,792	4,760	8,925
101-573-704.00	Overtime Salaries	83	123	530	675
101-573-712.00	Workers Compensation	227	251	250	347
101-573-715.00	Social Security	832	980	1,126	1,653
101-573-716.00	Hospitalization	1,397	1,513	1,411	2,018
101-573-717.00	Life Insurance	8	8	8	10
101-573-718.10	Retirement - D/C	775	542	824	1,201
101-573-727.00	Office Supplies	1,035	238	1,020	1,000
101-573-740.00	Operating Supplies	831	618	1,122	1,122
101-573-761.00	Safety Supplies	0	0	102	100
101-573-776.00	Building Maintenance Supplies	3,167	4,264	3,060	3,060
101-573-806.00	Medical Services	0	0	0	0
101-573-820.00	Contracted Services	7,489	14,513	14,592	14,592
101-573-825.00	Insurance	10,657	9,342	9,600	6,500
101-573-850.00	Communications	4,387	4,410	2,000	2,000
101-573-921.00	Utilities - Gas	6,614	7,794	6,500	6,500
101-573-922.00	Utilities-Elec, Water, Sewer	36,817	38,634	45,000	45,000
101-573-930.00	Equipment Maintenance	69	362	408	408
101-573-931.00	Maintenance of Building	13,896	13,050	17,860	17,860
101-573-941.00	Motor Pool Equip Rental	2,600	2,600	2,600	0
101-573-941.01	Data Processing	2,172	2,152	1,654	772
101-573-970.00	Capital Outlay	0	0	0	0
	PSB Operations - Expenditures Total:	104,116	114,271	123,755	125,762

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 Planning and Zoning Administrator. The office is located at City Hall at 323 W. Michigan Avenue.

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

PLANNING & ZONING		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-701-702.00	Payroll	26,831	25,314	27,090	29,364
101-701-702.01	Other Fringe Benefits-taxable	142	2,415	750	750
101-701-703.00	Part-time Salaries	0	26	0	0
101-701-704.00	Overtime Salaries	0	0	250	100
101-701-711.00	Unemployment	3,258	0	0	0
101-701-712.00	Workers Compensation	75	83	380	95
101-701-715.00	Social Security	1,953	2,013	2,171	2,312
101-701-716.00	Hospitalization	9,431	11,553	11,047	13,502
101-701-717.00	Life Insurance	71	68	66	68
101-701-718.00	Retirement - D/B	692	4,933	6,433	7,153
101-701-718.10	Retirement - D/C	0	26	57	177
101-701-727.00	Office Supplies	34	0	275	200
101-701-740.00	Operating Supplies	0	0	386	200
101-701-801.00	Professional Services	853	0	550	1,000
101-701-810.00	Dues & Memberships	0	0	360	0
101-701-850.00	Communications	0	0	0	0
101-701-860.00	Transportation & Travel	0	0	350	250
101-701-901.00	Advertising	484	196	500	600
101-701-940.00	Rentals	3,877	0	0	1,503
101-701-941.00	Motor Pool Equip Rental	0	400	400	480
101-701-941.01	Data Processing	1,187	1,193	1,126	2,190
101-701-958.00	Education & Training	250	0	500	500
	Planning & Zoning - Expenditures Total:	49,138	48,220	52,691	60,444

Parks

Description of Services:

The City of Marshall is fortunate to have eight designated park properties and a number of open spaces encompassing approximately 233 acres available to the public. Responsibility for the maintenance and planning for the parks has shifted to the Recreation Department. This includes the parks 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 1½ miles of boardwalk, paved paths, and look-out areas along the Kalamazoo River. The following list provides a name and description to the eight city parks.

- Brooks Memorial Fountain Park: Located at the heart of town, this park is home to Marshall iconic fountain.
- Brooks Nature Area: 180 acres located southeast of town with trails, wetlands, wooded forests, and prairie grass.
- Ketchum Park: A diverse 25 acres consisting of trails, playgrounds, and pavillons just east of downtown along Rice Creek.
- Stuarts Landing: Adjacent to the Kalamazoo river with access to the riverwalk on the southeast side of town.
- Carver Park: Located at the corner of Exchange Street and Michigan Avenue and host to a small, recently rehabilitate fountain, and sitting areas.
- Marshall Athletic Fields: The heart of Marshall's outdoor recreation located along BL-94 and hosts to large baseball and softball tournaments throughout the year.
- Shearman Park: Home to a pavilion, playground, and winter ice skating rink on the northwest side of downtown.
- Grand Street Park: Located at the corner of North Grand Street and Michigan Ave, Grand Street Park was born out of a devastating building fire. Through tireless work and many donations the park was dedicated in 2017.

Objectives:

The City strives to establish and maintain parks that enhance the lives of its citizens. Providing a variety of park types and locations allows for proximity to all residents and activities everyone can enjoy. The Citizens of Marshall, through various clubs, associations, and groups, along with support from City Employees, work as a team to maintain and improve Marshall's park system.

Sherman Park, the only 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.

The Ketchum Park Committee has started planning on the next phase of 20 year master plan transformation of Ketchum Park. The next phase is projected to be the development of the Great Lawn which will sit east of the Cronin Millrace Pavilion and north of Kids Kingdom playground. Additional planning on future acquisitions and access to the east end of the park are also underway.

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. The Riverwalk is in desperate need of maintenance plans and funding. The City plans to look at implementing a maintenance fund which would require a portion of all park donations be dedicated to future maintenance.

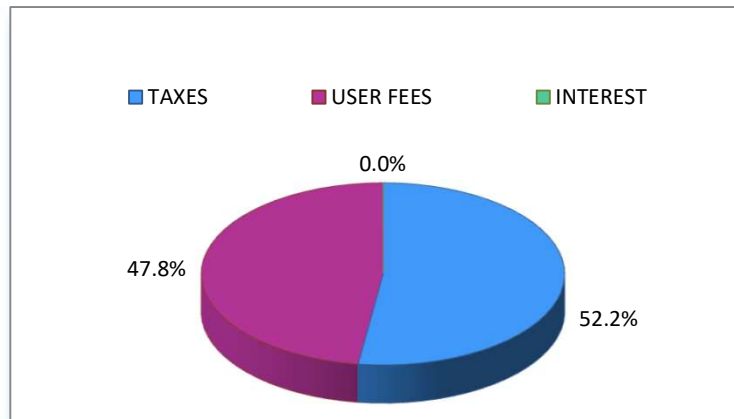
Issues/Changes in 2022-2023 Budget:

- The City is using revenue received from the County Parks millage to start repairs on the Riverwalk.
- A committee of staff and community members has started work on the development of a new park on land donated from Eaton at the corner of Hanover and Fountain Streets.
- Continued transition towards the combination of Parks and Recreation activities under the Recreation Superintendent.

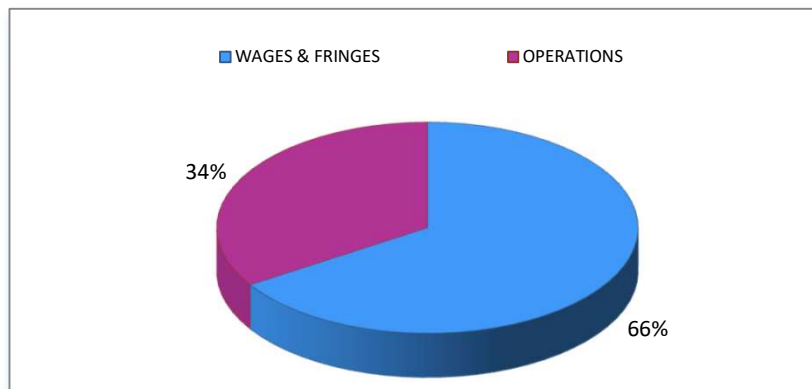
City of Marshall

PARKS		FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Proposed
Expenditures					
101-753-702.00	Payroll	10,849	8,371	5,794	17,333
101-753-702.01	Other Fringe Benefits-taxable	109	141	150	375
101-753-702.40	Payroll - Rubbish/Garbage	317	1,075	849	0
101-753-702.41	Payroll - Mowing/Trimming	2,944	353	3,183	0
101-753-702.55	Payroll - Trees/Forestry	417	2,003	530	0
101-753-702.58	Payroll - Fountain	522	789	0	0
101-753-703.00	Part-time Salaries	22,425	16,875	13,440	21,610
101-753-704.00	Overtime Salaries	35	539	0	0
101-753-704.40	Overtime - Rubbish/Garbage	0	0	0	0
101-753-704.41	Overtime - Mowing/Trimming	0	72	0	0
101-753-704.55	Overtime - Trees/Forestry	0	143	0	0
101-753-704.58	Overtime - Fountain	0	0	0	0
101-753-712.00	Workers Compensation	583	324	1,100	360
101-753-715.00	Social Security	2,838	2,409	1,837	3,008
101-753-716.00	Hospitalization	0	8	1,608	6,593
101-753-717.00	Life Insurance	7	7	13	35
101-753-718.00	Retirement - D/B	41	0	0	1,548
101-753-718.10	Retirement - D/C	303	261	579	240
101-753-740.00	Operating Supplies	3,980	6,557	4,800	5,100
101-753-755.00	Miscellaneous Supplies	0	854	0	0
101-753-775.00	Repair & Maintenance Supplies	1,874	3,619	3,788	3,788
101-753-777.00	MINOR TOOLS AND EQUIPMENT	28	238	400	400
101-753-801.00	Professional Services	0	0	216	0
101-753-806.00	Medical Services	0	0	77	0
101-753-810.00	Dues & Memberships	0	0	0	300
101-753-820.00	Contracted Services	1,456	4,144	3,060	0
101-753-825.00	Insurance	5,547	4,863	4,748	2,740
101-753-860.00	Transportation & Travel	0	0	0	400
101-753-901.00	Advertising	0	71	0	0
101-753-921.00	Utilities-Gas		3,724	5,000	5,000
101-753-922.00	Utilities-Elec, Water, Sewer	11,616	11,845	11,500	11,500
101-753-930.00	Equipment Maintenance	150	0	0	0
101-753-939.00	Contracted Maintenance	792	150	1,020	0
101-753-940.00	Rentals	460	1,160	1,947	1,570
101-753-941.00	Motor Pool Equip Rental	19,750	19,750	16,000	13,920
101-753-941.01	Data Processing	132	166	179	825
101-753-941.02	MOTOR POOL REPLACEMENT CHARGE	0	0	0	1,030
101-753-941.03	MOTOR POOL OPERATING CHARGE	0	0	0	2,111
101-753-958.00	Education & Training	0	0	300	400
101-753-970.00	Capital Outlay	0	0	0	28,000
	Parks - Expenditures Total:	87,175	90,511	82,118	128,186

FY 2023 GENERAL FUND-RECREATION REVENUES		
TAXES	\$ 212,814	52.2%
USER FEES	194,846	47.8%
INTEREST	50	0.0%
TOTAL REVENUES	\$ 407,710	100%



FY 2023 GENERAL FUND-RECREATION EXPENDITURES		
WAGES & FRINGES	239,992	66%
OPERATIONS	124,279	34%
TOTAL EXPENDITURES	\$ 364,271	100%



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. Management of the Farmer's Market is overseen by an advisory board and a contractual Market Manager. The Public Services Director is the designated liaison to assist the Farmer's Market if 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:

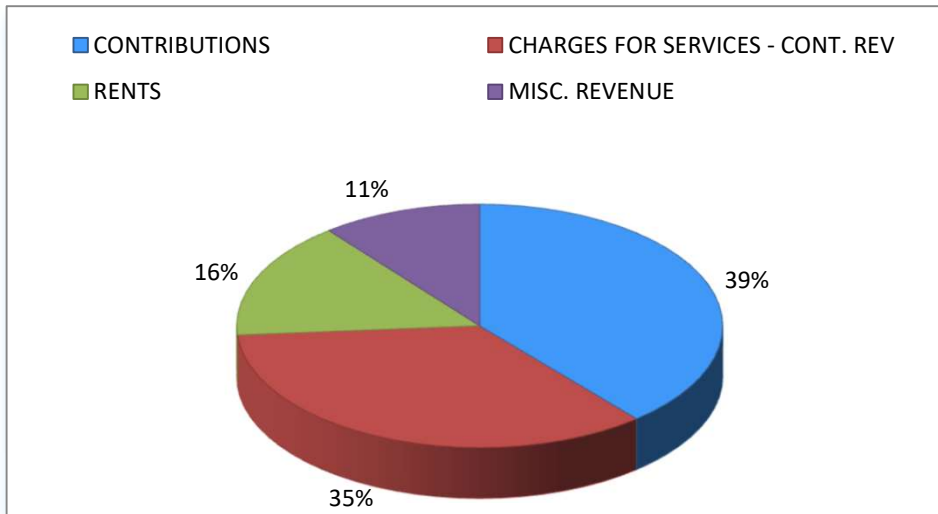
The market remains flexible and open to innovations to maintain and increase the numbers of patrons and vendors, as well as, expanding the available wares. In 2016 the Market instituted the SNAP program allowing patrons with Bridge Cards access to the market's wares.

Budget:

The Farmer's Market board is focused on fundraising to help offset the deficit expected for fiscal year 2022. The manager and board members are creating unique sponsorship activities for local business and supporters. Increased vendor fees were approved for the calendar year 2022 season which will help offset more expenses.

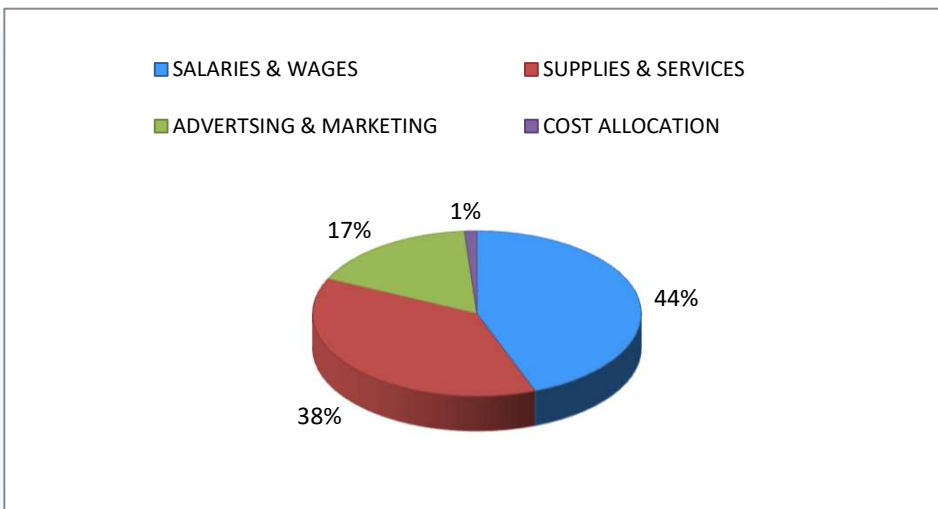
FY 2023 FARMER'S MARKET REVENUES

CONTRIBUTIONS		10,000	39%
CHARGES FOR SERVICES - CONT. REV	\$	9,000	35%
RENTS		4,000	16%
MISC. REVENUE		2,750	11%
TOTAL REVENUES	\$	25,750	100%



FY 2023 FARMER'S MARKET EXPENDITURES

SALARIES & WAGES	\$	11,017	44%
SUPPLIES & SERVICES		9,390	38%
ADVERTISING & MARKETING		4,200	17%
COST ALLOCATION		304	1%
TOTAL EXPENDITURES	\$	24,911	100%



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 Community 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:

A new Terminal Building was constructed in 2021 with funding primarily from FAA funds, the City is responsible for funding approximately 5% of the project and took a loan from MDOT of \$100,000 as well as additional support from the General Fund to complete the project. This loan and a portion of the City's excess support will be reimbursed in this current year.

The airport is projected to receive an additional \$159,000 per year for the next 5 years from the federal Infrastructure bill. Planning for the use of these funds is underway.

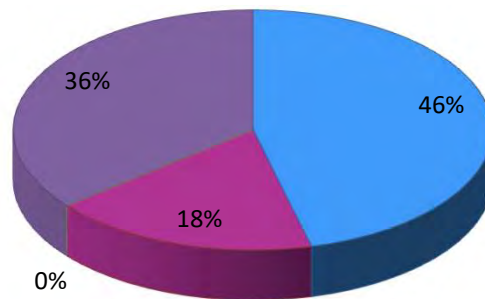
The airport revenue budget is heavily subsidized by the City's General Fund with a small profit from fuel sales and hanger rentals. Recent budget reductions and revenue losses have made the funding of non-FAA funded projects more difficult to complete. These generally include projects such as hanger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

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

FY 2023 GENERAL FUND-AIRPORT REVENUES

CHARGES FOR SERVICES - FUEL	\$ 74,000	46%
RENTS	29,000	18%
INTEREST	10	0%
TRANSFERS IN	57,624	36%
TOTAL REVENUES	\$ 160,634	100%

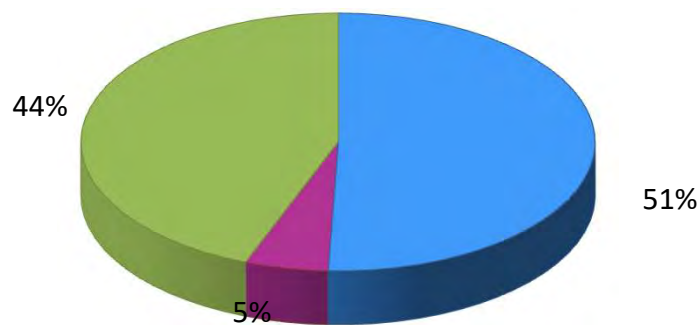
■ CHARGES FOR SERVICES - FUEL ■ RENTS ■ INTEREST ■ TRANSFERS IN



FY 2023 GENERAL FUND-AIRPORT EXPENDITURES

WAGES AND FRINGES	\$ 80,294	51%
OPERATIONS	8,314	5%
FUELS & LUBRICANTS	70,000	44%
TOTAL EXPENDITURES	\$ 158,608	100%

■ WAGES AND FRINGES ■ OPERATIONS ■ FUELS & LUBRICANTS



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, business, and collecting traffic between the local network and County and State systems. The City of Marshall currently has 14.38 centerline major street miles.

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.

Assessment:

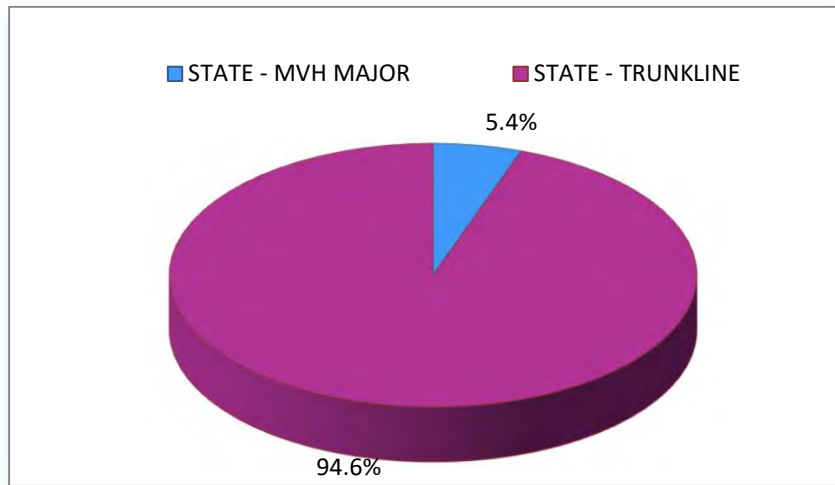
The City of Marshall's road system has been rated utilizing the Pavement Surface Evaluation and Rating system (PASER) since 2005. This rating system is utilized by virtually every state road agency allowing for uniformity in comparing conditions of the street system statewide. All the City of Marshall 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.

Budget:

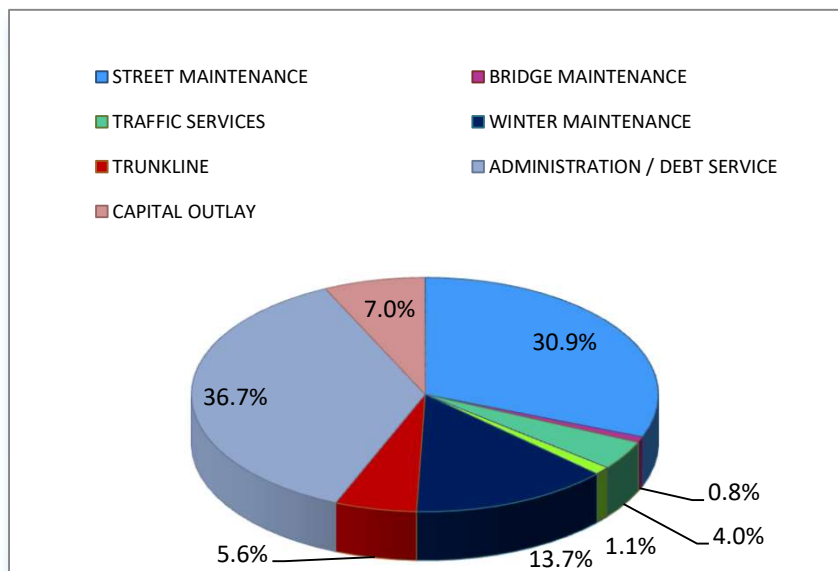
Even with the recent "gas tax" increases and additional funding, only a small portion of those makes it to the municipal levels. Major Street receive more funds per mile than local streets and are eligible for many different grants. Generally, these Major Street tend to be in better condition than local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

New for fiscal year 2022 will be the implementation of a street improvement millage that will contribute major funds to the rehabilitation of Marshall's Streets. Millage funds will be held in a separate fund, but the influx of these funds will allow City staff to focus the Major Streets funds on preventative and capital maintenance.

FY 2023 MVH MAJOR STREETS REVENUES		
STATE - MVH MAJOR	42,000	5.4%
STATE - TRUNKLINE	731,744	94.6%
TOTAL REVENUES	\$ 773,744	100%



FY 2023 MVH MAJOR STREETS EXPENDITURES		
STREET MAINTENANCE	110,086	30.9%
BRIDGE MAINTENANCE	2,900	0.8%
TRAFFIC SERVICES	14,328	4.0%
TRAFFIC SIGNALS	3,936	1.1%
WINTER MAINTENANCE	48,940	13.7%
TRUNKLINE	20,109	5.6%
ADMINISTRATION / DEBT SERVICE	130,863	36.7%
CAPITAL OUTLAY	25,000	7.0%
TOTAL EXPENDITURES	\$ 356,162	100%



LOCAL STREET -- MVH

Description of Services:

The Local Street (MVH) Fund was established for the Act 51 funds given 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.

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.

Assessment:

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.

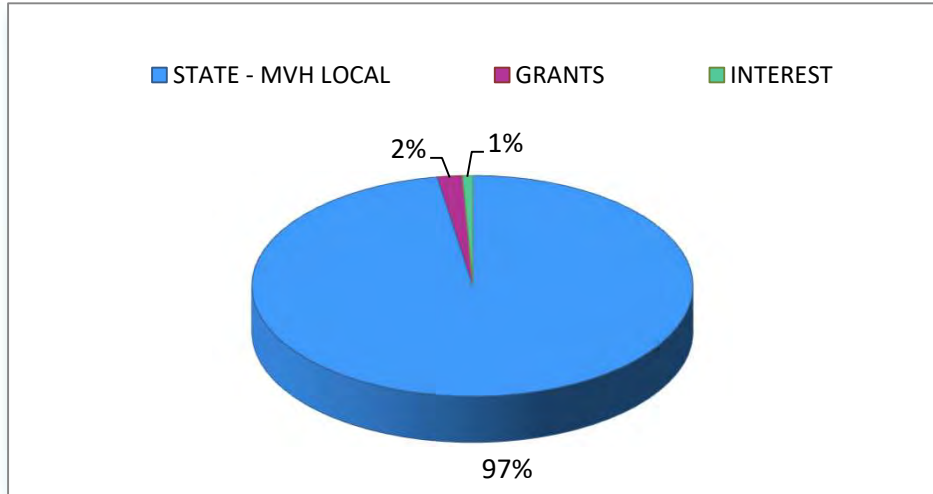
Budget:

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.

New for fiscal year 2022 will be the implementation of a street improvement millage that will contribute major funds to the rehabilitation of Marshall's Streets. Millage funds will be held in a separate fund, but the influx of these funds will allow City staff to focus the Local Streets funds on preventative and capital maintenance.

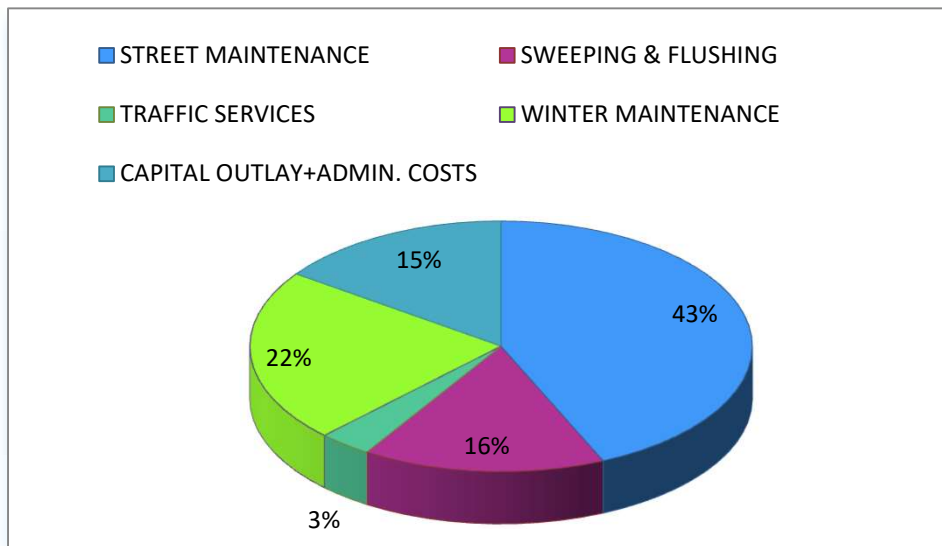
FY 2023 MVH LOCAL STREETS REVENUES

STATE - MVH LOCAL	\$ 193,435	97%
GRANTS	3,611	2%
INTEREST	1,514	1%
TOTAL REVENUES	\$ 198,560	100%



FY 2023 MVH LOCAL STREETS EXPENDITURES

STREET MAINTENANCE	105,442	43%
SWEEPING & FLUSHING	38,014	16%
TRAFFIC SERVICES	8,329	3%
WINTER MAINTENANCE	54,487	22%
CAPITAL OUTLAY+ADMIN. COSTS	37,000	15%
TOTAL EXPENDITURES	\$ 243,272	100%



Street Millage

Description of Services:

The 2022 fiscal year will be the first full year implementation for the street millage fund. This fund, established with the voter approved street improvement bond in November in 2020, is a \$4.75 million bond proposal with strict goal of improving the City of Marshall's streets and ancillary right-of-way area. The millage passed by a 600-vote margin with 2,126 yes votes and 1,542 no votes.

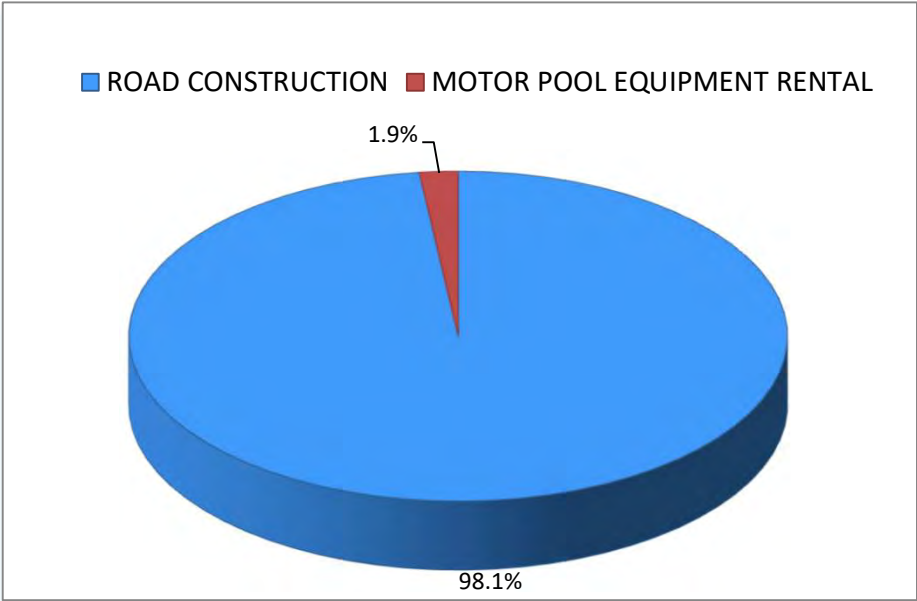
Objectives:

City staff plan to execute construction from spring of 2021 to spring of 2024 to rehabilitate 17-miles of streets throughout the City. A majority of the improvements planned are mill and resurface work where a specific depth of road will be milled and new asphalt pavement will be applied over the existing base material. Sidewalk improvements, minor drainage improvements, and other minor work within the right-of-way are all planned along the improved streets.

Budget:

Due to the bond sale timing, the revenue from the sale (\$4,750,000) will be realized in fiscal year 2021. Revenue from the property taxes will be realized starting in fiscal year 2022 at approximately \$600,000 annually. Expenses for fiscal year 2022 are \$2.4 million which will leave a fund balance of \$2.2 million for construction and expenses in fiscal year 2023. The first construction contract was approximately \$1,000,000 for 5 miles of mill and pave in 2022. For summer of 2023, two watermain projects are planned that will utilize street millage funds and three miles of mill and pave is planned.

FY 2023 MUNICIPAL STREET EXPENDITURES		
ROAD CONSTRUCTION	1,597,278	98.1%
MOTOR POOL EQUIPMENT RENTAL	30,720	1.9%
TOTAL EXPENDITURES	\$ 1,627,998	100%





Marshall Regional Law Enforcement Center

The Marshall Regional Law Enforcement Center (MRLEC) is a collaborative between the City of Marshall, Calhoun County and the State of Michigan. The center houses all three governments' law enforcement agencies, impacting about 100 police officers and support staff. The facility is also used by many other regional law enforcement agencies as part of their collaboration with MRLEC agencies. This ranges from 20 to 30 additional officers. The building can also (post-pandemic) host a variety of civic groups who have utilized our Community Training Room for meetings and functions in the past.

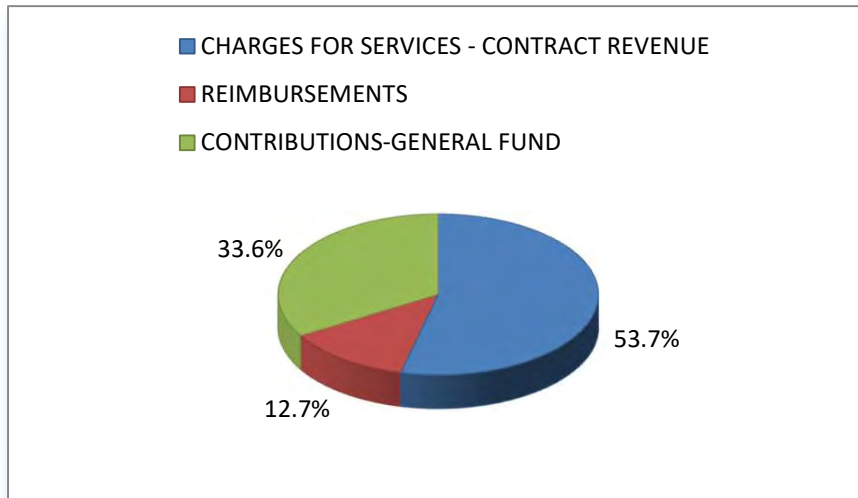
The City of Marshall has ownership of the MRLEC and the State of Michigan and the Calhoun County Sheriff's Office lease the space from the City, as well as provide for some limited support services. There are funds built into the leases that are designated for continued building upkeep now and into the future.

Future Budget Challenges:

The building is now seven years old and we are starting to see an increase in maintenance and replacements costs. Growing security concerns and technology updates are priorities for the budget. Major budget items include camera replacements along with camera system and security system updates. We are working also closely with our agency partners to identify operational needs for the building and to put together plans for building updates in the future which include parking lot expansion and vehicle evidence storage expansion. The additional costs for these updates and expansions will increase the budget over the next few years. We will continue to meet and discuss these plans and to increase rents to re-adjust the original cost sharing formula to pay for these updates and keep the budget balanced.

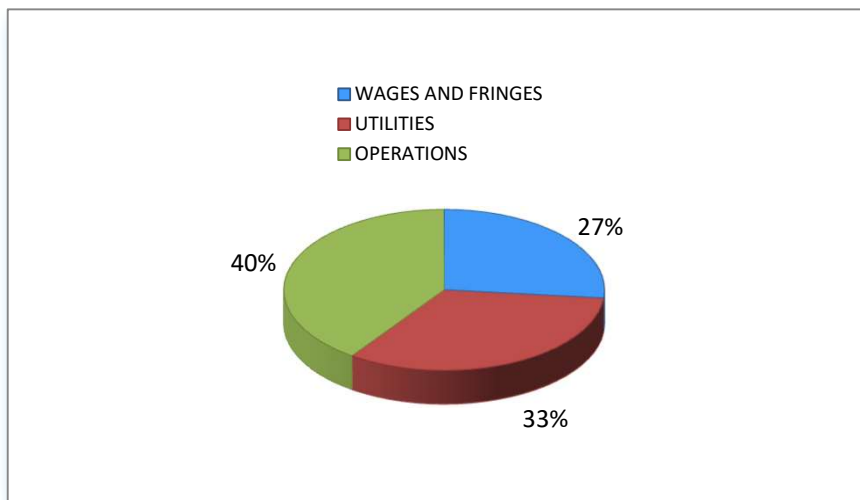
FY 2023 MRLEC REVENUES

CHARGES FOR SERVICES - CONTRACT REVENUE	\$ 176,604	53.7%
REIMBURSEMENTS	41,600	12.7%
CONTRIBUTIONS-GENERAL FUND	110,374	33.6%
TOTAL REVENUES	\$ 328,578	100%



FY 2023 MRLEC EXPENDITURES

WAGES AND FRINGES	\$ 113,708	27%
UTILITIES	141,239	33%
OPERATIONS	171,912	40%
TOTAL EXPENDITURES	\$ 426,859	100%



Brush, Leaf, and Trash Pickup

Description of Services:

- Brush: Every April the Department of Public Works (DPW) 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.
- Bulk Trash: May is the month for the very popular city-wide trash pickup that conveniently follows the announced city-wide rummage sale. This gives residents a chance to dispose of household items that did not find a buyer.
- Leaf: Leaf pickup begins around the middle of October and goes through Thanksgiving and into early December.

Objectives:

The DPW strives to provide citizens of Marshall service that meets their expectations as this fund is supported through a voter-approved millage. Efficient pickup and disposal of brush, leaves, and trash help our residents keep our city looking clean and welcoming. This program helps support the City's Vision by focusing on an improved quality of life.

Budget:

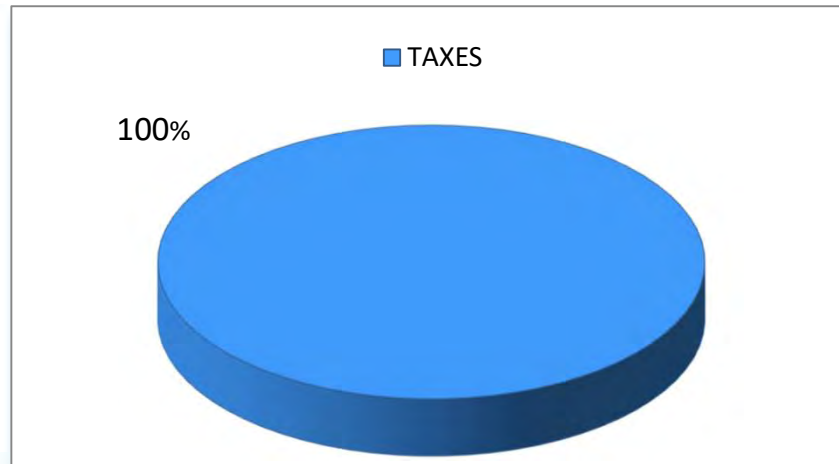
This budget receives revenue from a voted Leaf, Brush, and Trash millage. This millage was renewed in 2016 and increased to .75 mils in 2020. The increased .25 mil was approved to keep the services going and support the Compost Center that is directly impacted by the material generated from these curbside services to our citizens.

The single day bulk trash pickup event was a success in 2021 and that is expected to continue in 2022. Without any unexpected changes staff plan to continue the single day event for the coming years.

In fiscal year 2021, the DPW staff received and operated new grapple system on the loader to conduct the pickup. The ancillary equipment included a tool cat to push the leaves off the curb and staff with backpack blowers. Both pieces of equipment were effective after the initial kinks were worked out. The leaf pickup for fiscal year 2022 was completed from early November to late December. The length of leaf pick up for fiscal year 2022 was affected greatly by unseasonably warm weather.

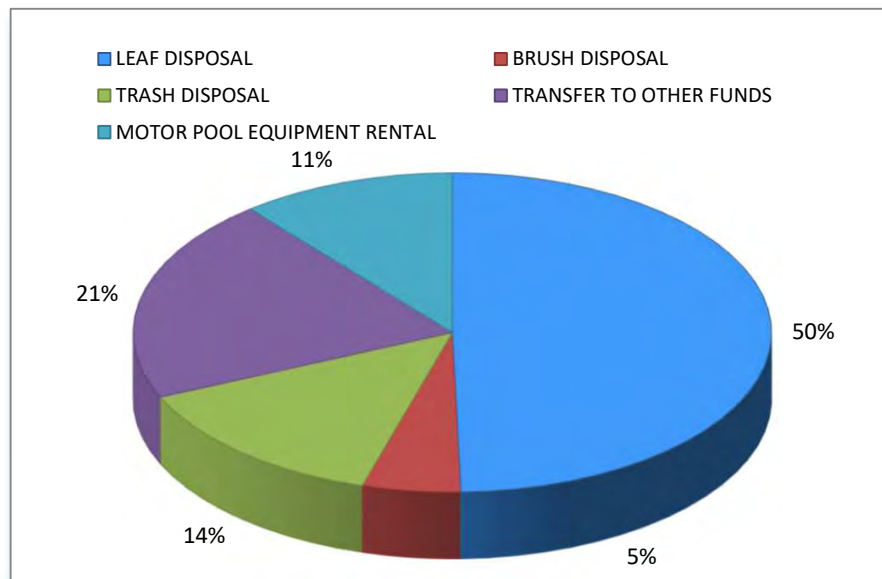
FY 2023 LEAF, BRUSH AND TRASH REMOVAL REVENUES

TAXES	\$	179,311	100.0%
INTEREST		-	0.0%
TOTAL REVENUES	\$	179,311	100%

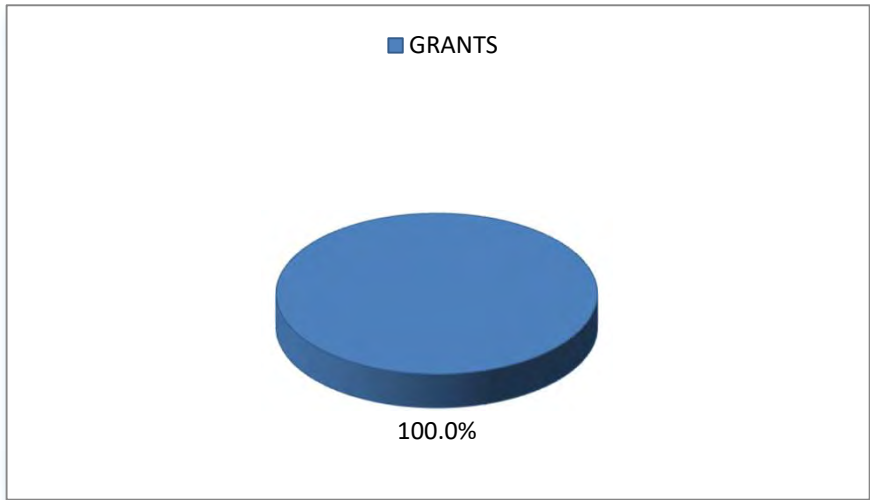


FY 2023 LEAF, BRUSH AND TRASH REMOVAL EXPENDITURES

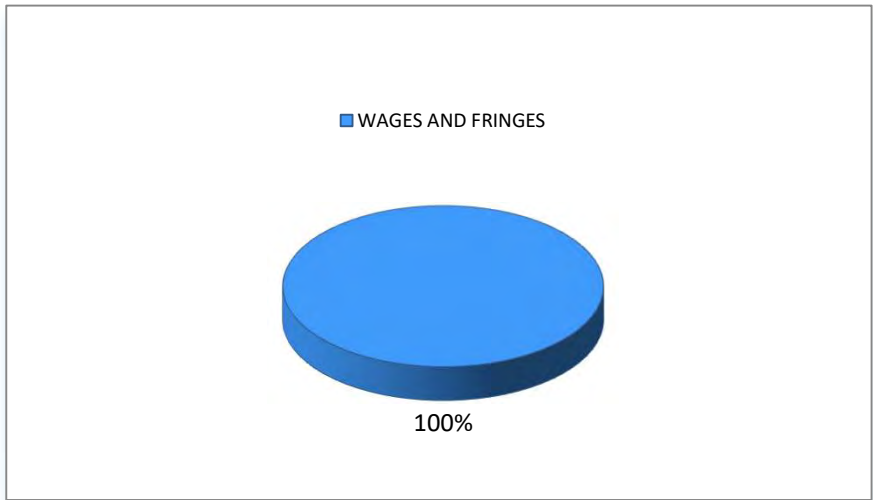
LEAF DISPOSAL	71,811	50%
BRUSH DISPOSAL	7,217	5%
TRASH DISPOSAL	20,000	14%
TRANSFER TO OTHER FUNDS	30,000	21%
MOTOR POOL EQUIPMENT RENTAL	15,840	11%
TOTAL EXPENDITURES	\$ 144,868	100%



FY 2023 SAFER REVENUES		
GRANTS	\$	278,747 100.0%
TOTAL REVENUES	\$	278,747 100%



FY 2023 SAFER EXPENDITURES		
WAGES AND FRINGES	\$	278,747 100%
TOTAL EXPENDITURES	\$	278,747 100%





NORTHEAST NEIGHBORHOOD IMPROVEMENT AUTHORITY

The Neighborhood Improvement Authority (NIA) was created on April 15, 2019. The NIA is established as a Tax Increment Financing Authority by PA 57 of 2018 to support residential development.

The current Board consists of the following members:

Scott Wolfersberger, Chairperson
Greg Beeg
Lucy Blair
Matt Davis
David DeGraw
Krista Trout-Edwards
Derek Perry

The NIA receives its revenue by capturing tax revenue from the City, Kellogg Community College, and Calhoun County millages through the incremental increase in taxable values within the NIA District over the 2018 base year's taxable value

Issues/Changes in 2022-2023 Budget:

- The Eastside Redevelopment project (formerly State Farm/Golden Rule property) is still in the planning stages as city staff work with the Land Bank and other stakeholders to move the project forward.
- The City and Marshall Area Economic Development Alliance (MAEDA) are partnering to develop a marketing strategy to highlight the development opportunities that exist in Marshall and the tools that exist to assist in the development. A few of these sites are in the Northeast NIA district which may result in additional development and an increased in both revenues and expenditures in the coming years.

323 W. Michigan Ave.

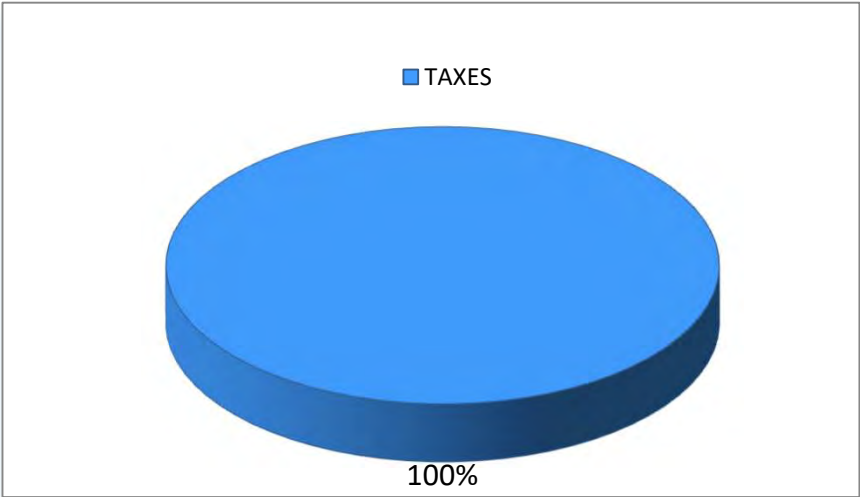
Marshall, MI 49068

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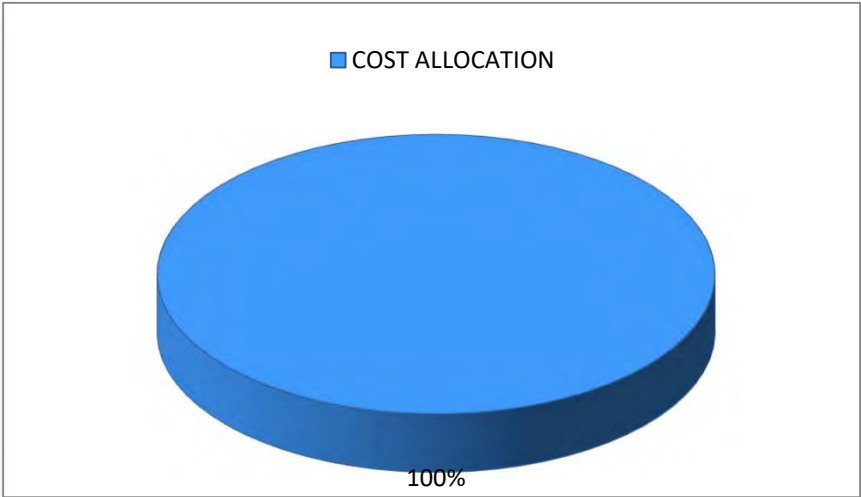
F 269.781.3835

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FY 2023 NORTHEAST NIA REVENUES		
TAXES	\$ 41,080	100%
TOTAL REVENUES	\$ 41,080	100%



FY 2023 NORTHEAST NIA EXPENDITURES		
COST ALLOCATION	127	100%
TOTAL EXPENDITURES	\$ 127	100%



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 current Board consists of the following members:

- Michael Beck, Chairperson
- Sue Damron, Vice Chairperson
- J.P. Walters
- Jason LaForge
- Matt Davis
- Desmond Kirkland
- Richard Lindsey
- Catherine Yates
- Tommy Miller
- Derek Perry
- Rebecca Jones

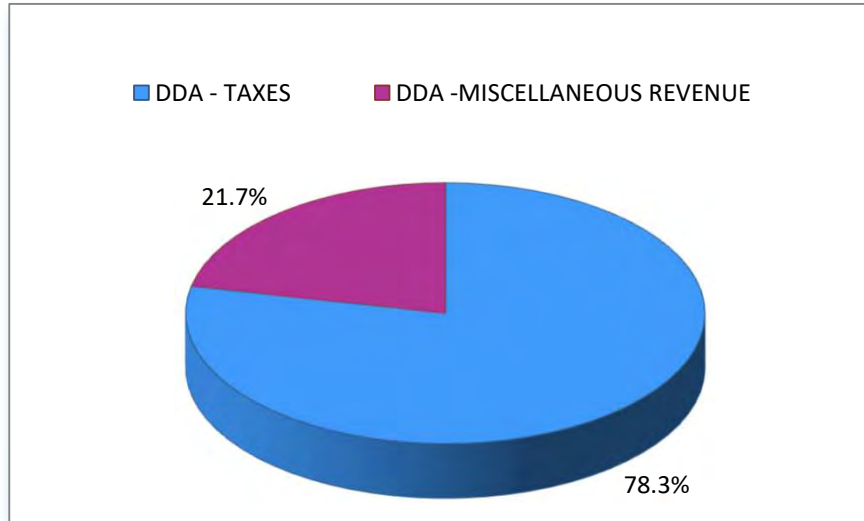
The DDA receives its revenue through the increase in equalized value within the DDA district that are above the base-value determined on December 31, 1982. In addition, the DDA will levy 1.5981 mills on all property within the District to support its operations.

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 2023 DDA budget highlights include \$54,000 of revenue and \$35,000 of expenditures for the Blue's Fest. The DDA is debt free after paying off a 2002 Capital Improvement bond. These and other allocations of the DDA are directly related to City Council's goal of creating and maintaining a "Vibrant Downtown".

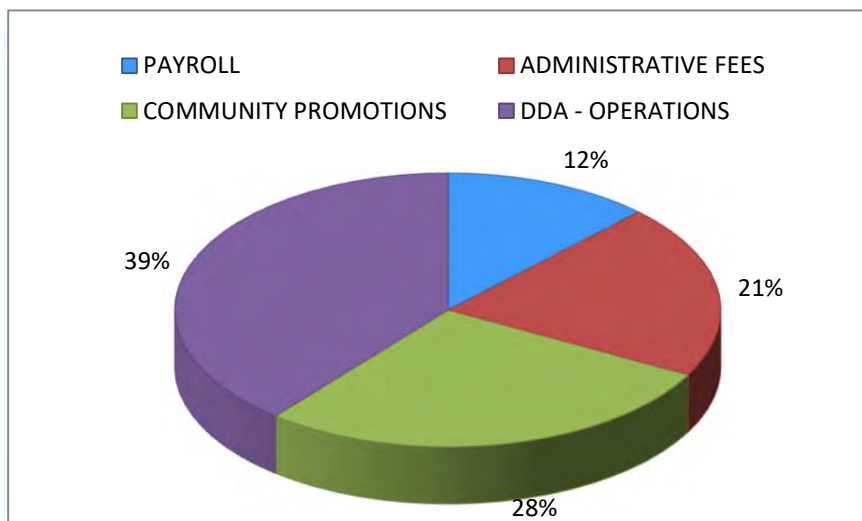
FY 2023 DDA REVENUES

DDA - TAXES	\$	194,958	78.3%
DDA - MISCELLANEOUS REVENUE		54,000	21.7%
TOTAL REVENUES	\$	248,958	100%



FY 2023 DDA EXPENDITURES

PAYROLL	\$	22,018	12%
ADMINISTRATIVE FEES		36,725	21%
COMMUNITY PROMOTIONS		50,000	28%
DDA - OPERATIONS		69,906	39%
TOTAL EXPENDITURES	\$	178,649	100%



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.

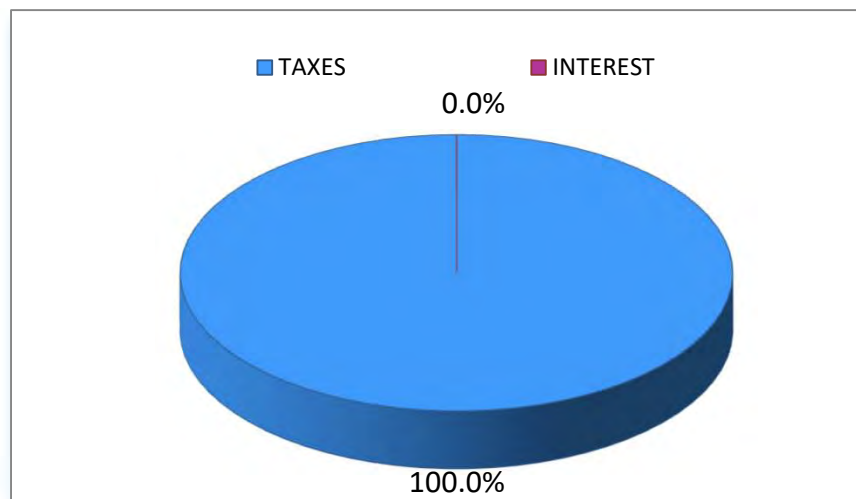
The current Board consists of the following members:

- Michael Beck, Chairperson
- Sue Damron, Vice Chairperson
- J.P. Walters
- Jason LaForge
- Matt Davis
- Catherine Yates
- Desmond Kirkland
- Richard Lindsey
- Tommy Miller
- Derek Perry
- Rebecca Jones

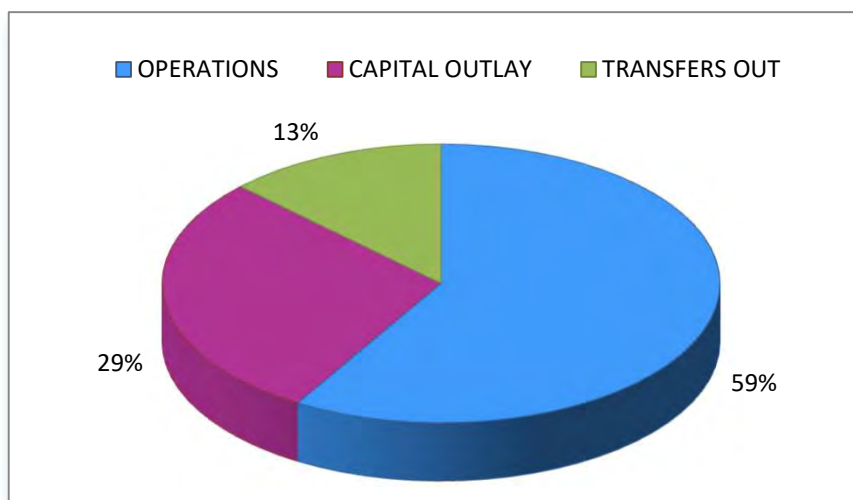
The LDFA receives its revenue through the increase in equalized values within the LDFA District over the base value determined in December 31, 1990. The LDFA is starting to see the benefit of the marijuana ordinances as the MPM and Cresco facilities are operational, with the Bostik facility expected to open in 2022-2023.

The LDFA is in the process of issuing bonds for the construction of the new \$6 million Brooks Electric Substation.

FY 2023 LDFA REVENUES		
TAXES	\$ 763,474	100.0%
INTEREST	50	0.0%
TOTAL REVENUES	\$ 763,524	100%



FY 2023 LDFA EXPENDITURES		
OPERATIONS	\$ 736,200	59%
CAPITAL OUTLAY	360,000	29%
TRANSFERS OUT	160,537	13%
TOTAL EXPENDITURES	\$ 1,256,737	100%





SOUTH NEIGHBORHOOD IMPROVEMENT AUTHORITY

The Neighborhood Improvement Authority (NIA) was created on February 18, 2020. The NIA is established as a Tax Increment Financing Authority by PA 57 of 2018 to support residential development.

The current Board consists of the following members:

Matt Davis, Chairperson
Lucy Blair
Ben Holben
Sean Lefere
Michael Murphy
Derek Perry
Ryan Underhill

The NIA receives its revenue by capturing tax revenue from the City, Kellogg Community College, and Calhoun County millages through the incremental increase in taxable values within the NIA District over the 2019 base year's taxable value.

The proposed FY 2022 NIA budget includes \$25,667 of estimated revenue and \$24,544 of possible expenditures. The only anticipated expense is debt service related to the General Obligation bond issued by the City for construction of the infrastructure for lots on Rebecca and Oak.

Issues/Changes in 2022-2023 Budget:

- Redevelopment of Alwyn Downs Golf Course has begun with the construction starting on nineteen (19) lots in 2021. The developer anticipates sharing plans for the construction of the remaining 200+ lots over the next decade.
- The developer will provide approximately \$19,000 to cover debt service on the 2021 GO Bond. Reimbursement of this amount is anticipated later this decade as revenues from the new houses are received through capture of the City, KCC, and County millages.

323 W. Michigan Ave.

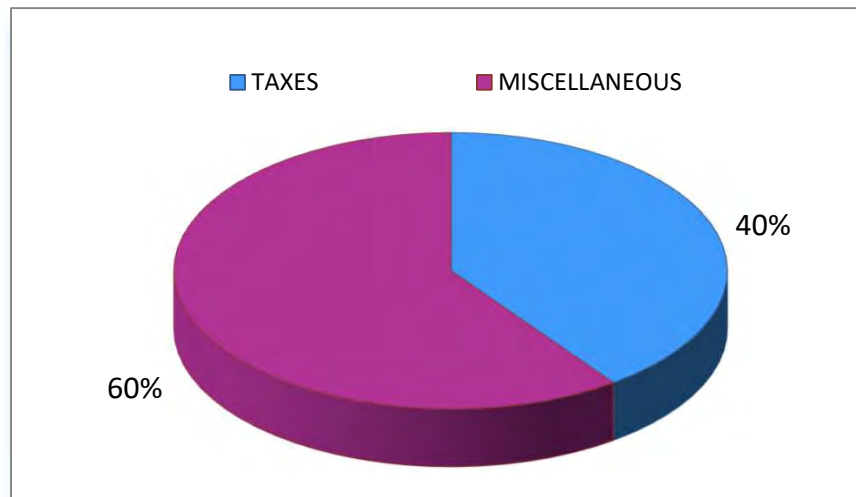
Marshall, MI 49068

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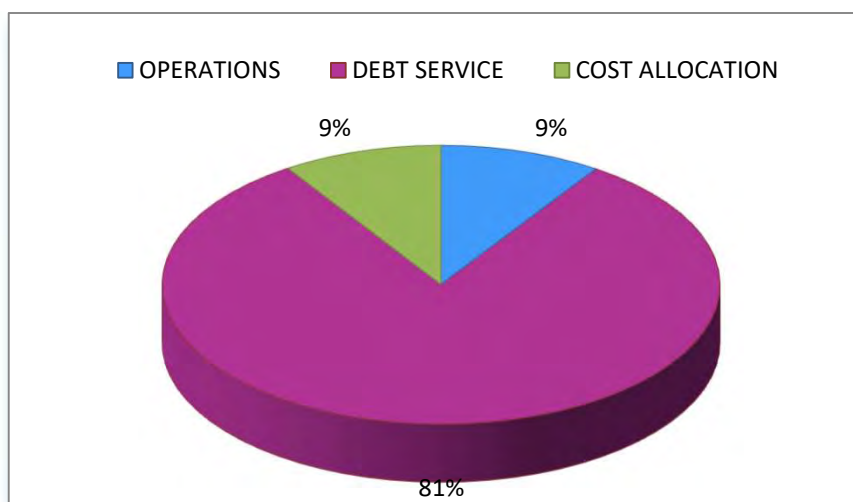
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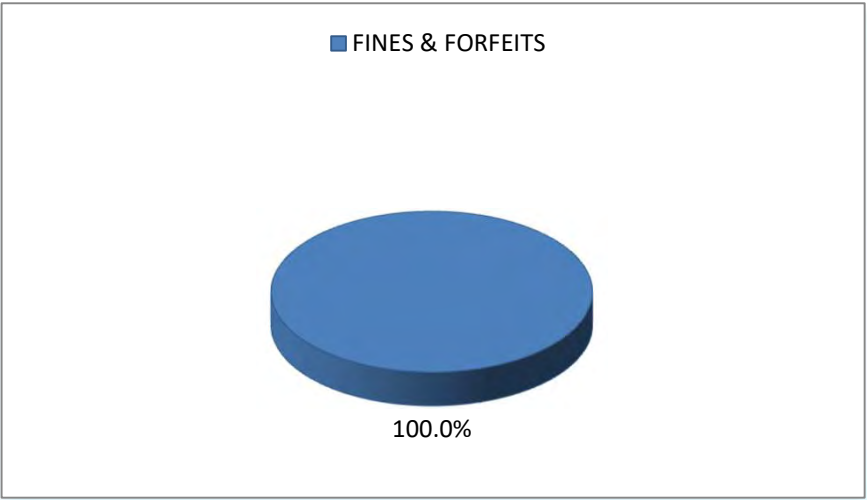
FY 2023 SOUTH NIA REVENUES		
TAXES	\$ 13,019	40%
MISCELLANEOUS	19,520	60%
TOTAL REVENUES	\$ 32,539	100%



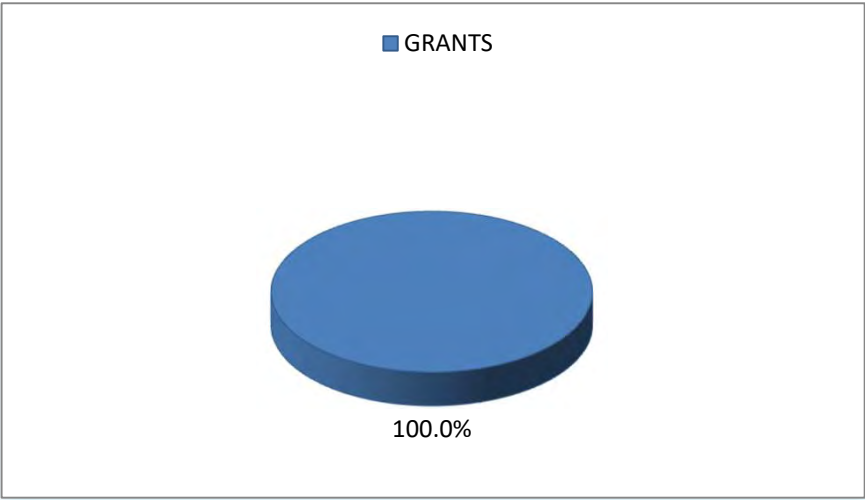
FY 2023 SOUTH NIA EXPENDITURES		
OPERATIONS	\$ 3,000	9%
DEBT SERVICE	26,010	81%
COST ALLOCATION	2,963	9%
TOTAL EXPENDITURES	\$ 31,973	100%



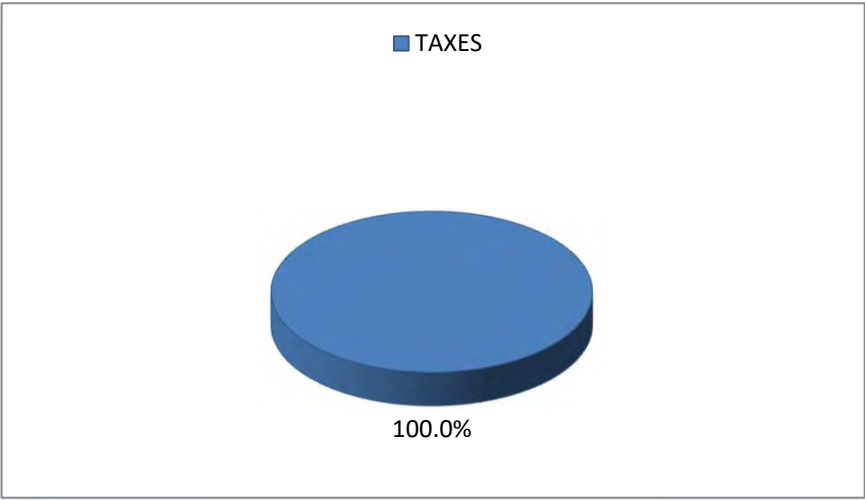
FY 2023 DRUG FORFEITURE REVENUES		
FINES & FORFEITS	\$ 250	100.0%
TOTAL REVENUES	\$ 250	100%



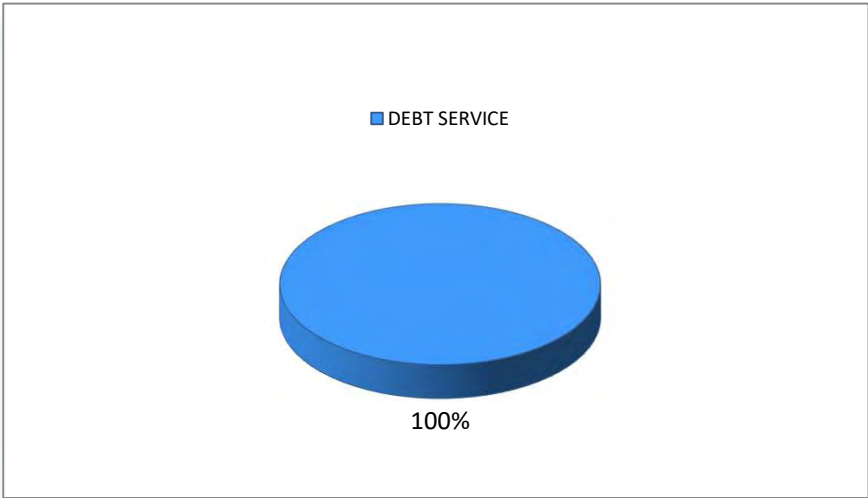
FY 2023 ARPA REVENUES		
GRANTS	\$ 364,456	100.0%
TOTAL REVENUES	\$ 364,456	100%



FY 2023 CIBOND REVENUES		
TAXES	\$ 475,000	100.0%
TOTAL REVENUES	\$ 475,000	100%



FY 2023 CIBOND EXPENDITURES		
DEBT SERVICE	\$ 447,224	100%
TOTAL EXPENDITURES	\$ 447,224	100%



Marshall House Apartments

Owned & Operated by City of Marshall



BUDGET NARRATIVE FY 2022-2023

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.

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.

CURRENT GOALS

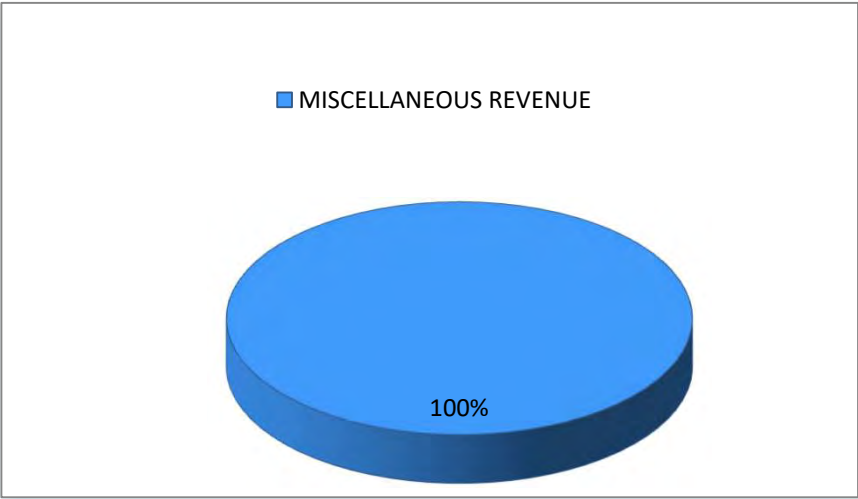
The City is in the process of selling Marshall House to Integra Property LLC with the deal expected to close in the 2021-2022 Fiscal Year. The Marshall House fund need to exist for the 2022-2023 Fiscal Year to account for staff transition and disposition of fund balances and liabilities. The 2022-2023 Fiscal Year is expected to be the final year of the fund.



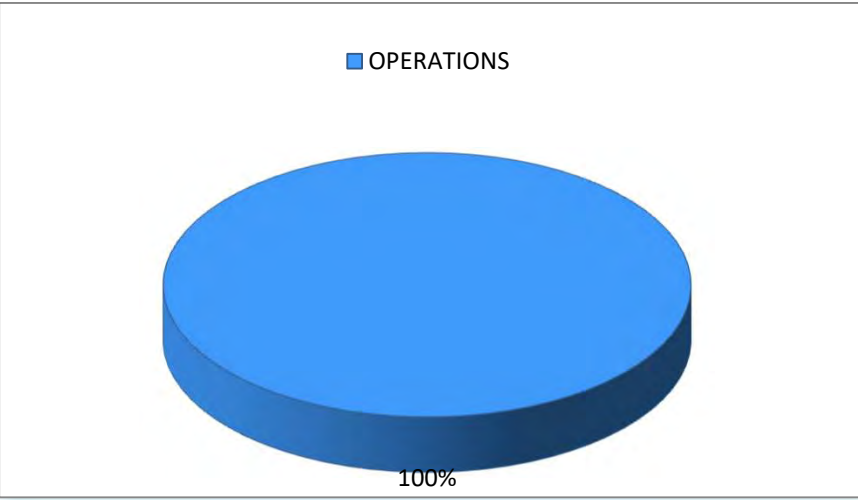
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FY 2023 MARSHALL HOUSE REVENUES		
FEDERAL SECTION 8 GRANT	\$	-
INTEREST		-
RENTS		-
MISCELLANEOUS REVENUE		-
MISCELLANEOUS REVENUE	80,105	100%
CONTRIBUTIONS - MARSHALL HOUSE	-	0%
TOTAL REVENUES	\$ 80,105	100%



FY 2023 MARSHALL HOUSE EXPENDITURES		
OPERATIONS	\$ 80,105	100%
TOTAL EXPENDITURES	\$ 80,105	100%



Fiber to the Premise

The mission of the City of Marshall's Fiber Department is to provide ultra-high speed (up to 10Gbps) symmetrical internet service to city residents and businesses in a cost effective and reliable manner with superior customer service.

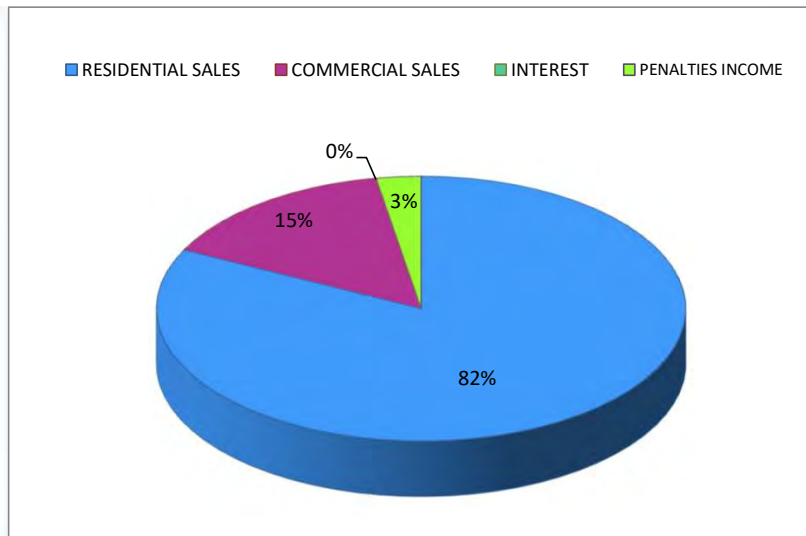
In 2015 the Marshall City Council identified providing Fiber-To-The-Premise (FTTP) ultra-high speed internet availability to residences and businesses as an objective that is contained in all four (4) of the major goals of its strategic plan. The FTTP system was completed in late 2018 and ultra-high speed internet service is now available to all city residents and businesses.

On 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 within two (2) years.

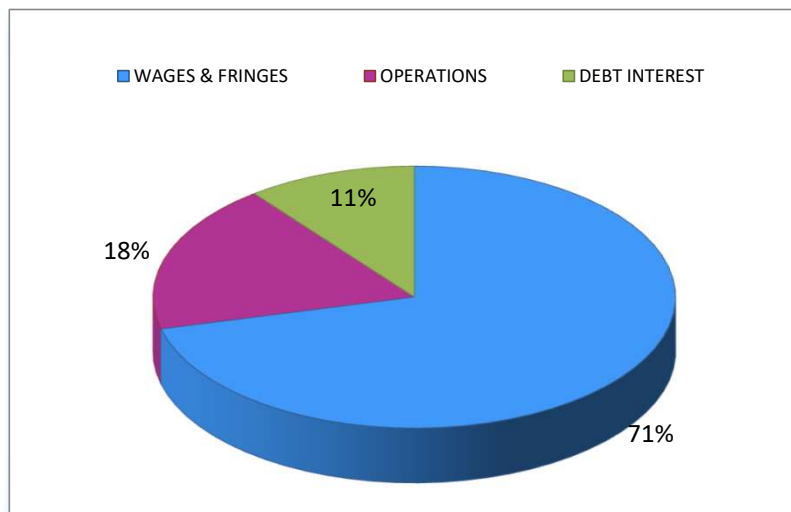
The construction of the fiber system was completed by year end 2018 at a cost of \$4.2 million with 270 total customers connected in 2018; a total of 1025 customers taking service in 2019; 1414 customers taking service from the fiber system by June 30, 2020 and 1570 customers by June 30, 2021 generating \$1, of annual revenue, almost 1700 customers by June 30, 2022 with revenue of \$1,203,000. Revenue for the 2022/23 fiscal year is expected to be \$1,283,010.

The fiscal year 2022/23 requested budget for the Fiber Department is \$888,542 compared to a \$998,492 budget in 2021/22. The positive cash flow is mainly attributable to a 10% rate increase for Tier 1 and 2 residential and decreased expenses in its contracted support contract.

FY 2023 FTTP REVENUES		
RESIDENTIAL SALES	\$ 1,056,000	82%
COMMERCIAL SALES	192,000	15%
INTEREST	10	0%
PENALTIES INCOME	35,000	3%
TOTAL REVENUES	\$ 1,283,010	100%



FY 2023 FTTP EXPENDITURES		
WAGES & FRINGES	\$ 631,474	71%
OPERATIONS	163,715	18%
DEBT INTEREST	93,353	11%
TOTAL EXPENDITURES	\$ 888,542	100%



Electric Fund

The mission of the City of Marshall Electric Department is to provide safe, reliable and competitively-priced electric service tailored to the unique needs of our community.

The Marshall Municipal Electric Department was established in 1892 with the City's acquisition of the privately-owned Kalamazoo River Perrin mill site on South Marshall Avenue. Here, the City constructed a hydroelectric generating facility that still serves the community today.

Electric Department fulltime staffing currently consists of a Director of Electric Utilities; a Lead Lineman; five (5) Journeyman Lineworkers; two (2) Apprentice Lineworkers; a Power Plant Lead Operator; three (3) Power Plant Operators; and three (3) Metering staff.

The Electric Department currently serves 3,885 residential, 668 commercial and 20 industrial electric customers. In addition, the Department operates and maintains approximately 1,400 street and security lights throughout its service area.

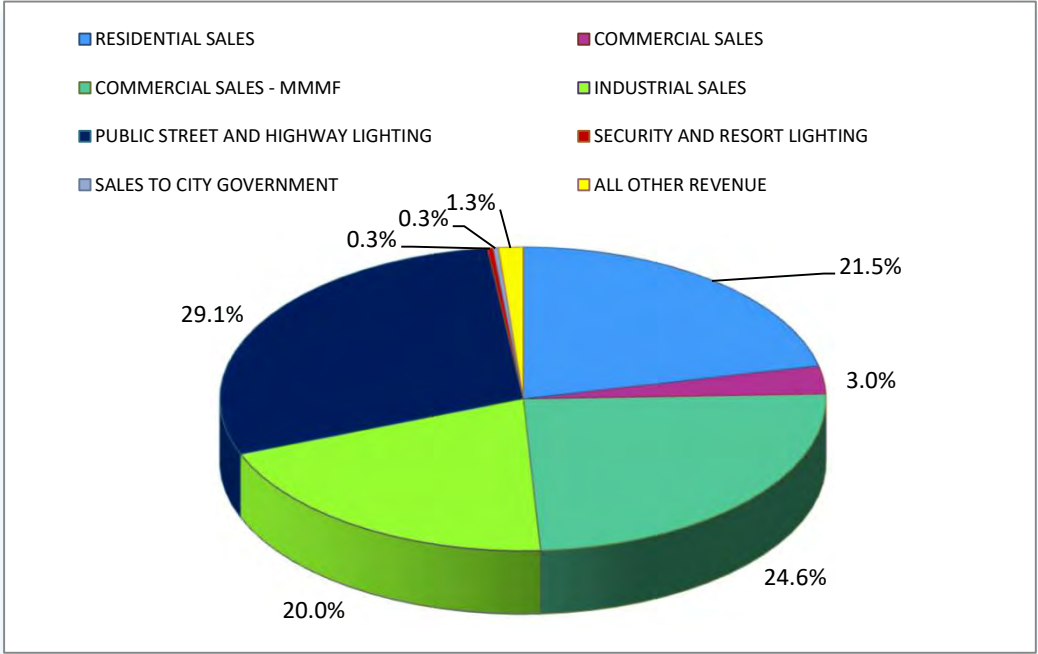
The 2022/23 requested Electric Department budget is \$16,432,722 with \$10,960,814 (66.7%) appropriated for purchased power expenses. Included in total projected electric revenues (\$18,549,867) is approximately \$3.9 million from Michigan Medical Marijuana (grow) Facilities (MMMF). Also included is \$350,000 for power production and electric distribution system capital improvement projects.

Marshall's power supply portfolio consists of diverse generating assets and short-term and long-term power purchases designed to provide reliable service with stable, competitive costs. These assets include the Marshall Power Plant's three natural gas/diesel reciprocating engines and generators, and the Marshall Hydroelectric Project's two hydropower units. In addition to serving as backup for critical City electric customers, the local generating units provide capacity, energy and Renewable Energy Certificates/Credits (RECs) that help offset power supply expenses. Long-term generating assets include the coal-fired Prairie State Energy Campus in Illinois, the natural gas-fired AMP Fremont Energy Center in Fremont, Ohio; five AMP hydroelectric plants on the Ohio River, and the Menominee Hydro (Menominee, Michigan) and Oconto Hydro (Green Bay, Wisconsin) plants. Approximately 24% of the City's power supply requirements are served by from renewable energy resources.

Competitive rates, safety and reliability are prime areas of Electric Department focus. Capital improvement planning coupled with reinvestment in electric infrastructure helps ensure these primary goals are achieved. Proactive maintenance programs including line clearance (tree trimming), wooden pole testing, meter testing, monthly generating unit tests and many others are designed to help avoid unscheduled service interruptions. Electric Distribution and Power Plant staff are available on a 24 hours/day, 7 days/week basis to restore service in the event of an unscheduled interruption and to assist during community events.

The Electric Department is a member of a number of power supply and electric utility trade associations including the Michigan Municipal Electric Association (MMEA); the Michigan Public Power Agency (MPPA); American Municipal Power (AMP); the American Public Power Association (APPA) and the Michigan South Central Power Agency (MSCPA). These associations allow the City of Marshall to take advantage of economies of scale in power supply arrangements and in addressing state and federal regulatory issues and policies that would not otherwise be available to the City acting alone.

FY 2023 ELECTRIC REVENUES		
RESIDENTIAL SALES	4,168,190	21.5%
COMMERCIAL SALES	578,000	3.0%
COMMERCIAL SALES - MMMF	4,769,275	24.6%
INDUSTRIAL SALES	3,866,871	20.0%
PUBLIC STREET AND HIGHWAY LIGHTING	5,633,991	29.1%
SECURITY AND RESORT LIGHTING	57,539	0.3%
SALES TO CITY GOVERNMENT	54,000	0.3%
ALL OTHER REVENUE	254,887	1.3%
TOTAL REVENUES	\$ 19,382,753	100%



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 – 5:00 pm. We currently have six buses, five of them operate as DART buses and the sixth operates solely as the AMC bus. All buses in our fleet are ADA accessible, equipped with a lift in order to accommodate individuals with disabilities.



Dial-A-Ride: DART recently celebrated our 47th anniversary. Transportation service began in 1974 in Marshall in order to address the transit needs within our community. We are 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 and from the bus either unassisted or with the help of a caregiver, both at time of pick up and drop off. Our drivers are unable to leave the bus unattended for any length of time while in service. Individuals may schedule rides up to a week in advance, as well as call the same day to request a ride. Our service area includes the City limits and up to 1 mile outside of the City limits.

Historically, DART has been gifted the ability to provide rides at no charge to our senior and/or disabled passengers every Wednesday. This opportunity has been made available through the generous sponsorship from the Marshall Lions Club, the Marshall United Methodist Church, and There's Enough.

Albion-Marshall Connector: The AMC has one bus that travels between Albion and Marshall, with the service areas being within the City limits of both. We operate on a fixed-schedule with the same pick-up time frames each day in both communities.

Following the same guidelines as DART, the AMC is also a curb to curb, demand-response service. 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.

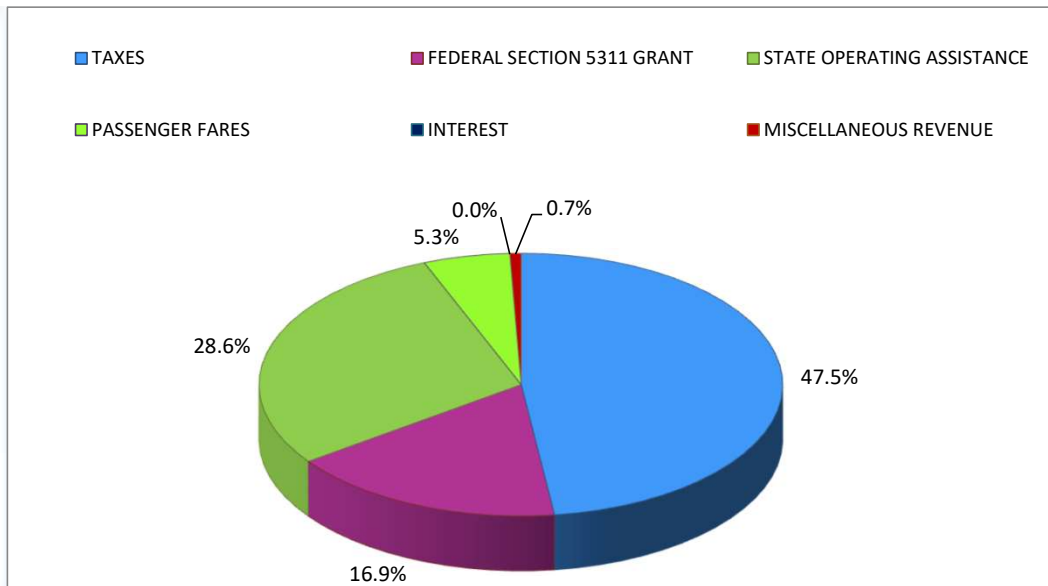
Staff: The department consists of a part-time manager that also dispatches as needed, two part-time dispatchers, and six part-time drivers. Due to the part-time nature of the work and CDL requirements we are frequently challenged with maintaining full staff levels.

	Total Passengers		Senior Citizens		Senior Handicapped		Non-Senior Handicapped	
Fiscal Year	2019	2020	2019	2020	2019	2020	2019	2020
DART	22,705	13,712	5,554	3,464	5,725	3,840	1,684	900
AMC	4,691	2,497	1,319	819	201	115	308	117

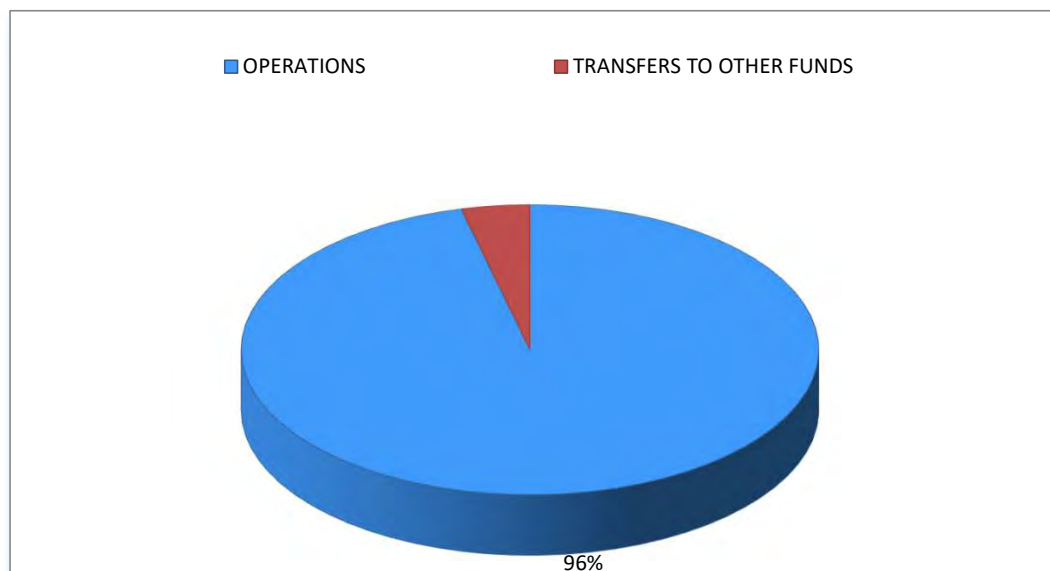
A look back at FY 2020 brings us to many firsts for DART and AMC. March 16, 2020 was the start of many changes for our department. Dart and AMC were faced with many tough decisions regarding the safety and wellbeing of not only our staff, but also our passengers. Much time and effort were spent to come up with the right balance to keep everyone as safe as possible while also being available for our passengers to get to and from work, grocery stores, medical appointments and pharmacy's. DART and AMC modified their schedule as needed over the past year to minimize exposure for employees and passengers. In addition to social distancing, mask wearing, and high traffic area repeated daily cleaning, DART was able to purchase an industrial sanitizing sprayer that has been instrumental in keeping our busses clean and safe for use.

Funding from the state and property tax revenue remain stable. We expect to request donations towards the end of the fiscal year to keep AMC funded for the entirety of the year. This has been common proactive for the last several year and very generous donations from local sources have carried the fund through in the end.

FY 2023 DIAL-A-RIDE REVENUES		
TAXES	\$ 224,478	47.5%
FEDERAL SECTION 5311 GRANT	80,000	16.9%
STATE OPERATING ASSISTANCE	140,000	28.6%
PASSENGER FARES	25,000	5.3%
INTEREST	40	0.0%
MISCELLANEOUS REVENUE	3,200	0.7%
TOTAL REVENUES	\$ 472,718	100%



FY 2023 DIAL-A-RIDE EXPENDITURES		
OPERATIONS	\$ 493,057	96%
TRANSFERS TO OTHER FUNDS	19,590	4%
TOTAL EXPENDITURES	\$ 512,647	100%



WASTEWATER

The Wastewater Department consists of the wastewater treatment plant (WWTP), lift stations, and the sanitary sewer collection system. The WWTP and 14 lift stations are operated and maintained by the Wastewater Department while the sanitary collection system is maintained with the assistance of the Department of Public Works (DPW). The department consists of five employees; a Wastewater Superintendent and four Plant Operators.

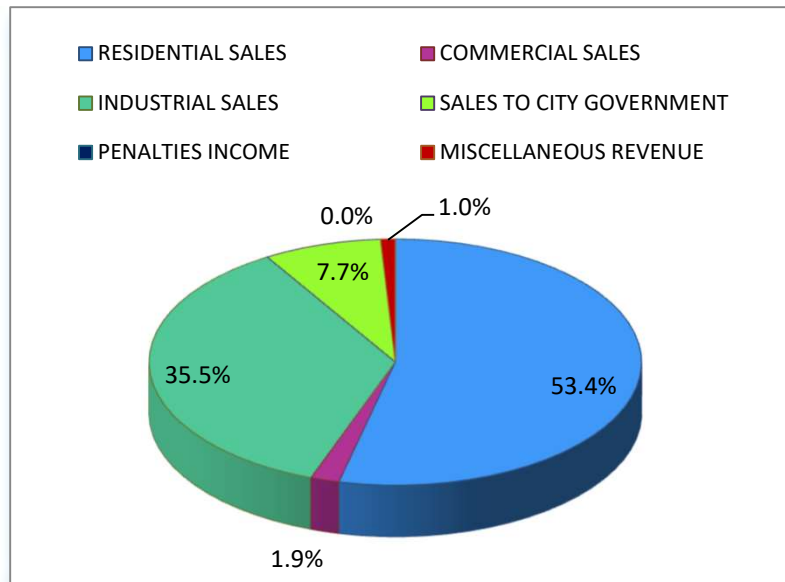
The WWTP operation treats approximately 1.5 million gallons of wastewater daily. The plant is in continuous operation and the effluent must meet the requirements of a National Pollutant Discharge Elimination System (NPDES) permit issued by Michigan's Department of Environment, Great Lakes, and Energy (EGLE). Staff conducts daily analysis and ongoing operational evaluation to ensure continuing compliance with NPDES permit requirements. The four levels of licensing for wastewater operators are regulated by EGLE with Class D being the lowest and Class A the highest. As a Class B wastewater treatment plant, EGLE requires at least one operator to hold a Class B or higher license.

A list of existing team members, their positions, and licensure is detailed at the end of this section. Maintaining the plant is the prime responsibility of the Wastewater Department and maintenance of the distribution system is completed by DPW. Both departments are integral towards the City's Vision by focusing on an improved Infrastructure. The plans for FY21 will preserve, rehabilitate and expand the city infrastructure and assets.

Staff	Title	Licenses
Alec Egnatuk	Wastewater Superintendent	ABCD
Chad Hazel	Operator II-C	CD
Mark Strand	Operator I-C	CD
Ken Finney	Operator I-D	D
Eric Weberling	Operator I	n/a

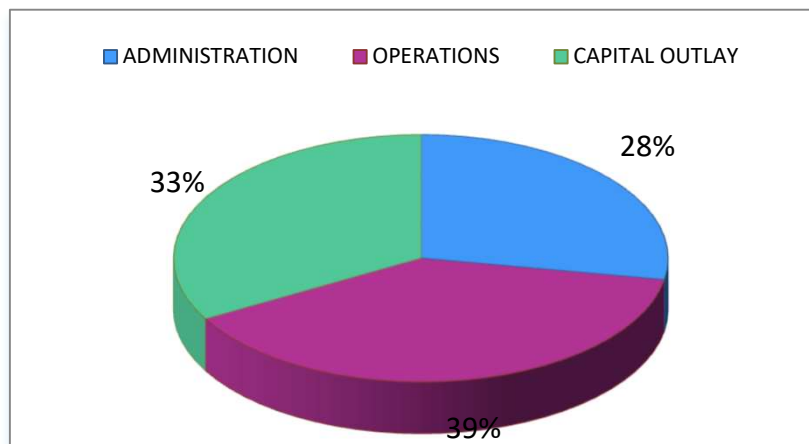
FY 2023 WASTEWATER REVENUES

RESIDENTIAL SALES	1,118,000	53.4%
COMMERCIAL SALES	39,000	1.9%
INDUSTRIAL SALES	744,000	35.5%
SALES TO CITY GOVERNMENT	161,500	7.7%
PENALTIES INCOME	-	0.0%
MISCELLANEOUS REVENUE	20,000	1.0%
TOTAL REVENUES	\$ 2,094,500	100%



FY 2023 WASTEWATER EXPENDITURES

ADMINISTRATION	\$ 573,686	28%
OPERATIONS	826,217	39%
CAPITAL OUTLAY	685,000	33%
TOTAL EXPENDITURES	\$ 2,084,903	100%



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. The department is staffed with five employees through four positions. The Water Superintendent provides oversight of Plant operations and Distribution System maintenance, plus reporting and budgeting. The Plant Operator is responsible for water treatment, water testing, and maintenance of Water Treatment Plant. The Distribution Working Foreman is responsible for scheduling, tracking, and organizing work for the distribution workers. The Distribution Utility Workers are responsible for maintenance of services, hydrants, mains, meters, towers, and backup to the Plant Operator.

Water Production

The City of Marshall Well Field is located at 832 East Green Street. Currently the city pumps ground water from the Marshall Sandstone Aquifer to feed approximately 7,000 residential commercial 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. Our water plant is a D2 rated plant filtering out iron and manganese. Chlorine gas is added 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.

The Water Plant Operator is responsible for the testing of the water in the City. Bacteria samples, monitoring samples set forth by EGLE, Lead and Copper and PFAS samples are all budgeted.

In 2020 the City saw a slight decrease of approximately 6 million gallons from the previous year. New housing developments and industrial growth should raise the water revenue in 2021.

Water Distribution

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

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 department.

The Department is installing automated water infrastructure (AMI) meters throughout all

of town in early 2021. The project will decrease water loss, decrease customer calls for meter issues, and allow the tracking of water leaks inside buildings, which will ultimately save customers money.

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 was inspected in 2019. Both tanks were found to be in good condition with minimal upgrades defined in the report.

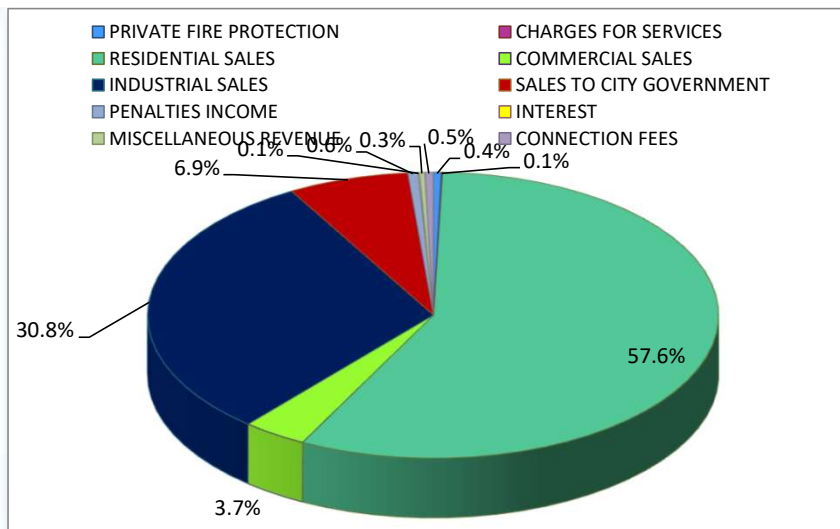
There are approximately 55 miles of water main with diameters ranging from 4"-16" that feed water to customers. With the asset management inventory, we will get a better understanding of the age and condition of the system. All water mains are mapped on our GIS database and accessible to employees in 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. Future infrastructure upgrades are in the budget for expansion and maintenance.

In response to the Michigan Department of Environment, Energy, and Great Lakes (EGLE) Lead and Copper Rule of 2018 the city is actively working to remove lead service lines from the system. Due to the rule's mandate to inventory all services lines by 2025, the Department is inventorying both sides of the service line (each side of the curb stop) in 2021. Once the final inventory of lead service lines is determined, the City must replace the lead service lines at a rate of 5% per year, not to exceed 20 years. This cost will be incurred by the City Water Fund annually until all services are replaced.

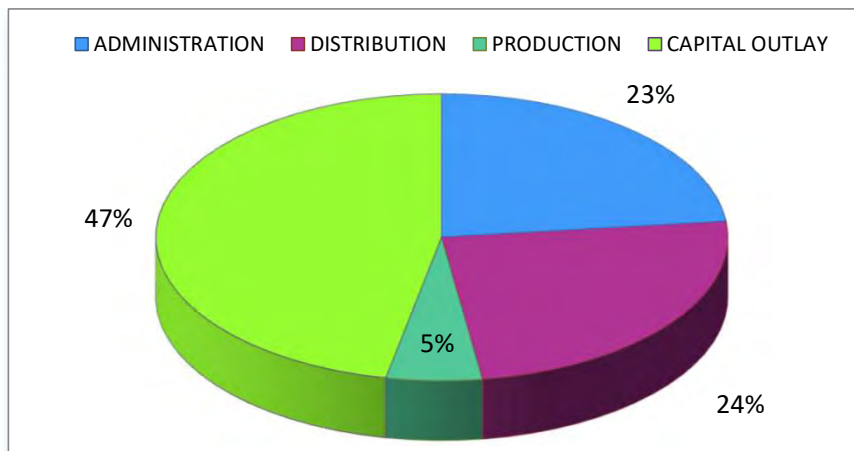
Budget

In the past 5 years we have seen an increase in operational costs to maintain distribution assets. A rate study was completed by staff and the MRWA in 2020, at no cost, with rate increases going into effect February 1, 2022. A two-year rate increase was approved and rates will be evaluated again in October of 2023 to ensure the department funding is appropriate. Capital improvements and operational costs to maintain distribution and treatment assets will be reflected in the rates. The Department continually works to meet the challenge of balancing prioritized 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 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 2023 WATER REVENUES		
PRIVATE FIRE PROTECTION	9,000	0.4%
CHARGES FOR SERVICES	1,200	0.1%
RESIDENTIAL SALES	1,150,000	57.6%
COMMERCIAL SALES	75,000	3.7%
INDUSTRIAL SALES	626,000	30.8%
SALES TO CITY GOVERNMENT	140,000	6.9%
PENALTIES INCOME	12,000	0.6%
INTEREST	1,500	0.1%
MISCELLANEOUS REVENUE	6,000	0.3%
CONNECTION FEES	10,000	0.5%
TOTAL REVENUES	\$ 2,030,700	100%



FY 2023 WATER EXPENDITURES		
ADMINISTRATION	\$ 787,116	23%
DISTRIBUTION	829,437	24%
PRODUCTION	183,587	5%
CAPITAL OUTLAY	1,588,000	47%
TOTAL EXPENDITURES	\$ 3,388,140	100%





Solid Waste Fund

The Solid Waste Fund is new to the City in 2021-2022 due to the adoption of a single hauler solid waste contract and subsequent contract with Granger Waste Services. The 5-year contract provides for trash, recycling, and bulk trash pick-up with a 3% annual price escalator. This contract is the first of its kind in the history of the City of Marshall.

Initial customer count for the services provided under the contract are approximately 2070 trash and 1000 recycling customers. The City is responsible for billing its residents with Granger billing the City for an agreed upon customer count.

Issues/Changes in 2022-2023 Budget:

- The city plans to maintain rates at its current level due to the higher-than-expected take rate for trash and recycling. Rates will be reviewed each year to determine if any changes are needed.

323 W. Michigan Ave.

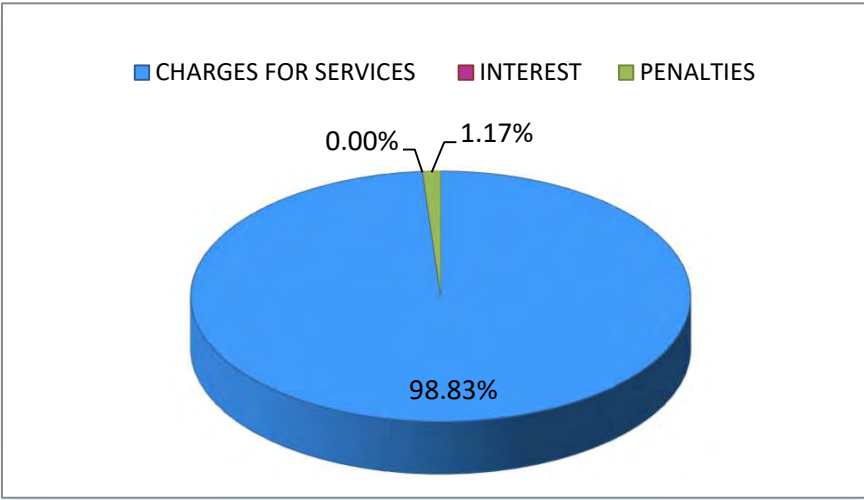
Marshall, MI 49068

p 269.781.5183

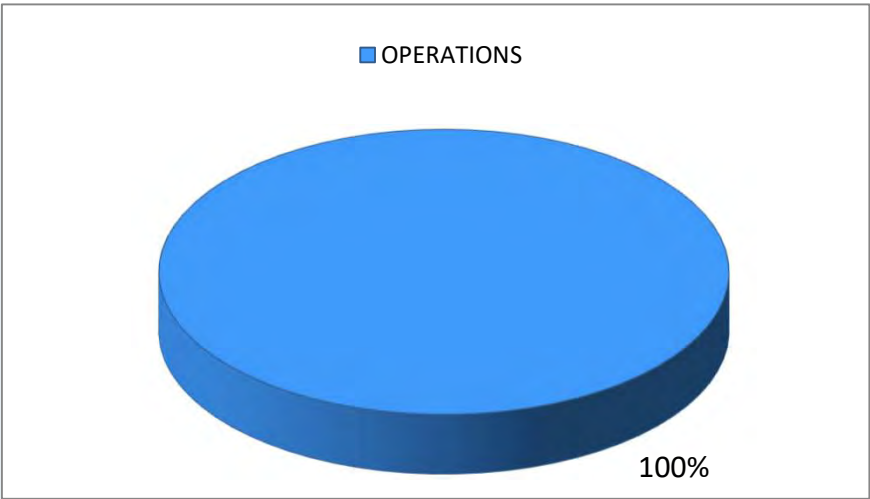
F 269.781.3835

cityofmarshall.com

FY 2023 SOLID WASTE REVENUES		
CHARGES FOR SERVICES	\$ 421,592	98.83%
INTEREST	5	0.00%
PENALTIES	5,000	1.17%
TOTAL REVENUES	\$ 426,597	100%



FY 2023 SOLID WASTE EXPENDITURES		
OPERATIONS	\$ 371,825	100%
TOTAL EXPENDITURES	\$ 371,825	100%



INFORMATION TECHNOLOGY FUND

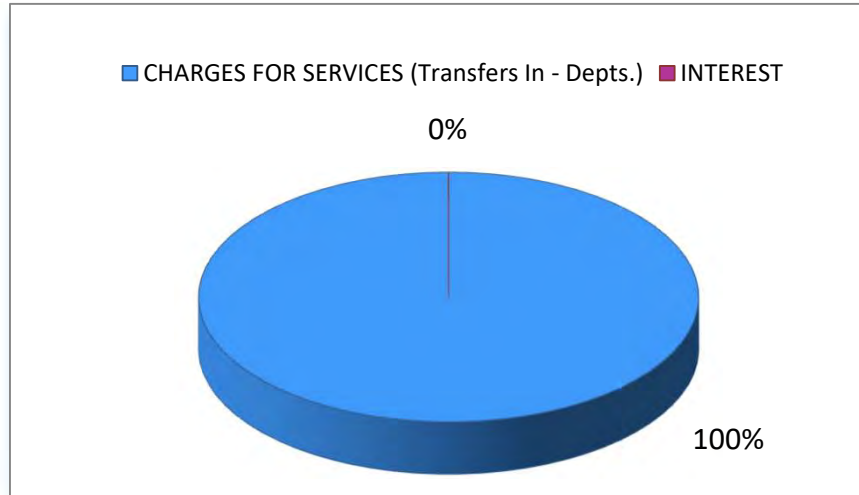
The Information Technology (IT) Fund is an internal service fund used to account for the costs associated with the maintenance and development of the City's local area network (LAN), the phone system, and several software programs. Each department is charged a monthly fee for each personal computer they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

The City is moving to increase the level of service provided to its operations from the IT Fund. Replacement schedule for computers is moving to 4 years from the current 6-7 years and a move towards a managed services provider is planned for the 2022-23 Fiscal Year. This will increase the amount charged to each fund.

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.

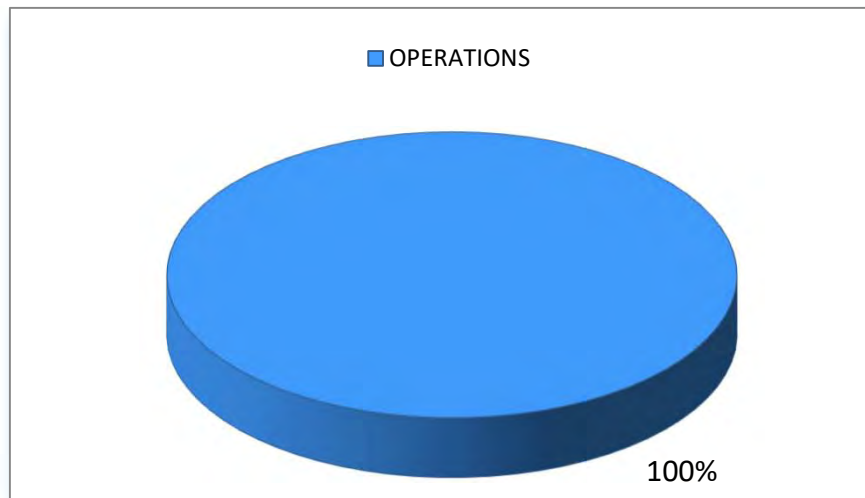
FY 2023 INFORMATION TECHNOLOGY

CHARGES FOR SERVICES (Transfers In - Depts.)	\$ 266,782	100%
INTEREST	50	0%
TOTAL REVENUES	\$ 266,832	100%



FY 2023 INFORMATION TECHNOLOGY EXPENDITURES

OPERATIONS	\$ 266,899	100%
TOTAL EXPENDITURES	\$ 266,899	100%



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. The department is operated by three staff; Director of Public Services, DPW Superintendent, and Mechanic. The Mechanic executes necessary repairs on all vehicles in motor pool and the DPW Superintendent oversee and plans necessary work. The Director of Public Services is responsible for budget oversight and capital purchases.

Each year the fleet is reviewed to determine the various needs of each City Department. City staff maintain a master replacement schedule with project replacement date as the guidance for unit replacements. Vehicles and equipment have varying replacement schedules based on type of vehicle and the use. Typically, the City works to replace trucks on a 15 years schedule, bucket trucks on a 13-year schedule, heavy equipment every 18 years, mowers every 10 years, etc. Final replacement dates are coordinated between maintenance staff, operators, department heads and directors to most efficiently meet the City's needs while being fiscally responsible.

Objectives:

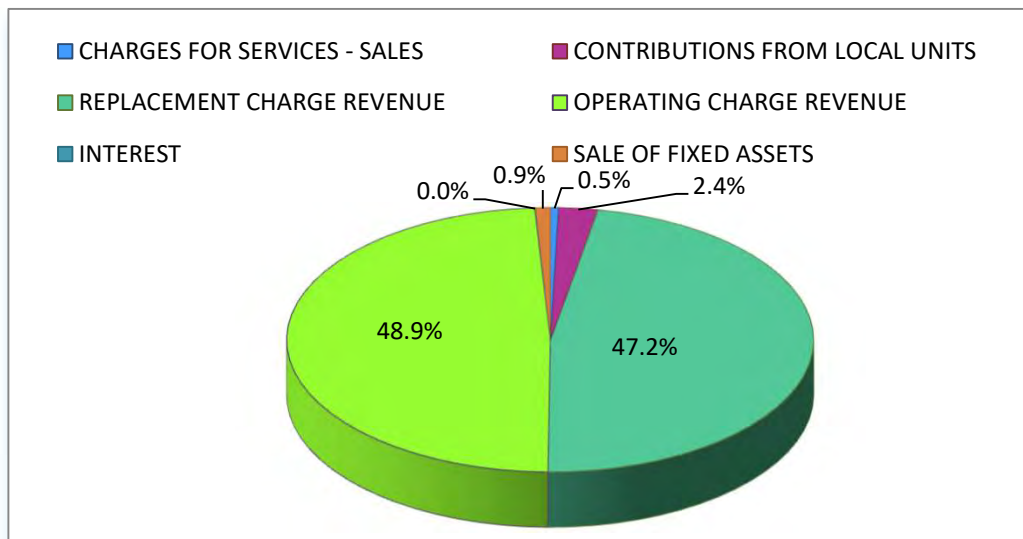
Our goal is to maintain our vehicles and equipment to the highest standards possible using all available diagnostic tools and best practices. Starting with fiscal year, the department will focus on frequent internal communication so that City departments understand the motor pool charges to their funds and continue to find value in the fund.

Budget:

The Director of Public Services, after listening to fellow staff and directors, has created transparency in the funding of motorpool by itemizing several cost areas of the fund and attributing cost directly to replacement and operations. Equality is being brought to each department through rental expense and rental income for all units owned by the funds. This will ensure that each department is paying their fair share for equipment used. The biggest lesson learned in this process is that the program is not a 'set it and forget it' program and will require analysis quarterly and for every department manager to ensure that efficiency with equipment use and need is continuously maintained.

From a maintenance standpoint we are looking at alternatives to lower those costs. 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 2023 MOTOR POOL REVENUES		
CHARGES FOR SERVICES - SALES	4,320	0.5%
CONTRIBUTIONS FROM LOCAL UNITS	21,000	2.4%
REPLACEMENT CHARGE REVENUE	413,403	47.2%
OPERATING CHARGE REVENUE	427,916	48.9%
INTEREST	350	0.0%
SALE OF FIXED ASSETS	8,000	0.9%
TOTAL REVENUES	\$ 874,989	100%



FY 2023 MOTOR POOL EXPENDITURES		
OPERATIONS	\$ 767,256	66.8%
CAPITAL OUTLAY	382,000	33.2%
TOTAL EXPENDITURES	\$ 1,149,256	100%

