

# City of Marshall, Michigan

## FY 2020 Adopted Budget



**Joe Caron, Mayor**

**Council Members:**

**Scott Wolfersberger, Ward One**

**Nick Metzger, Ward Two**

**Jacob Gates, Ward Three**

**Michael McNeil, Ward Four**

**Ryan Underhill, Ward Five**

**Ryan Traver, At-Large**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Marshall  
Michigan**

For the Fiscal Year Beginning

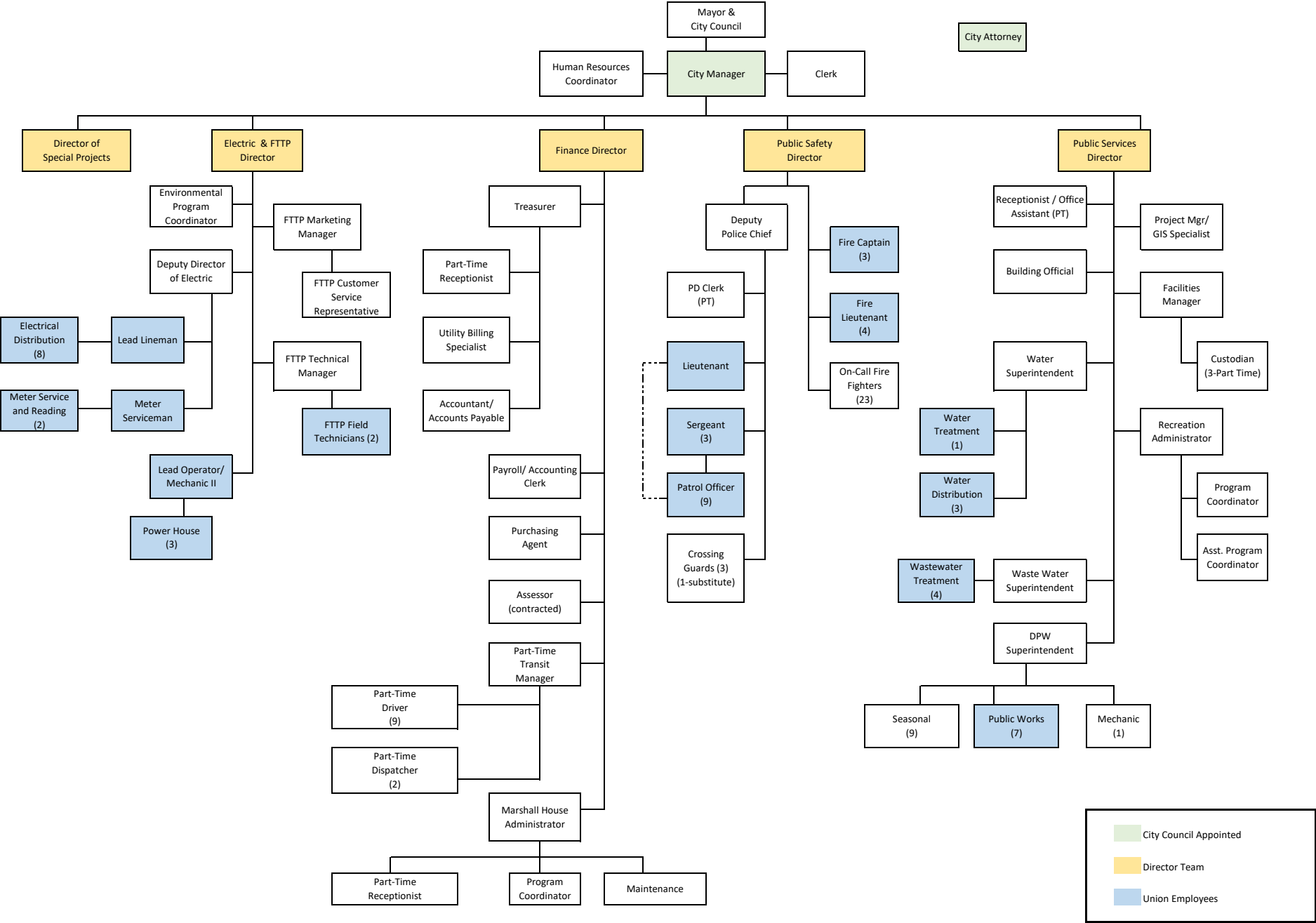
**July 1, 2018**

*Christopher P. Morrill*

Executive Director

# City of Marshall - Organization Chart

Revised 04/16/19



2019  
CITY VISIONING,  
GOALS, AND  
OBJECTIVES



Adopted by City Council  
March 18, 2019

**CITY OF MARSHALL**  
**STRATEGIC PLANNING WORKSHOP SUMMARY**  
February 2, 2019

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**OVERVIEW**

On February 1 and 2, 2019 the Mayor, Members of the City Council, City Manager and Directors met to discuss and identify a vision and direction for the City of Marshall. They created a “vision tour” for the City, major goals and objectives and actions to be taken in the first year of this five-year plan.

The following document reflects the essence of this two-day discussion.

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**VISION 2024: THE CITY OF MARSHALL MICHIGAN**

*A visitor to the City of Marshall in 2024 will be shown the following: (no order of priority)*

- *Maintain vibrant downtown*
- *Stronger DDA plan*
- *More options for service businesses to rent – **not** in the downtown*
- *New condos and townhouses – Row houses (West Michigan Ave.)*
- *West Michigan Avenue walkability and beautification*
- *Increased multi-tenant housing (Shared spaces, communal living)*
- *Enhanced appearance of main corridors  
(S. Kalamazoo has good lighting, new sidewalks and is walkable)*
- *Improved walkability, sidewalks, lighting, signage, beautification*
- *Connecting downtown with residential and river, better connect parks*
- *Changed perception of parking*
- *Downtown trees lit year-round*
- *Busy airport*
- *Near capacity industrial park*
- *Transportation options  
- Uber, Lyft, Bird, Lime, Autonomous cars*
- *The county-wide transit system in place*
- *Improve the partnership between Albion and Marshall  
- The same school system and shared economic development planning*
- *Multiple vehicle charging stations (2)*
- *Better maintained roads*
- *Large affordable fitness venues*
- *Balanced identity and dynamic growth*
- *Support coupled with the value of history*
- *A dog park in honor of B. Williams*
- *Better usage of parks*
- *Solar field at Eaton Brownfield*



## **MAJOR GOAL AREAS**

*To fulfill the Vision for 2024, the City of Marshall will focus on the following major goal areas:*

### **I. ATTRACTIVE – WALKABLE – LIVABLE COMMUNITY**

### **II. DOWNTOWN-CENTRAL BUSINESS DISTRICT**

### **III. INFRASTRUCTURE AND CITY SERVICES**

### **IV. COMMUNITY AND ECONOMIC DEVELOPMENT**

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#### **GOAL AREA ONE - ATTRACTIVE – WALKABLE – LIVABLE COMMUNITY (NICK METZGER, JACOB GATES, AND SCOTT MCDONALD)**

- Increased housing
- Improved walkability throughout the community
- West Michigan Avenue walkability and beautification
- Dog park
- Large, affordable fitness club
- Improved appearance of the main corridors
- Significantly effective code enforcement
- Better usage of parks

#### **ONE YEAR TASKS**

##### **I.A. INCREASE HOUSING**

1. Review Target Market Analysis (TMA), MAEDA available residential property inventory, and other residential studies
2. Discuss type of housing planned for Golden Rule, Kelly Williams, and other properties
3. Work with Neighborhood Improvement Authorities
4. Analyze other residential developments for potential restart (Briarwood, Pratt Park, Pristanchia, McClellan, etc.)
5. Catalog possible residential builders

##### **I.B. IMPROVE WALKABILITY THROUGHOUT THE COMMUNITY**

1. Create current sidewalk and pathway map
2. Determine high volume walkable destinations
3. Determine walkability pathways to high volume destinations

##### **1.C. WEST MICHIGAN AVE CORRIDOR IMPROVEMENTS**

1. Evaluate corridor improvement needs
2. Determine costs

3. Determine providers of improvements

#### **I.D. DOG PARK**

1. Determine need for dog park
2. Determine interested individuals and groups
3. Meet to discuss needs
  - a. Location
  - b. Size
  - c. Amenities
4. Establish Ad Hoc Committee
5. Committee recommends location and style of dog park
6. Committee identifies funding sources for dog park construction
7. Park Board and City Council approves plan

#### **I.E. REGIONAL ATHLETIC FACILITY**

1. Determine need

#### **I.F. IMPROVED APPEARANCE OF THE MAIN CORRIDORS**

1. Review appearance of entry corridors
2. Develop concepts for improvements

#### **I.G. SIGNIFICALLY EFFECTIVE CODE ENFORCEMENT**

1. Adopt 2018 International Property Maintenance Code
2. Determine staffing responsibility
  - a. Building Inspection Department
  - b. Fire Department
  - c. Police Department
3. Determine priorities
4. Develop level of compliance

#### **I.H. BETTER USAGE OF PARKS**

1. Perform Parks and Recreation user needs survey
2. Analyze survey results
3. Complete Parks Master Plan
4. Determine funding and sustainability requirements

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**GOAL AREA TWO – DOWNTOWN – CBD  
(SCOTT WOLFERSBERGER, RYAN UNDERHILL, AND ED RICE)**

- Maintain vibrant downtown
- More non-downtown service business spaces (close to downtown)
- Downtown trees lit year round
- Charging stations downtown and elsewhere
- Wi-Fi/5G downtown

**ONE YEAR TASKS**

**II.A. MAINTAIN VIBRANT DOWNTOWN**

1. Identify needs to maintain a vibrant downtown
2. Analyze needs for sustainability, funding and providers

**II.B. MORE DOWNTOWN RETAIL SPACES**

1. Inventory types of downtown businesses
2. Inventory possible available downtown business space
3. Discuss retail mix

**II.C. DOWNTOWN TREE LIGHTING**

1. Determine funding sources
  - a. DDA
  - b. Electric Fund
  - c. Foundation grants
  - d. Donations
2. Determine extent of project
3. Determine funding of light strings
  - a. MAEDA donation campaign
4. Design electric infrastructure
5. Finalize funding
6. Bid project
7. Council approval
8. Construct the lighting infrastructure
9. Light string campaign
10. Purchase and install light strings

**II.D. ELECTRIC VEHICLE CHARGING STATIONS**

1. Determine downtown and community locations for EV charging stations
  - a. Discuss with DDA
  - b. Discuss with private property owners
2. Explore funding sources
  - a. VW settlement fund
  - b. State grants
  - c. Electric Department
3. Determine electric power availability
4. Determine payment methods
  - a. Credit card
  - b. Free
5. Finalize plan

#### **II.E. WIFI DOWNTOWN**

1. Assess value of downtown public WIFI
2. If valuable determine providers
3. Determine funding source
4. Prepare RFP for implementation

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**GOAL AREA THREE – INFRASTRUCTURE AND CITY SERVICES  
(RYAN TRAVER AND JON BARTLETT)**

- Income tax
- Countywide transit
- Stronger DDA plan
- Better maintained roads
- Increased transportation options (Uber, Lyft, etc.)
- S. Kalamazoo corridor to River District
- Solar field
- Keeping up with staffing needs
- Examine waste collection

**ONE YEAR TASKS**

**III.A. INCOME TAX**

1. Supply Council with 2014 Income Tax study and presentation
2. Council to decide if they want to move forward with an update study

**III.B. COUNTYWIDE TRANSIT**

1. Continue to work with County stakeholder group
2. Review report in October
3. Make recommendation to County Board of Commissioners for 2020 ballot proposal.

**III.C. STRONGER DDA PLAN**

1. Evaluate DDA district boundaries
2. Review implications of changing DDA plan
3. Update DDA plan.

**III.D. BETTER MAINTAINED ROADS**

1. Review 2018 Road Condition report
2. Review budgeted 2019 road projects
3. Submit FY 2019-2020 construction projects
4. Review possible grant eligible projects
5. Prepare a 5-year construction program
6. Review funding options

### **III.E. INCREASED TRANSPORTATION OPTIONS (UBER, LYFT, ETC.)**

1. Review City ordinances
2. Meet with current vendors
3. Review options
4. Market availability through MAEDA

### **III.F. SOUTH KALAMAZOO CORRIDOR TO RIVER DISTRICT**

1. Review improved lighting schemes for vehicles and pedestrians
2. Review tree trimming needs
3. Review landscaping improvement options
4. Review current sidewalk conditions
5. Review signage needs

### **III.G. SOLAR FIELD**

1. Discuss Eaton plant site – lease or purchase
2. Review options for solar panels
3. Determine construction costs
4. Determine rates
5. Investigate project partners
6. Negotiate land lease or purchase cost
7. Design and bid project construction
8. Recommend project to Council

### **III.H. KEEPING UP WITH STAFF NEEDS**

1. Succession planning
2. Create an Assistant City Manager position
3. Create a Deputy Electric Utility position
4. Review departmental staffing needs

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**GOAL AREA FOUR – COMMUNITY and ECONOMIC DEVELOPMENT  
(MICHAEL MCNEIL AND KRISTIN BAUER)**

- Busy airport
- Near capacity industrial park
- Improved partnership with Albion and surrounding townships (especially housing)
- Ceres Farm property

**ONE YEAR TASKS**

**IV.A. BUSY AIRPORT**

1. Finalize airport terminal plans
2. Advertise, receive and approve bids for terminal construction
3. Begin terminal construction
4. Develop an airport marketing plan
  - a. MAEDA
  - b. Airport Board
5. Review transportation partnerships with airport
  - a. MAEDA trolley
  - b. Airport car
  - c. Uber/Lyft
  - d. DART

**IV.B. NEAR CAPACITY INDUSTRIAL PARK**

1. Inventory current available lots
2. Develop expansion plan
3. Develop list of available land parcels

**IV.C. IMPROVED PARTNERSHIP WITH ALBION AND SURROUNDING TOWNSHIPS**

1. Finalize revised PA 425 Conditional Land Transfer Master Agreement with Marshall Township
2. Continue the Albion Marshall Connector partnerships
3. Explore partnership opportunities with other governmental units
4. Collaborate on community events

**IV.D. CERES FARM PROPERTY**

1. Review current utility expansion studies
2. Develop scenarios of potential developments
3. Research funding options

## **NEXT STEPS**

The strategic planning process involves the following next steps:

- 1)** City Manager and Senior Staff review these summary notes, adjust as necessary and distribute as appropriate.
- 2)** Create a One Year Action Plan (City Manager and Staff) and submit a final proposed strategic plan to the Mayor and Council
- 3)** Council discusses (status, updates, issues, and opportunities) elements of the strategic plan monthly.
- 4)** Council and Staff review the total plan status in six-seven months.
- 5)** Council and Staff review the total plan. Discuss the one-year status of the plan in February-March 2020. Identify one-year tasks for the next year.

### **Submitted by:**

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**ECONOMIC DEVELOPMENT STRATEGIC  
PLAN**

City of Marshall

Final copy-March 15, 2016

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## Executive Summary

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

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

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

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

## Introduction

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

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

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

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

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

## Strategic Situation/Challenges

### Education & Workforce

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

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

### Business Support

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

### The Younger Crowd

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

### Infrastructure and Transportation

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

## **Reluctance for Change**

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

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

## Strategic Opportunities

### Upgrade Utilities

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

### Industrial Park

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

### Vibrant Downtown

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

### Riverfront

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

### Residential

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

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

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

## Mission and Vision

### Mission Statement

#### MARSHALL - THE CITY OF HOSPITALITY

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

“SERVICE TO THE COMMUNITY”

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

### Vision 2020 Statement

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

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



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## Strategic Goals and Strategies

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

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

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

### **Strategies:**

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

### **Outcomes:**

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

### **Key Partners:**

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

**Performance measures:**

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

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

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

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

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

**Champions:** MAEDA CEO and LDFA Board

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

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

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

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

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

**Champions:** MAEDA CEO

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

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

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

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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



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

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

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

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

**Champions:** MAEDA CEO and DDA Board

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

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

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

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

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

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

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

**Strategies:**

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

**Outcomes:**

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

**Key Partners:**

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

**Performance measures:**

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

## Review and Oversight

### Review of the plan

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

### Oversight

City Manager:	Goal 7: Downtown expansion
Director of Community Services:	Goal 2: Diversified housing options Goal 7: Downtown expansion Goal 9: Social and recreational attractions
Director of Electric Utility:	Goal 1: Expanded infrastructure Goal 4: Fiber to the premises.
Director of Finance:	Goal 1: Expanded infrastructure Goal 4: Fiber to the premises Goal 6: Incentive program for small business Goal 9: Social and recreational attractions
Director of Public Services:	Goal 1: Expanded infrastructure
Director of Public Safety:	Goal 2: Diversified housing options Goal 7: Downtown expansion
MAEDA CEO:	Goal 3: Spec building/pad ready Goal 5: Entrepreneurship support Goal 6: Incentive program for small business Goal 8: Expansion of business hours Goal 10: Internship program

## References

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## BUDGET INTRODUCTION

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

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

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

The City realized in early 2017, that it needed to develop a longer range budget model that incorporated 10 years of projected revenues and expenditures in order to show which funds/programs were sustainable. The administrative staff of the City spent hundreds of hours developing this model and much of that work is incorporated within the FY 2020 and FY 2021 proposed budgets.

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

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

The City of Marshall continues to face economic challenges while utilizing opportunities at our disposal to provide ongoing, quality services to the citizens of Marshall. The budget for FY2020 reflects this philosophy.

# **CITY OF MARSHALL**

**FY 2020 BUDGET CALENDAR**

**AND**

**INFORMATION GUIDE**

**FY 2020 Budget and 10 Year Budget  
Projections**

**CITY OF MARSHALL**  
**BUDGET CALENDAR for FISCAL YEAR 2020 and 10 Year Projection**

February 5, 2019	Directors meet to discuss budget
February 19, 2019	FY2020 – FY2025 CIP Public Hearing and Council Adoption
March 1, 2019	Budget changes, narratives, DP requests, and PT & OT requests due to Finance
March 1, through March 15, 2019	All changes requests are entered, health insurance updated, and final review by finance
March 20, 2019	City Manager and Directors meet to review budget.
March 21 through April 5, 2019	Meeting with department heads to review each dept. budget
April 27, 2019	Proposed budget book distributed to Council at budget work session
April 27through	Council review of proposed budget May 5, 2019
May 6, 2019	Council sets Public Hearing for adoption of final budget for May 20, 2019.
May 7 through May 19, 2019	Budget on file and available for public inspection in the Clerk's office.
May 20, 2019	Public Hearing and final Adoption of FY 2019 Budget.
July 1, 2019	FY 2019 Budget goes into effect.

To: Directors, Superintendents, and Department Heads

We are starting the FY 2020 budget and FY2021 projected budget development. I look forward to working with all of you in developing the Requested Budget for FY 2020 and the Projected Budget for FY 2021.

Each of you will be given a copy of the FY 2020-2029 budget spreadsheet in order to provide input and make changes to the estimated budgets. After your changes have been entered into the master spreadsheet and reviewed by Administrative Staff you may be asked for a meeting to justify your requests. Once this process is finalized, the requested FY 2020 and projected FY 2021 budgets will be presented to Council for adoption. This two-year plan typically requires only minor changes for the second year (FY 2021), and provides the organization time to examine strategic planning in greater detail. So the FY2020 year will be recommended for adoption as the budget, and the second year (FY2021) will be considered as a projection.

Budget information and forms are located on F:\USERS\SHARED\Budgets\2020-2029 Budget.

1. This packet is being distributed now so you have adequate time to complete your budget requests. Any efforts to return initial budget requests earlier than March 1, 2019, would be greatly appreciated.
2. The Data Processing forms are compiled by you and returned to the Finance Director, with a copy to Human Resources, by March 1, 2019. The Data Processing fund routinely replaces PC's according to age. Typically you would not be required to submit a request for hardware (PC's or printers). Software upgrades that cannot be run on your current PC or printer, are submitted on a Data Processing Budget Request forms. Software needs/upgrades for specific department functions will be included in the departmental budget if possible. Microsoft Office and operating system upgrades are budgeted in the Data Processing fund.
3. The revenue forecast and health insurance projections for the City will be determined by March 1, 2019.
4. On February 19, 2018, Council approved the CIP. Included in the budget will be the requested capital improvements from the adopted CIP. Any changes adopted by Council will be communicated to you by Finance.
5. All wage calculations will be based on full-time employee's regular, straight-time hours only. All wages, fringe benefit calculations, internal service funds rates and other economic assumptions are already included in the budget spreadsheet. Updates to the assumptions will be communicated as determined.
6. The overtime and part-time wage forms are compiled by you and returned to Finance by March 1, 2019. Please copy Human Resources. Part-time wages are calculated based on past history and current rates. Approval for PT wage increase requests are made by the City Manager.
7. In February the budget spreadsheet will be available for you to update. The columns for the budgets and expenditure histories will be provided in the following format:
  - By line item detail and total:
    - FY 2017 Actual
    - FY 2018 Actual
    - FY 2019 Budget
    - FY 2020-FY2021 Estimates/Projected (to be completed by you)

- FY 2022-29 Requested (based on budget parameters and inflation estimates)
  -
8. Initial budget requests/changes will be due no later than March 1, 2019.
  9. Please review all the user fees that will be generated by and for your department in the upcoming fiscal year. If fees/rates are recommended for increase/decrease and Council action is necessary (i.e. would require an ordinance), please coordinate with Finance Director/Clerk so the action will be completed prior to budget adoption.
  10. Please contact me if you have any questions. Thanks for your prompt attention to the budget process, and your support in providing Council with a quality budget document.

**Thank you for your cooperation,**

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

# CITY OF MARSHALL

## FY 20-21 BUDGET

### FUND DESCRIPTIONS

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

### GOVERNMENTAL FUNDS

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

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

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

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

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

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

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

## **PROPRIETARY FUNDS**

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

### **Enterprise Funds**

The City of Marshall uses enterprise funds to account for its electric, wastewater, water, public transportation (DART), 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.

## **FIDUCIARY FUNDS**

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

# MARSHALL CITY CHARTER

## ARTICLE IX - GENERAL CITY FINANCE

Amended November 8, 2016

### **SECTION 9.01 – FISCAL YEAR**

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

## City Manager's Budget Message

Date: May 20, 2019

To: Honorable Mayor, City Council and Citizens of Marshall

Subject: Transmittal of the **FY 2020 Proposed Budget**, Fiscal Year Ending June 30, 2020

Dear Mayor, Council Members and Citizens:

I am pleased to provide the proposed two-year fiscal plan that includes the fiscal year 2020 Proposed Budget and 2021 Projected Budget. The two-year fiscal plan projects the anticipated revenue and expenditures over two years and includes strategies to establish an operating fiscal plan that is balanced with the projected revenues and the use of fund reserves. The first year of the plan is the proposed FY 2020 budget, as required by Section 9.02 of the City Charter, and the second-year fiscal plan, FY2021, is only a projection based on the information known to administration today.

### **OVERVIEW OF CITY BUDGET**

Listed below are some of the highlights of the FY 2020 Proposed Budget.

- The General Fund budget, exclusive of Recreation, MRLEC Operations, Farmer's Market, and Airport activities, contained in this document is balanced with the use of \$363,300 in fund balance for FY2020.
- The FY2020 MRLEC Operations budget projects an \$8,542 use of fund reserves. In 2017, the City, State, and County met and reviewed the first 18 months of revenue and expense activity and reset each entity's monthly rent amount. The projected ending fund balance for FY2020 of \$45,627 is 6.99% less than the projected ending fund balance for FY2019.
- The Recreation Department budget for FY2020 is projected to use fund reserves in an amount of \$14,586. Ending FY2020 fund balance projected to be \$227,357 which is a 6% decrease of FY2019
- Farmer's Market is projecting a \$5,072 budget surplus for FY2020 which will result in an ending fund balance of \$45,096 or a 12.7 % increase over the estimated ending fund balance for FY2019.
- The Compost Fund has been eliminated, and all compost related activity is now recorded within the General Fund as a separate department (101-442).
- The FY2020 Airport Fund budget projects the use \$884 budget surplus. The projected total fund balance of the Airport Fund at the end of FY2020 is \$1,716 or a 106% increase from FY2019.
- The FY2020 Major Street Fund budget projects a use of fund reserves in the amount of \$178,470. The projected ending FY2020 fund balance for Major Streets is \$657,629 which exceeds the City's Fund Balance Policy thus the

planned use of reserves. FY2020 ending fund balance will show a 21.35% decrease from FY2019

- The FY2020 Local Streets Fund budget projects a use of fund reserves in the amount of \$90,611 or 19.22%. The projected FY2020 ending fund balance for Local Streets is \$380,796 which exceeds the City's Fund Balance Policy thus the planned use of reserves.
- The FY2020 DDA and LDFA budgets project the use of \$53,007 of fund reserves.
- New for the FY2020 budget is Fund 247 – Northeast Neighborhood Improvement Authority. Revenues are projected at \$6,100 and expenditures at \$5,500.
- The budget for FY2020 for the FiberNet Fund shows a budget surplus of \$282,332 and it is anticipated that the FiberNet Fund will have a positive cash flow for the first time as this is a new utility.
- The FY2020 ending net position for the Electric Fund shows an increase of \$2,898,897 or 129.5% increase of FT2019. This increase is due to a large increase of electricity sold for new large commercial customers.
- Motor Pool – Fund 661 for FY2020 as budgeted, shows a projected increase in ending net position of 10.53% or \$2,590,967.
- The recommended staffing level for all funds is 86.25, which is an increase of 3 FTE's from staffing levels in the FY 2019 Adopted Budget. Staff increases include the Director of Special Projects, Police Detective, and Deputy Director of Electric

### **GENERAL FUND**

- The projected General Fund revenues (excluding Recreation, MRLEC, Farmer's Market, and Airport activities) for FY 2020 is \$6,852,819. This is approximately 3.6% above the projected revenue for FY 2019.
- The projected General Fund expenditures (excluding Recreation, MRLEC, Farmer's Market, and Airport activities) for FY 2020 are estimated at \$7,216,119, an increase of 9.1% over the FY 2019.
- The payroll line items in the various funds reflects wage increases for union personnel based on existing contracts and a 2% wage increase in FY2020 for non-union personnel.
- Data processing charges are spread throughout the various funds based on the needs of each department. The costs are shown in line item 941.01.
- Motor pool vehicle rental line item 941.00 in the various funds reflects a cost based on actual annual cost estimates for each individual vehicle or piece of equipment (includes depreciation and fuel).

- The General Fund-Recreation for FY2020 is supported by \$189,269 in revenues derived from 0.9202 millage levy and user fees of \$238,199.
- The General Fund-Airport estimated revenue of \$188,920, includes an \$83,000 subsidy from the General Fund and is also supported by fuel sales (\$76,100) and hangar rents (\$29,800).
- The overall General Fund projected fund balance at the end of FY2020 is \$2,122,917 or a decrease of 14.6% or the estimated ending fund balance for FY2019.

# CAPITAL PROJECTS FY 2020

## General Fund:

Fire Department Turnout Gear	\$5,000
Police Vehicle Changeover	\$28,000
Bullet Resistant Vest Replacement	\$5,500
Replace 2nd Floor HVAC City Hall	\$10,000
Repair/Replace Parking Lot at PSB	\$80,000
Replace 1 HVAC Unit at PSB	\$15,000
Crackfill, Seal, and Stripe City Parking Lots	\$5,000
Repair Gravel Road at Cemetery	\$5,000
Repair Asphalt Driveway at Cemetery	\$11,600
	<hr/>
	\$165,100

## General Fund - Airport:

Terminal Building	\$28,500
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## MVH Major Streets:

Street/Bridge Projects	\$383,000
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## MVH Local Streets:

Street Projects	\$140,000
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## DDA:

Wayfaring Signs	\$38,800
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Marshall House Apartments:

Refurbish Apartments	\$88,000
Replace suspended Ceiling Common Areas	\$36,000
Replace flooring in Hallway	\$14,500
Replace Exercise Equipment	\$10,000
Upgrade Salon	\$12,000
Convert Screened In Area to 3 Seasons	\$30,000
	<hr/>
	\$190,500

FiberNet:

Upgrade Equipment	\$50,000
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Electric:

Underground Cable Replacement	\$200,000
New Transformer and Circuits Pearl St	\$2,500,000
Pole Replacement	\$40,000
Partial Conversion of 4kv to 12kv	\$190,000
	<hr/>
	\$2,930,000

Wastewater:

AMI	\$825,000
Upgrade SCADA to 5G	\$12,000
	<hr/>
	\$837,000

Water:

Replace 4" with 8" Water Main Eagle St.	\$150,000
AMI	\$700,000
City Works Asset Management	\$20,000
	<hr/>
	\$870,000

Motor Pool:

DPW F-250 4x4	\$29,500
DPW F-450 2x4	\$44,000
FiberNet F-150	\$24,000
Police M-3 Ford Explorer	\$41,500
Police SRO Dodge Charger AWD	\$23,000
Police SRO Dodge Charger AWD	\$23,000
Rec. John Deere Tractor	\$30,500
Water Mini Vactor/Valve Turner	\$81,000
	<hr/>
	\$296,500

**MOTOR VEHICLE HIGHWAY (MVH)**  
**MAJOR & TRUNKLINE**

MVH Major & Trunkline source of revenue is the State of Michigan Act 51 monies based on a formula taking into account population and the number of street miles (14.38 miles) categorized as major and trunkline streets. It is anticipated that for FY 2020, total expenditures will be higher than revenues in an amount of \$178,470, and the fund balance at year end for the Major Street Fund is estimated to be \$657,629.

**MOTOR VEHICLE HIGHWAY (MVH) LOCAL**

As with the MVH Major, the revenue source for this fund is the State of Michigan Act 51 monies based on the formula using population and the number of local street miles (25.76 miles). Projected revenues for FY 2020 total \$297,235. This includes \$220,035 in Act 51 revenues and a \$75,000 transfer from Major Street Fund. It is anticipated that the FY2020 ending fund balance for the Local Street Fund will be \$380,796.

**LEAF, BRUSH AND TRASH REMOVAL**

The Leaf, Brush and Trash Removal Fund derives its revenue from a dedicated millage, approved by the voters in November, 2012 and renewed in 2016. It is recommended that the approved millage of 0.4954 be levied in FY2020 in order to keep fund at a break-even level. The 0.4899 millage levy is anticipated to generate \$98,661 in revenues. The services provided are fall leaf collection, and spring brush and trash pick-ups. The projected expenditures are \$98,691. The goal is for this Fund is to have a minimal Fund Balance at the end of each fiscal year.

**NORTHEAST NEIGHBORHOOD IMPROVEMENT AUTHORITY**

The FY 2020 projected revenues are \$6,100 for this newly created tax increment financing authority. The total FY 2020 expenditures of \$5,500 is expected to be used for legal expenses.

**LOCAL DEVELOPMENT FINANCE AUTHORITY (LDFA)**

The FY 2020 projected revenues of \$406,540 includes tax capture of \$391,540. The total FY 2020 expenditures of \$489,217 that includes \$93,780 in principal and interest payment on outstanding bonds, and \$344,900 for general operating.

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**

The FY 2020 projected revenues of \$200,595 reflects a slight increase from FY 2019. The total FY 2020 expenditures of \$170,925 is a slight increase in expenditures from FY2019.



### **MARSHALL HOUSE FUND**

The Marshall House is a self-supporting operation that generates its revenues through Federal Section 8 Subsidy Payments and rents. FY 2020 revenues are projected to be \$902,013 and expenditures including depreciation are projected to be \$929,772 which includes \$190,500 for capital outlay. The fund is projected to have a net position of approximately \$1,455,548 at the end of FY 2020.

### **FIBER TO THE PREMISE**

The Fiber to the Premise (FTTP) is a newly created utility approved by City Council in March 2017. The projected revenues for FY2020 are \$1,417,360 with expenditures projected at \$1,135,028. Capital Outlay for FY2020 is projected to be \$50,000. The Fiber to the Premise fund is expected to have positive cash flow in FY2020.

### **ELECTRIC FUND**

The Electric Fund revenues for FY 2020 are projected to be \$22,100,900. FY 2020 expenditures including depreciation and amortization are estimated at \$22,132,003, which includes system capital improvements of \$2,930,000. The fund is projected to have a net position of approximately \$5,137,890 at the end of FY 2020, this includes the City's investment in MSCPA.

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

The DART Fund FY2020 budget is supported with \$193,488 of revenues from 0.9202 millage levy, Federal and State funding of \$196,699, and passenger fares of \$48,000. Total FY 2020 projected revenues are estimated at \$449,379. The FY2020 projected expenditures are estimated at \$479,243.

### **WASTEWATER FUND**

The FY 2020 projected revenues of \$2,019,317 constitute an increase over the FY 2019 budget due to a 2016 rate study review. The FY 2020 projected expenditures of \$2,857,458 is an increase of 37.4% over projected expenditures in FY 2019 due to the planned installation of new AMI metering system. The Wastewater Fund's projected net position at the end of FY2019 is \$1,932,069.

### **WATER FUND**

The FY 2020 projected revenues of \$1,898,593 is an increase of approximately .8% over the FY 2019 adopted budget. The FY 2020 projected expenditures of \$2,678,330 results in an estimated FY2020 ending net position of \$3,388,682.

### **DATA PROCESSING FUND**

The Data Processing Fund is an Internal Service Fund which collects revenue from the various City departments based on user rate charges for IT equipment, software, telephones, and a 5-year equipment replacement plan. FY 2020 projected revenues are

\$184,253 and expenditures are \$175,139. An increase in net position is anticipated for the current proposed FY 2020 budget. The estimated net position at the end of FY 2020 is anticipated to be \$367,120

**MOTOR POOL**

The Motor Pool Fund is an Internal Service Fund. The FY 2020 projected revenues of \$1,088,770 represents an increase of approximately 26.1% over FY 2019. FY 2020 expenditures are projected at \$1,138,422. The ending FY2020 net position is estimated at \$2,590,967.

**BUDGET STRATEGIES**

The City of Marshall has experienced continual declining revenue streams since the economic downturn of 2008-2009. The property values declined in FY 2010 through FY 2013. However, we are anticipating an increase in the property values utilized for the FY 2020 budget to be slightly higher, up approximately 2.4% from the prior year.

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

2020-21	2021-22	2022-23	2023-2024	2024-2025
PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY	ACTIVITY
6,995,602	7,039,518	7,079,632	7,120,190	7,142,846
(7,311,911)	(7,584,747)	(7,851,259)	(8,170,662)	(8,550,094)
(316,310)	(545,228)	(771,627)	(1,050,472)	(1,407,248)
2,195,281	1,878,971	1,333,743	562,116	(488,356)
1,878,971	1,333,743	562,116	(488,356)	(1,895,604)

### **CLOSING STATEMENT**

The development of the City's proposed annual budget is a significant task for City Administration. I appreciate the effort put forth by the Administrative Team Members that contributed towards the development of the proposed FY2020 & FY2021 budgets as it began much earlier than normal. This budget is fiscally responsible and provides the blueprint we need as a municipal operation in promoting services to our community, while at the same time being prudent about how those services are funded. Staff will continue to pursue new and creative ways to improve how we provided services for the community and create sustainability.

I look forward to working with you and our citizens through the adoption of the FY 2020 budget. I thank all the members of the staff and City Council for their hard work in preparation and consideration of this budget.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tom Tarkiewicz". The signature is written in a cursive style with a large, sweeping flourish at the end.

Tom Tarkiewicz  
City Manager



**ADMINISTRATIVE REPORT**  
**May 20, 2019 – CITY COUNCIL MEETING**

**TO:** Honorable Mayor and City Council

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

**SUBJECT:** Budget Public Hearing & Resolution to Adopt City of Marshall Budget and Related Property Tax Millage Rates for Fiscal Year 2020.

**BACKGROUND:** The budget public hearing was scheduled by Council on May 6, 2019. Attached for your review and action is the resolution for the FY 2020 Budget that totals \$41,843,196 in expenditures and is in compliance with City Charter. This budget resolution reflects the proposed budget emailed to you on April 24, 2019, and as presented at the budget work session on April 27, 2019 and only the allocated position charts have been revised.

**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 2020.

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

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

**CITY GOAL CLASSIFICATION:**

**GOAL AREA 1 – ECONOMIC DEVELOPMENT**

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

**GOAL AREA 4 – INFRASTRUCTURE**

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

323 W. Michigan Ave.

Marshall, MI 49068

p 269.781.5183

f 269.781.3835

cityofmarshall.com

Respectfully Submitted,

Jon B. Bartlett  
Finance Director

Tom Tarkiewicz  
City Manager

CITY OF MARSHALL, MICHIGAN  
RESOLUTION #2019-16

**THE CITY OF MARSHALL**  
**GENERAL APPROPRIATION ACT AND TAX LEVY RESOLUTION**  
**July 1, 2019 – June 30, 2020**

THE CITY OF MARSHALL RESOLVES that the expenditures for the fiscal year, commencing July 1, 2019, and ending June 30, 2020, are hereby appropriated on a departmental and fund total basis as follows:

**GENERAL FUND REVENUES**

Taxes	\$3,647,482
Licenses and Permits	165,000
Intergovernmental Revenues	965,744
Charges for Services	109,650
Fines and Forfeits	48,300
Interest	30,000
Miscellaneous	206,723
Transfers In	1,679,920
Marshall Reg. Law Enforce.	318,679
Recreation	428,968
Farmer's Market	30,815
Airport	<u>188,920</u>
<b>Total Revenues</b>	<b>\$7,820,201</b>

**GENERAL FUND EXPENDITURES**

City Council	\$5,011
City Manager	296,637
Assessor	69,362
Attorney	55,000
Human Resources	90,155
Clerk	57,878
Finance/Treasurer	571,536
City Hall	86,510
Chapel	3,972
Other City Property	36,000
Cemetery	172,590
Non-Departmental	733,900
Police	2,009,827
Crossing Guards	12,749
Dispatch	117,000
Fire	1,237,182
Inspection	134,955
Planning/Zoning	79,657
Streets	843,489

Engineering	35,367
Compost	37,058
PSB Operations	120,688
Parks	88,961
Capital Improvements	165,100
Transfers Out	155,535
Marshall Reg. Law Enforce.	327,221
Recreation	443,554
Farmer's Market	25,743
Airport	<u>188,036</u>
<b>Total Expenditures</b>	<b>\$8,200,673</b>

Overall General Fund (including MRLEC, Recreation, Farmer's Market, and Airport) fund reserves shall decrease by \$380,472 based on the FY 2020 revenues and expenditures for the General Fund budget.

The City Council does hereby levy a tax of 17.1629 mills for the period of July 1, 2019, through June 30, 2020 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 .4899 mills for the period of July 1, 2019, through June 30, 2020, on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the same. This tax is levied for the purpose of defraying the expense of operating the Leaf, Brush and Trash Removal Services of the City of Marshall as authorized by a vote of the citizens on November 6, 2012 (renewal vote on this millage was on November 2016 and passed).

The City Council does hereby levy a tax of .9202 mills for the period of July 1, 2019, through June 30, 2020, 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 .9202 mills for the period of July 1, 2019, through June 30, 2020, on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the same. This tax is levied for the purpose of defraying the expense of operating the Recreation Department of the City of Marshall as authorized by a vote of the citizens on April 4, 1959.

The City Council does hereby levy a tax of 1.6041 mills for the period of July 1, 2019, through June 30, 2020, on all taxable real and non-exempt personal property in the City of Marshall, according to the valuation of the

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

	<b>PROPOSED</b>	<b>ACTUAL</b>	
	<b><u>FY 2020</u></b>	<b><u>FY 2019</u></b>	<b><u>DIFFERENCE</u></b>
General Operating	17.1629	17.1629	0.0000
Leaf, Brush and Trash Removal Services	.4899	.4954	0.0055
Recreation	.9202	.9306	0.0104
Dial-A-Ride	.9202	.9306	0.0104
Downtown Development Authority	1.6041	1.6041	0.0000
<b>TOTAL</b>	<b><u>21.0973</u></b>	<b><u>21.1236</u></b>	<b><u>0.0263</u></b>

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

The City Council establishes the budget for the period of July 1, 2019, through June 30, 2020 for the following funds in the amounts set forth below:

**ALL FUNDS REVENUES**

General Fund	\$7,820,201
MVH-Major & Trunkline	695,749
MVH-Local	297,235
Leaf, Brush and Trash Removal	98,691
Northeast NIA	6,100
Local Development Finance	406,540
Downtown Development	200,595
Marshall House	902,013
Fiber to the Premise	1,417,360
Electric	22,100,900
Dial-a-Ride	541,559
Wastewater	2,019,317
Water	1,898,593
Data Processing	184,253
Motor Pool	<u>1,088,770</u>
<b>Total Revenues</b>	<b>\$39,677,876</b>

ALL FUNDS EXPENDITURES

General Fund	\$8,200,673
MVH-Major & Trunkline	874,219
MVH-Local	387,846
Leaf, Brush and Trash Removal	98,691
Northeast NIA	5,500
Local Development Finance	489,217
Downtown Development	170,295
Marshall House	929,772
Fiber to the Premise	1,135,028
Electric	22,132,003
Dial-a-Ride	569,973
Wastewater	2,857,458
Water	2,678,330
Data Processing	175,139
Motor Pool	<u>1,138,422</u>
<b>Total Expenditures</b>	<b>\$41,843,196</b>

Total fund reserves (not including the capitalization of assets) shall be decreased by \$2,196,520 based on the FY 2020 revenues and expenditures for All Funds. Fund reserves will increase by \$2,993,783 if all capital outlay is capitalized in the enterprise and internal services funds.

The City Council of the City of Marshall did give notice of the time and place when a public hearing on adoption of the budget would be held in accordance with Public Act 43 of 1963, proof of publication of the Notice of Public Hearing is now on file, and which Public Hearing was duly held pursuant to said notice and in conformity therewith. A copy of the budget proposal was on file with the City Clerk and 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, 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, 2019.

Dated: May 20, 2019



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Trisha Nelson, City Clerk

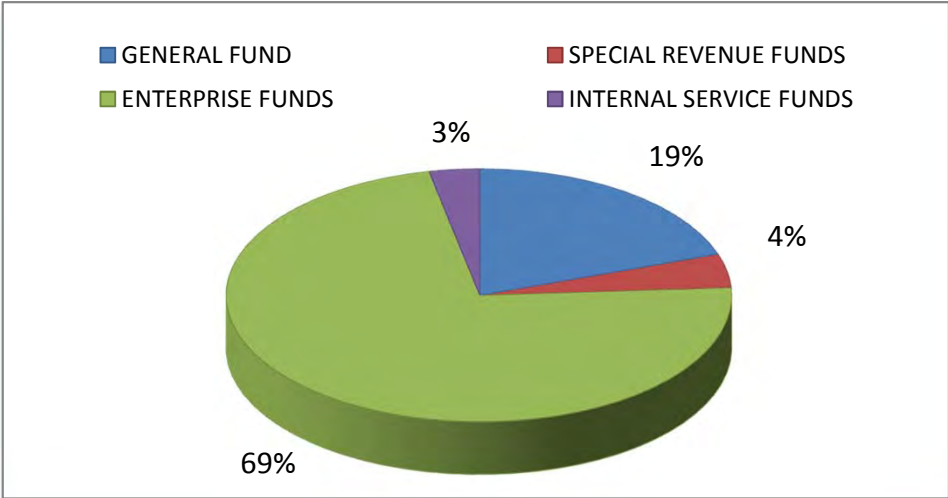
I, Trisha Nelson, being duly sworn as the City Clerk for the City of Marshall, hereby certify that the foregoing is a true and complete copy of a Resolution adopted by the City Council, City of Marshall, County of Calhoun, State of Michigan, at a regular meeting held on May 20, 2019, and that said meeting was conducted and that the minutes of said meeting were kept and will be or have been made available.



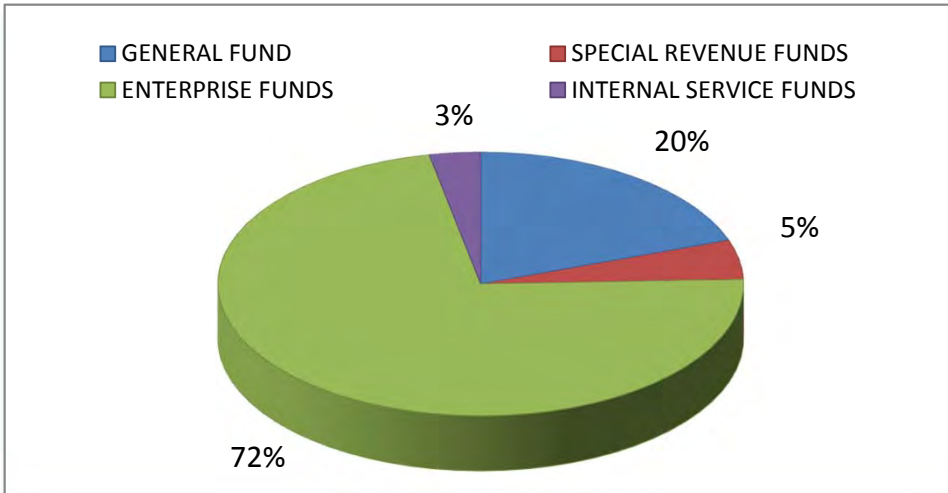
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Trisha Nelson, City Clerk

FY 2020 ALL FUNDS REVENUES BY FUND		
GENERAL FUND	\$ 7,820,201	19%
SPECIAL REVENUE FUNDS	1,704,910	4%
ENTERPRISE FUNDS	28,879,742	69%
INTERNAL SERVICE FUNDS	1,273,023	3%
<b>TOTAL REVENUES</b>	<b>\$ 39,677,876</b>	<b>100%</b>



FY 2020 ALL FUNDS EXPENDITURES BY FUND		
GENERAL FUND	\$ 8,200,673	20%
SPECIAL REVENUE FUNDS	2,026,398	5%
ENTERPRISE FUNDS	30,302,564	72%
INTERNAL SERVICE FUNDS	1,313,561	3%
<b>TOTAL EXPENDITURES</b>	<b>\$ 41,843,196</b>	<b>100%</b>



## All Funds Revenues

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected	% Change
<b>General Fund</b>						
Taxes	3,521,527	3,540,500	3,647,761	3,647,482	3,802,367	0.0%
Licenses & Permits	88,442	141,503	147,000	165,000	183,000	12.2%
Intergovernmental	886,764	898,076	867,352	965,744	989,419	11.3%
Charges for Services	96,856	93,314	103,150	109,650	109,650	6.3%
Fines & Forfeitures	65,213	24,814	51,800	48,300	48,300	-6.8%
Interest	22,346	38,561	10,000	30,000	30,000	200.0%
Miscellaneous	359,255	358,740	181,723	206,723	206,723	13.8%
Proceeds from Bonds/Notes						
Transfers In	1,751,419	1,564,830	1,603,636	1,679,920	1,626,143	4.8%
S-Total General Fund	6,791,822	6,660,338	6,612,422	6,852,819	6,995,602	3.6%
Marshall Regional Law Enforcement Center	295,236	356,582	287,079	318,679	318,679	11.0%
Recreation	386,484	424,957	416,010	428,968	432,552	3.1%
Farmer's Market	27,570	26,450	30,815	30,815	30,815	0.0%
Airport	144,405	143,333	167,920	188,920	181,920	12.5%
<b>Total General Fund</b>	<b>7,645,517</b>	<b>7,611,660</b>	<b>7,514,246</b>	<b>7,820,201</b>	<b>7,959,568</b>	<b>4.1%</b>
<b>Special Revenue Funds</b>						
MVH--Major & Trunkline	573,713	819,612	622,080	695,749	760,253	11.8%
MVH--Local	361,619	534,345	387,070	297,235	394,428	-23.2%
Leaf, Brush and Trash Removal	93,722	93,848	93,730	98,691	100,694	5.3%
Neighborhood Improvement Authority				6,100	29,160	
Local Development Finance Authority	459,080	476,225	941,263	406,540	571,877	-56.8%
Downtown Development Authority	197,856	221,226	185,109	200,595	203,133	8.4%
<b>Total Special Revenue Funds</b>	<b>1,685,990</b>	<b>2,145,256</b>	<b>2,229,252</b>	<b>1,704,910</b>	<b>2,059,545</b>	<b>-23.5%</b>
<b>Enterprise Funds</b>						
Marshall House	879,830	959,468	881,000	902,013	923,550	2.4%
Fiber to the Premise	875	40,594	1,080,000	1,417,360	1,519,240	31.2%
Electric	12,777,754	14,034,639	18,250,500	22,100,900	30,901,300	21.1%
Dial-A-Ride	533,768	507,987	861,871	541,559	545,622	-37.2%
Wastewater	1,744,525	1,930,355	1,990,002	2,019,317	2,019,317	1.5%
Water	1,761,067	1,831,070	1,884,296	1,898,593	1,939,489	0.8%
<b>Total Enterprise Funds</b>	<b>17,697,819</b>	<b>19,304,113</b>	<b>24,947,669</b>	<b>28,879,742</b>	<b>37,848,518</b>	<b>15.8%</b>
<b>Internal Service Funds</b>						
Data Processing	152,975	179,224	184,790	184,253	184,253	-0.3%
Motor Pool	602,652	684,984	863,193	1,088,770	1,107,922	26.1%
<b>Total Internal Service Funds</b>	<b>755,627</b>	<b>864,208</b>	<b>1,047,983</b>	<b>1,273,023</b>	<b>1,292,175</b>	<b>21.5%</b>
<b>Total Revenues</b>	<b>27,784,953</b>	<b>29,925,237</b>	<b>35,739,150</b>	<b>39,677,876</b>	<b>49,159,806</b>	<b>11.0%</b>

## All Funds Expenditures

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected	% Change
<b>General Fund</b>						
General Government	1,887,284	1,754,317	2,046,035	2,126,649	2,228,866	3.9%
Public Safety	2,787,710	2,894,143	3,097,809	3,376,758	3,508,043	9.0%
Public Works	1,006,400	896,036	1,022,037	1,088,504	1,116,788	6.5%
Community Development	224,040	189,449	163,152	214,612	195,273	31.5%
Parks	101,911	75,295	94,523	88,961	90,101	-5.9%
Capital Outlay	26,285	289,983	74,500	165,100	70,500	121.6%
Transfers Out	615,145	95,475	113,479	155,535	103,174	37.1%
S-Total General Fund	6,648,775	6,194,698	6,611,535	7,216,119	7,312,745	9.1%
Marshall Regional Law Enforcement Center	332,010	292,529	325,689	327,221	330,863	0.5%
Recreation	393,410	422,847	409,868	443,554	457,073	8.2%
Farmer's Market	15,406	18,337	25,570	25,743	25,919	0.7%
Airport	173,663	149,108	168,933	188,036	180,034	11.3%
<b>Total General Fund</b>	<b>7,563,264</b>	<b>7,077,519</b>	<b>7,541,595</b>	<b>8,200,673</b>	<b>8,306,634</b>	<b>8.7%</b>
<b>Special Revenue Funds</b>						
MVH--Major & Trunkline	628,394	677,030	881,985	874,219	627,390	-0.9%
MVH--Local	437,365	486,633	435,003	387,846	419,530	-10.8%
Leaf, Brush and Trash Removal	93,673	79,096	93,662	98,691	100,057	5.4%
Neighborhood Improvement Authority	-	-	-	5,500	27,000	
Local Development Finance Authority	416,396	568,457	966,165	489,217	488,727	-49.4%
Downtown Development Authority	187,550	186,767	167,963	170,925	147,143	1.8%
<b>Total Special Revenue Funds</b>	<b>1,763,378</b>	<b>1,997,983</b>	<b>2,544,778</b>	<b>2,026,398</b>	<b>1,809,847</b>	<b>-20.4%</b>
<b>Enterprise Funds</b>						
Marshall House	648,734	702,871	865,779	929,772	843,609	7.4%
Fiber to the Premise	135,729	436,469	1,831,100	1,135,028	1,105,090	-38.0%
Electric	14,156,490	13,430,480	17,765,801	22,132,003	25,741,622	24.6%
Dial-A-Ride	518,162	501,021	863,922	569,973	593,596	-34.0%
Wastewater	2,127,008	1,553,477	2,080,019	2,857,458	2,494,136	37.4%
Water	1,737,392	1,654,594	1,944,630	2,678,330	2,205,589	37.7%
<b>Total Enterprise Funds</b>	<b>19,323,515</b>	<b>18,278,912</b>	<b>25,351,251</b>	<b>30,302,564</b>	<b>32,983,642</b>	<b>19.5%</b>
<b>Internal Service Funds</b>						
Data Processing	146,157	179,690	208,116	175,139	177,935	-15.8%
Motor Pool	734,803	699,149	821,903	1,138,422	1,128,894	38.5%
<b>Total Internal Service Funds</b>	<b>880,960</b>	<b>878,839</b>	<b>1,030,019</b>	<b>1,313,561</b>	<b>1,306,829</b>	<b>27.5%</b>
<b>Total Expenditures</b>	<b>29,531,117</b>	<b>28,233,253</b>	<b>36,467,643</b>	<b>41,843,196</b>	<b>44,406,952</b>	<b>14.7%</b>
<b>Excess of Revenues Over (Under)</b>						
<b>Expenditures</b>	<b>(1,746,164)</b>	<b>1,691,984</b>	<b>(728,493)</b>	<b>(2,196,520)</b>	<b>4,721,654</b>	

Note: Totals include depreciation and capital outlay expense

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

	FY 2016 FTE's	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
<b>General Fund</b>						
General Government	11.71	11.40	10.30	9.30	9.30	9.30
Public Safety	22.00	25.00	21.00	21.00	22.00	22.00
Public Works	9.01	9.95	8.55	8.55	8.63	8.63
Community Development	2.03	2.00	2.00	1.00	1.50	1.50
Parks	0.25	1.00	0.05	0.05	0.05	0.05
Marshall Regional Law Enforcement Center	0.50	0.50	0.50	0.50	0.50	0.50
Recreation	3.28	3.25	3.00	3.00	3.00	3.00
Airport	0.16	0.10	0.16	0.10	0.10	0.10
<b>Total General Fund</b>	<b>48.94</b>	<b>53.20</b>	<b>45.56</b>	<b>43.50</b>	<b>45.08</b>	<b>45.08</b>
<b>Special Revenue Funds</b>						
MVH--Major & Trunkline	0.00	0.00	0.00	0.00	0.00	0.00
MVH--Local	0.00	0.00	0.00	0.00	0.00	0.00
Leaf, Brush and Trash Removal	0.00	0.00	0.00	0.00	0.00	0.00
Local Development Finance Authority	0.00	0.00	0.00	0.00	0.00	0.00
Downtown Development Authority	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Special Revenue Funds</b>	<b>0.00</b>	<b>0.00</b>	<b>0.09</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Enterprise Funds</b>						
Marshall House	3.03	3.10	3.10	3.10	3.10	3.10
Fiber to the Premise		1.95	4.70	4.70	4.70	4.70
Electric	20.11	17.65	17.65	18.55	19.30	19.30
Dial-A-Ride	3.03	3.00	2.00	1.00	0.75	0.75
Wastewater	7.62	6.50	6.50	7.00	6.08	6.08
Water	6.91	6.25	6.15	6.00	6.08	6.08
<b>Total Enterprise Funds</b>	<b>40.70</b>	<b>38.43</b>	<b>41.59</b>	<b>40.35</b>	<b>40.01</b>	<b>40.01</b>
<b>Internal Service Funds</b>						
Data Processing	0.20	0.00	0.00	0.00	0.00	0.00
Motor Pool	2.43	1.40	1.15	1.15	1.15	1.15
Safety	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Internal Service Funds</b>	<b>2.63</b>	<b>1.40</b>	<b>1.60</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>
<b>TOTAL FTEs</b>	<b>92.25</b>	<b>93.03</b>	<b>88.84</b>	<b>85.00</b>	<b>86.24</b>	<b>86.24</b>

## Fund Balance/Net Position Summary by Fund

	Projected Fund Balance July 1, 2019	Revenues	Expenditures*	Revenues Over/(Under) Expenditures	Projected Fund Balance June 30, 2020	Percentage Change
<b>General Fund</b>	\$ 2,486,217	\$ 6,852,819	\$ 7,216,119	\$ (363,300)	\$ 2,122,917	-14.61%
Marshall Regional Law Enforcement Center	\$ 122,132	\$ 318,679	\$ 327,221	\$ (8,542)	\$ 113,590	-6.99%
Recreation	\$ 241,943	\$ 428,968	\$ 443,554	\$ (14,586)	\$ 227,357	-6.03%
Farmer's Market	\$ 40,024	\$ 30,815	\$ 25,743	\$ 5,072	\$ 45,096	12.67%
Airport	\$ 832	\$ 188,920	\$ 188,036	\$ 884	\$ 1,716	106.25%
<b>Total General Fund (Audit Presentation)</b>	\$ 2,891,148	# \$ 7,820,201	\$ 8,200,673	\$ (380,472)	\$ 2,510,676	-13.16%
<b>Special Revenue Funds</b>						
Motor Vehicle Highway--Major & Trunkline	\$ 836,099	\$ 695,749	\$ 874,219	\$ (178,470)	\$ 657,629	-21.35%
Motor Vehicle Highway--Local	471,407	297,235	387,846	(90,611)	380,796	-19.22%
Leaf, Brush and Trash Removal	14,923	98,691	98,691	-	14,923	0.00%
<b>Total Special Revenue Funds</b>	\$ 1,322,429	\$ 1,091,675	\$ 1,360,756	\$ (269,081)	\$ 1,053,348	-20.35%
<b>Component Units</b>						
Local Development Finance Authority	\$ 1,562,393	\$ 406,540	\$ 489,217	\$ (82,677)	\$ 1,479,716	-5.29%
Downtown Development Authority	113,523	200,595	170,925	29,670	143,193	26.14%
<b>Total Component Units</b>	\$ 1,675,916	\$ 607,135	\$ 660,142	\$ (53,007)	\$ 1,622,909	-3.16%
	<b>Projected Net Position</b>				<b>Projected Net Position</b>	
<b>Enterprise Funds</b>						
Marshall House	\$ 1,292,807	\$ 902,013	\$ 739,272	\$ 162,741	\$ 1,455,548	12.59%
Fiber to the Premise	\$ (581,829)	\$ 1,417,360	\$ 1,085,028	\$ 332,332	\$ (249,497)	57.12%
Electric	2,238,993	22,100,900	19,202,003	2,898,897	5,137,890	129.47%
Dial-A-Ride Transportation	(548,625)	541,559	569,973	(28,414)	(577,039)	5.18%
Wastewater	1,933,210	2,019,317	2,020,458	(1,141)	1,932,069	-0.06%
Water	3,312,716	1,884,296	1,808,330	75,966	3,388,682	2.29%
<b>Total Enterprise Funds</b>	\$7,647,272	\$28,865,445	\$25,425,064	\$3,440,381	\$11,087,653	44.99%
<b>Internal Service Funds</b>						
Data Processing	\$ 358,006	\$ 184,253	\$ 175,139	\$ 9,114	\$ 367,120	2.55%
Motor Pool	2,344,119	1,088,770	841,922	246,848	2,590,967	10.53%
<b>Total Internal Service Funds</b>	\$2,702,125	\$ 1,273,023	\$ 1,017,061	\$255,962	\$2,958,087	9.47%
<b>TOTALS</b>	<b>\$ 16,238,890</b>	<b># \$ 39,657,479</b>	<b>\$ 36,663,696</b>	<b>\$ 2,993,783</b>	<b>\$ 19,232,673</b>	<b>18.44%</b>

\* Excludes Capital Outlay for Enterprise and Internal Service Funds

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

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

## DEBT SUMMARY

### Statutory and Constitutional Debt Provisions:

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

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

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

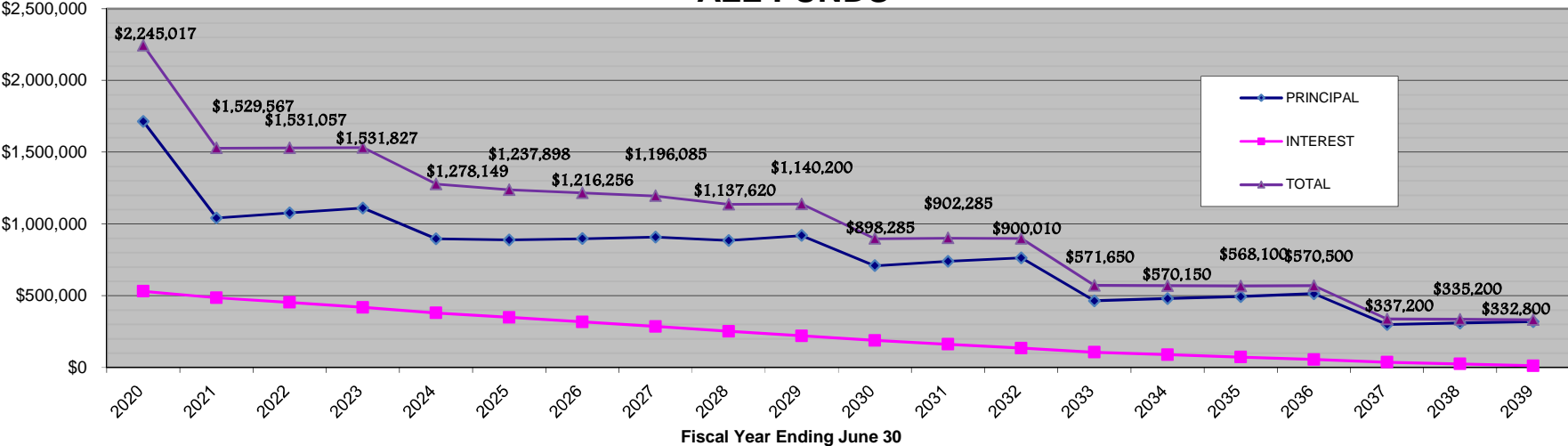
- (a) Ten percent of the assessed value of all real and personal property in the city.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction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

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

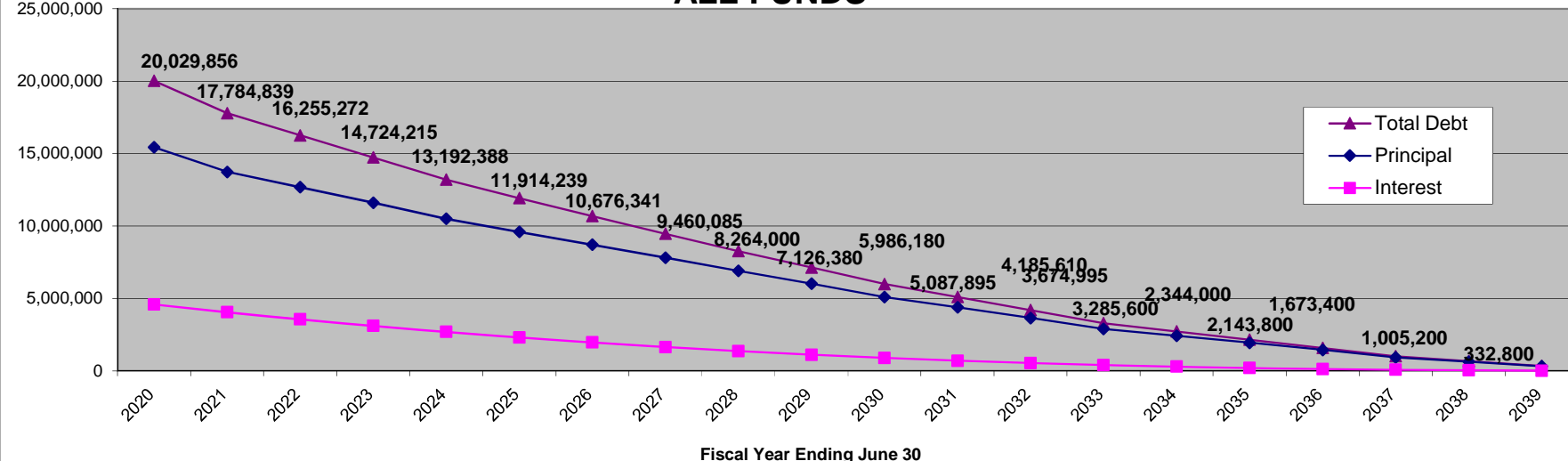
The City of Marshall City Council adopted a Debt Management Policy (February 16, 2016), intended to assure compliance with State Law and provide additional guidance as to the uses, decision making, debt planning and disclosure that the City should pursue relative to the City issuance of debt.

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

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



### CITY OF MARSHALL OUTSTANDING DEBT - ALL FUNDS





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

Fiscal Year Ending June 30	Building Authority	General Fund	MVH-Major	DDA*	LDFA	Electric	Wastewater	Water	Motor Pool Installment Purchase	Total
2020	786,100	45,073	132,063	16,350	93,780	379,850	223,146	313,989	254,666	2,245,017
2021	332,550	45,073	129,963	15,900		294,650	214,540	242,225	254,666	1,529,567
2022	332,750	45,073	132,813	15,450		289,250	215,040	246,015	254,666	1,531,057
2023	332,800	45,073	130,613			288,850	210,390	269,435	254,666	1,531,827
2024	336,000	45,073	133,276			286,450	210,740	266,610		1,278,149
2025	333,800	45,073	135,750			293,850	210,940	218,485		1,237,898
2026	336,400	23,431	133,080			290,650	210,990	221,705		1,216,256
2027	333,600		134,825			292,250	210,890	224,520		1,196,085
2028	335,600		136,000			233,450	210,640	221,930		1,137,620
2029	332,200		137,025			236,650	210,240	224,085		1,140,200
2030	333,600					234,450	214,505	115,730		898,285
2031	334,600					237,050	213,265	117,370		902,285
2032	335,200					234,250	211,765	118,795		900,010
2033	335,400					236,250				571,650
2034	335,200					234,950				570,150
2035	334,600					233,500				568,100
2036	333,600					236,900				570,500
2037	337,200									337,200
2038	335,200									335,200
2039	332,800									332,800
	\$ 7,139,200	\$ 293,869	\$ 1,335,408	\$ 47,700	\$ 93,780	\$ 4,533,250	\$ 2,767,091	\$ 2,800,894	\$ 1,018,664	\$ 20,029,856

Percent Amortized Within Ten Years	Building Authority	General Fund	MVH-Major	DDA*	LDFA	Electric	Wastewater	Water	Motor Pool Installment Purchase	Total
	43.76%	100.00%	79.55%	100.00%	100.00%	53.29%	61.68%	71.51%	100.00%	58.74%

\*Does not include parking structure lease payments

**Legal Debt Margin:**

Pursuant to the statutory and constitutional debt provisions, the following table reflects the amount of additional debt the City may legally incur as of June 30, 2018.

Debt Limit (1)		\$ 24,979,490
Debt Outstanding	\$ 20,029,856	
Less: Exempt Debt	\$ 1,049,465	\$ 18,980,391
Legal Debt Margin		<u>\$ 5,999,099</u>

(1) 10% of \$249,794,900 which is the City's Total SEV as of June 30, 2018 including the SEV of property granted tax abatement under Act 198.

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

Fiscal Year Ending June 30	ISSUE: 7				ISSUE: 34			
	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (9/1)	RATE	INTEREST (3/1 & 9/1)	TOTAL
2020	\$205,000	2.00%	\$4,100	\$209,100	\$85,000	2.00%	\$1,700	\$86,700
2021								
2022								
2023								
2024								
2025								
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2028								
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2030								
2031								
2032								
2033								
2034								
2035								
2036								
2037								
2038								
2039								
	<u>\$205,000</u>		<u>\$4,100</u>	<u>\$209,100</u>	<u>\$85,000</u>		<u>\$1,700</u>	<u>\$86,700</u>

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

Fiscal Year  Ending June 30	ISSUE: 20				ISSUE: 21				ISSUE: 22			
	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
	AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Hanover Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Mulberry Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Aquifer Study & Well DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591			
2020	\$15,000	2.00%	\$2,875	\$17,875	\$10,000	2.00%	\$1,917	\$11,917	\$5,000	2.00%	\$958	\$5,958
2021	\$15,000	3.00%	\$2,575	\$17,575	\$10,000	3.00%	\$1,717	\$11,717	\$5,000	3.00%	\$858	\$5,858
2022	\$15,000	3.00%	\$2,125	\$17,125	\$15,000	3.00%	\$1,417	\$16,417	\$5,000	3.00%	\$708	\$5,708
2023	\$20,000	4.00%	\$1,600	\$21,600	\$15,000	4.00%	\$1,067	\$16,067	\$10,000	4.00%	\$533	\$10,533
2024	\$20,000	4.00%	\$800	\$20,800	\$15,000	4.00%	\$533	\$15,533	\$10,000	4.00%	\$267	\$10,267
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2037												
2038												
2039												
	<u>\$85,000</u>		<u>\$9,975</u>	<u>\$94,975</u>	<u>\$65,000</u>		<u>\$6,651</u>	<u>\$71,651</u>	<u>\$35,000</u>		<u>\$3,324</u>	<u>\$38,324</u>



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

Fiscal Year Ending June 30	ISSUE: 28				ISSUE: 29			
	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
	AUTH: 28 CUSIP: TYPE: Limited Tax - GO PURPOSE: Alley Project DATED: May 30, 2007 CALLABLE: Fund 582				AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Water Main Improvements DATED: July, 2009 CALLABLE: 4/1/14 @ 100 Fund 591			
2020	\$45,000	2.00%	\$13,400	\$58,400	\$65,000	4.00%	40,360	\$105,360
2021	\$45,000	3.00%	\$12,500	\$57,500	\$70,000	4.00%	37,240	\$107,240
2022	\$45,000	3.00%	\$11,150	\$56,150	\$70,000	4.00%	33,880	\$103,880
2023	\$45,000	4.00%	\$9,800	\$54,800	\$75,000	4.00%	30,450	\$105,450
2024	\$45,000	4.00%	\$8,000	\$53,000	\$75,000	4.00%	26,775	\$101,775
2025	\$50,000	4.00%	\$6,200	\$56,200	\$80,000	4.00%	22,950	\$102,950
2026	\$50,000	4.00%	\$4,200	\$54,200	\$85,000	4.00%	18,870	\$103,870
2027	\$55,000	4.00%	\$2,200	\$57,200	\$90,000	4.00%	14,535	\$104,535
2028					\$95,000	4.00%	9,945	\$104,945
2029					\$100,000	4.00%	5,100	\$105,100
2030								
2031								
2032								
2033								
2034								
2035								
2036								
2037								
2038								
2039								
	<u>\$380,000</u>		<u>\$67,450</u>	<u>\$447,450</u>	<u>\$805,000</u>		<u>\$240,105</u>	<u>\$1,045,105</u>

Fiscal Year Ending June 30	ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: DDA (LT) PURPOSE: DDA - Parking Lots DATED: September 5, 2012 CALLABLE: Fund 298			
	PRINCIPAL (6/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2020	\$15,000	3.00%	\$1,350	\$16,350
2021	\$15,000	3.00%	\$900	\$15,900
2022	\$15,000	3.00%	\$450	\$15,450
2023				
2024				
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2039				
	<u>\$45,000</u>		<u>\$2,700</u>	<u>\$47,700</u>

Fiscal Year Ending June 30	ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Sewer System Improvements DATED: September 5, 2012 CALLABLE: Fund 590			
	PRINCIPAL (6/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2020	\$20,000	3.00%	\$65,140	\$85,140
2021	\$150,000	3.00%	\$64,540	\$214,540
2022	\$155,000	3.00%	\$60,040	\$215,040
2023	\$155,000	3.00%	\$55,390	\$210,390
2024	\$160,000	3.00%	\$50,740	\$210,740
2025	\$165,000	3.00%	\$45,940	\$210,940
2026	\$170,000	3.00%	\$40,990	\$210,990
2027	\$175,000	3.00%	\$35,890	\$210,890
2028	\$180,000	3.00%	\$30,640	\$210,640
2029	\$185,000	3.10%	\$25,240	\$210,240
2030	\$195,000	3.20%	\$19,505	\$214,505
2031	\$200,000	3.25%	\$13,265	\$213,265
2032	\$205,000	3.30%	\$6,765	\$211,765
2033				
2034				
2035				
2036				
2037				
2038				
2039				
	<u>\$2,115,000</u>		<u>\$514,085</u>	<u>\$2,629,085</u>

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

Fiscal Year Ending June 30	ISSUE: 32				ISSUE: 33				ISSUE: 34			
	PRINCIPAL (6/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
	AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Water System Improvements DATED: September 5, 2012 CALLABLE: Fund 591				AUTH: Act 24 CUSIP: 572427 TYPE: MTF (LT) PURPOSE: Street Improvements DATED: May 1, 2013 CALLABLE: 10/1/2022 @Par Fund 202				AUTH: Act 31 CUSIP: 572435 TYPE: General Obligation Limited Tax PURPOSE: Marshall Building Authority Bonds DATED: 12-Aug-14 CALLABLE: 10/1/2024 @Par Fund 202			
2020	\$65,000	3.00%	\$36,785	\$101,785	\$105,000	2.00%	\$27,063	\$132,063	\$155,000	2.00%	\$177,200	\$332,200
2021	\$65,000	3.00%	\$34,835	\$99,835	\$105,000	2.00%	\$24,963	\$129,963	\$160,000	3.00%	\$172,550	\$332,550
2022	\$70,000	3.00%	\$32,885	\$102,885	\$110,000	2.00%	\$22,813	\$132,813	\$165,000	3.00%	\$167,750	\$332,750
2023	\$85,000	3.00%	\$30,785	\$115,785	\$110,000	2.00%	\$20,613	\$130,613	\$170,000	3.00%	\$162,800	\$332,800
2024	\$90,000	3.00%	\$28,235	\$118,235	\$115,000	2.15%	\$18,276	\$133,276	\$180,000	4.00%	\$156,000	\$336,000
2025	\$90,000	3.00%	\$25,535	\$115,535	\$120,000	2.15%	\$15,750	\$135,750	\$185,000	4.00%	\$148,800	\$333,800
2026	\$95,000	3.00%	\$22,835	\$117,835	\$120,000	2.30%	\$13,080	\$133,080	\$195,000	4.00%	\$141,400	\$336,400
2027	\$100,000	3.00%	\$19,985	\$119,985	\$125,000	3.00%	\$9,825	\$134,825	\$200,000	4.00%	\$133,600	\$333,600
2028	\$100,000	3.00%	\$16,985	\$116,985	\$130,000	3.00%	\$6,000	\$136,000	\$210,000	4.00%	\$125,600	\$335,600
2029	\$105,000	3.10%	\$13,985	\$118,985	\$135,000	3.00%	\$2,025	\$137,025	\$215,000	4.00%	\$117,200	\$332,200
2030	\$105,000	3.20%	\$10,730	\$115,730					\$225,000	4.00%	\$108,600	\$333,600
2031	\$110,000	3.25%	\$7,370	\$117,370					\$235,000	4.00%	\$99,600	\$334,600
2032	\$115,000	3.30%	\$3,795	\$118,795					\$245,000	4.00%	\$90,200	\$335,200
2033									\$255,000	4.00%	\$80,400	\$335,400
2034									\$265,000	4.00%	\$70,200	\$335,200
2035									\$275,000	4.00%	\$59,600	\$334,600
2036									\$285,000	4.00%	\$48,600	\$333,600
2037									\$300,000	4.00%	\$37,200	\$337,200
2038									\$310,000	4.00%	\$25,200	\$335,200
2039									\$320,000	4.00%	\$12,800	\$332,800
	<u>\$1,195,000</u>		<u>\$284,745</u>	<u>\$1,479,745</u>	<u>\$1,175,000</u>		<u>\$160,408</u>	<u>\$1,335,408</u>	<u>\$4,550,000</u>		<u>\$2,135,300</u>	<u>\$6,685,300</u>

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

Fiscal  
Year  
Ending  
June 30

ISSUE: 35				
AUTH:				
CUSIP: N/A				
TYPE: Installment Purchase Agreement				
PURPOSE: Fire Department Pumper				
DATED: July 9, 2015				
CALLABLE: Matures 07-09-2025				
Fund 101				
	PRINCIPAL	RATE	INTEREST	TOTAL
	1/1 & 7/1		1/1 & 7/1	
2020	\$38,904	2.36%	\$6,169	\$45,073
2021	\$39,813	2.36%	\$5,260	\$45,073
2022	\$40,775	2.36%	\$4,298	\$45,073
2023	\$41,744	2.36%	\$3,329	\$45,073
2024	\$42,736	2.36%	\$2,337	\$45,073
2025	\$43,747	2.36%	\$1,326	\$45,073
2026	\$23,159	2.36%	\$272	\$23,431
2027				
2028				
2029				
2030				
2031				
2032				
2033				
2034				
2035				
2036				
2037				
2038				
2039				
	<u>\$270,878</u>		<u>\$22,991</u>	<u>\$293,869</u>

ISSUE: 36				
AUTH:				
CUSIP: 572427				
TYPE: Limited Tax				
PURPOSE: Brewer St. Substation				
DATED: July 20, 2016				
CALLABLE:				
Fund 582				
	PRINCIPAL	RATE	INTEREST	TOTAL
	(4/1)		(4/1 & 10/1)	
	\$130,000	2.00%	\$104,750	\$234,750
	\$135,000	3.00%	\$102,150	\$237,150
	\$135,000	3.00%	\$98,100	\$233,100
	\$140,000	4.00%	\$94,050	\$234,050
	\$145,000	4.00%	\$88,450	\$233,450
	\$155,000	4.00%	\$82,650	\$237,650
	\$160,000	4.00%	\$76,450	\$236,450
	\$165,000	4.00%	\$70,050	\$235,050
	\$170,000	4.00%	\$63,450	\$233,450
	\$180,000	4.00%	\$56,650	\$236,650
	\$185,000	4.00%	\$49,450	\$234,450
	\$195,000	4.00%	\$42,050	\$237,050
	\$200,000	4.00%	\$34,250	\$234,250
	\$210,000	3.00%	\$26,250	\$236,250
	\$215,000	3.00%	\$19,950	\$234,950
	\$220,000	3.00%	\$13,500	\$233,500
	\$230,000	3.00%	\$6,900	\$236,900
	<u>\$2,970,000</u>		<u>\$1,029,100</u>	<u>\$3,999,100</u>

ISSUE: Purchase Lease #1				
AUTH:				
CUSIP:				
TYPE: Lease to Own				
PURPOSE: Motor Pool Vehicles				
DATED: February 8, 2018				
CALLABLE:				
Fund 582				
	PRINCIPAL	RATE	INTEREST	TOTAL
	2/7		2/7	
	\$131,954	3.64%	\$20,287	\$152,241
	\$136,757	3.64%	\$15,484	\$152,241
	\$141,735	3.64%	\$10,506	\$152,241
	\$146,894	3.64%	\$5,347	\$152,241
	<u>\$557,340</u>		<u>\$51,624</u>	<u>\$608,964</u>



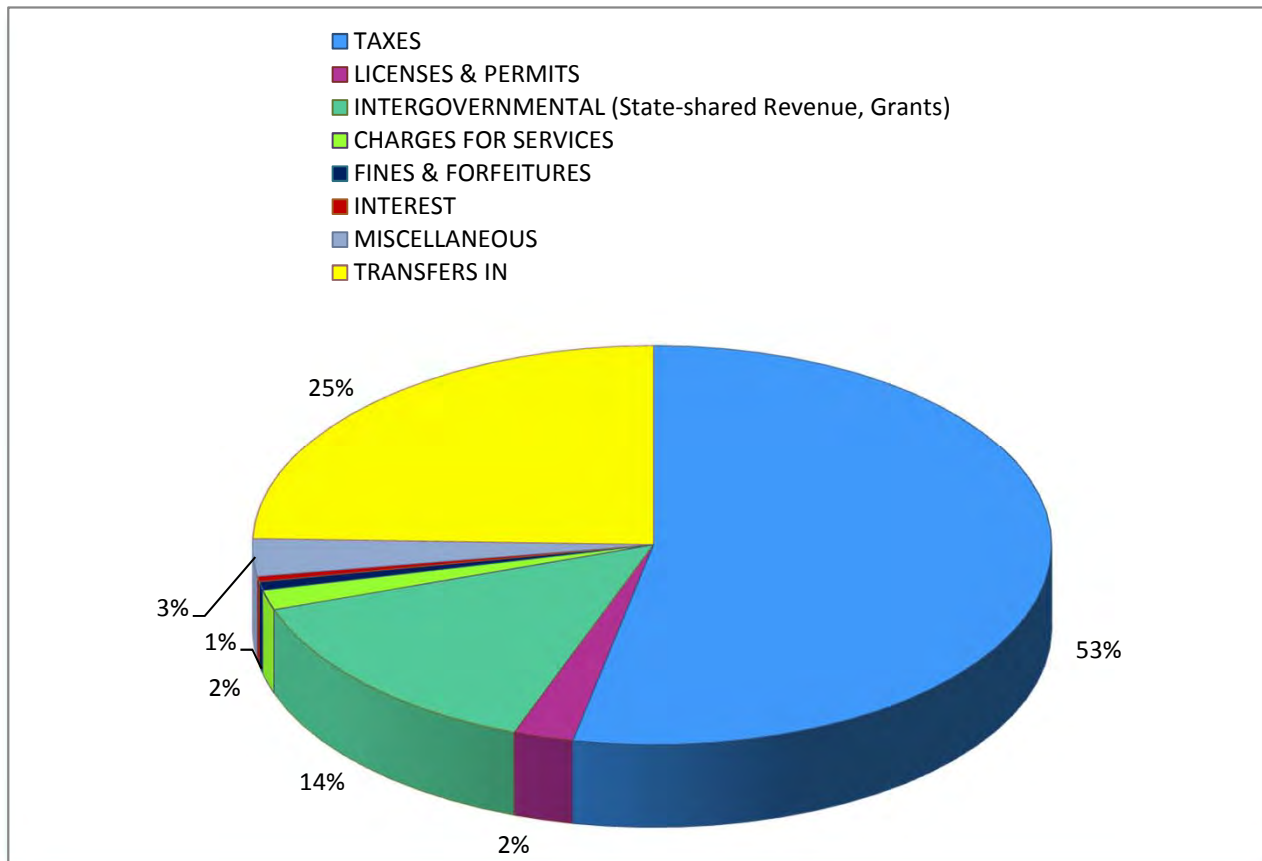
<b>ISSUE:</b> Purchase Lease #2			
TYPE: Lease to Own			
PURPOSE: Motor Pool Vehicles			
DATED: April 24, 2018			
Fund 582			
<b>PRINCIPAL</b>	<b>RATE</b>	<b>INTEREST</b>	<b>TOTAL</b>
4/15		4/15	
2020	\$87,958	3.88%	\$14,467 \$102,425
2021	\$91,371	3.88%	\$11,054 \$102,425
2022	\$94,916	3.88%	\$7,509 \$102,425
2023	\$98,599	3.88%	\$3,826 \$102,425
2024			
2025			
2026			
2027			
2028			
2029			
2030			
2031			
2032			
2033			
2034			
2035			
2036			
2037			
2038			
2039			
	<u>\$372,844</u>		<u>\$36,856 \$409,700</u>

Fiscal  
Year  
Ending  
June 30

<b>Total Existing Debt</b>		
<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
\$1,713,816	\$531,201	\$2,245,017
\$1,042,941	\$486,626	\$1,529,567
\$1,077,426	\$453,631	\$1,531,057
\$1,112,237	\$419,590	\$1,531,827
\$897,736	\$380,413	\$1,278,149
\$888,747	\$349,151	\$1,237,898
\$898,159	\$318,097	\$1,216,256
\$910,000	\$286,085	\$1,196,085
\$885,000	\$252,620	\$1,137,620
\$920,000	\$220,200	\$1,140,200
\$710,000	\$188,285	\$898,285
\$740,000	\$162,285	\$902,285
\$765,000	\$135,010	\$900,010
\$465,000	\$106,650	\$571,650
\$480,000	\$90,150	\$570,150
\$495,000	\$73,100	\$568,100
\$515,000	\$55,500	\$570,500
\$300,000	\$37,200	\$337,200
\$310,000	\$25,200	\$335,200
\$320,000	\$12,800	\$332,800
<u>\$15,446,062</u>	<u>\$4,583,794</u>	<u>\$20,029,856</u>

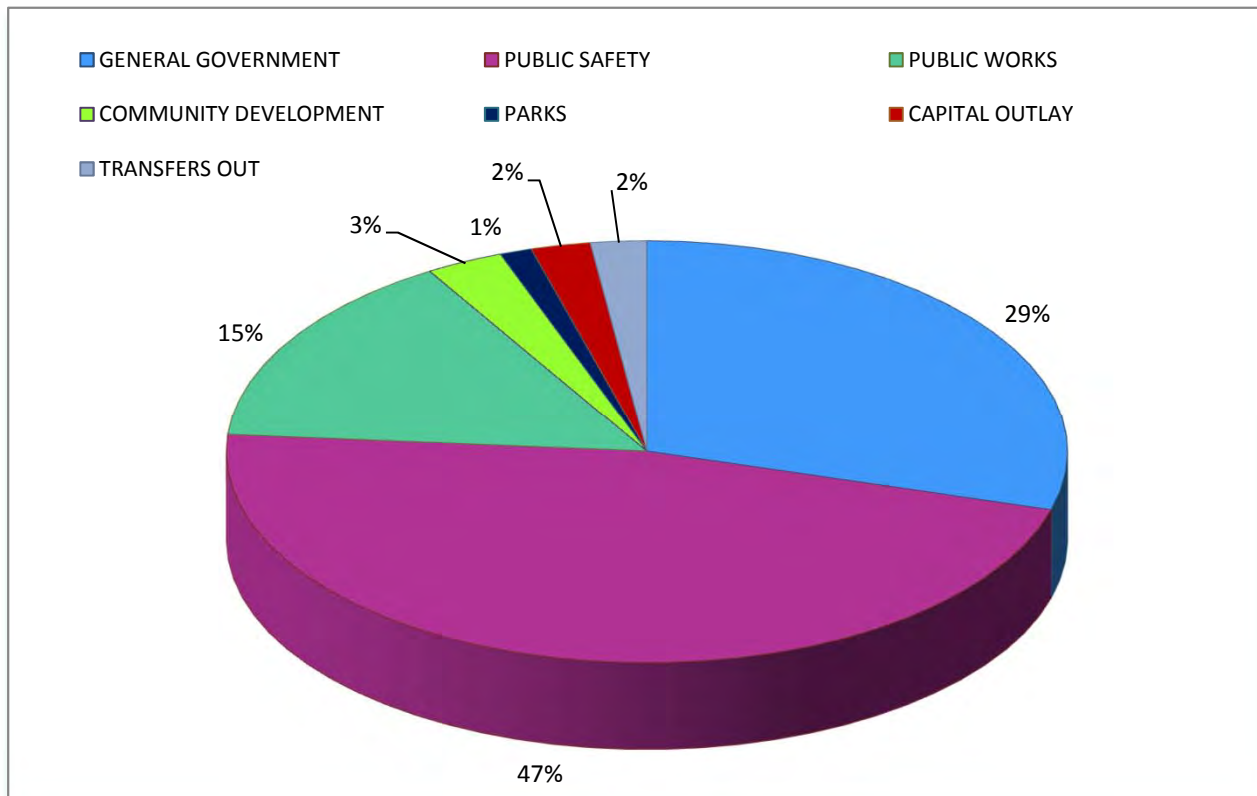
## FY 2020 GENERAL FUND REVENUES

TAXES	\$ 3,647,482	53%
LICENSES & PERMITS	165,000	2%
INTERGOVERNMENTAL (State-shared Revenue, Grants)	965,744	14%
CHARGES FOR SERVICES	109,650	2%
FINES & FORFEITURES	48,300	1%
INTEREST	30,000	0%
MISCELLANEOUS	206,723	3%
TRANSFERS IN	1,679,920	25%
<b>TOTAL REVENUES</b>	<b>\$ 6,852,819</b>	<b>100%</b>



## FY 2020 GENERAL FUND EXPENDITURES

GENERAL GOVERNMENT	\$ 2,126,649	29%
PUBLIC SAFETY	3,376,758	47%
PUBLIC WORKS	1,088,504	15%
COMMUNITY DEVELOPMENT	214,612	3%
PARKS	88,961	1%
CAPITAL OUTLAY	165,100	2%
TRANSFERS OUT	155,535	2%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,216,119</b>	<b>100%</b>



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

	ISSUE: 35 AUTH: CUSIP: N/A TYPE: Installment Purchase Agreement PURPOSE: Fire Department Pumper DATED: July 9, 2015 CALLABLE: Matures 07-09-2025 Fund 101				<b>Total General Fund Debt</b>		
Fiscal Year	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
Ending June 30	(11/1)		(11/1)				
2020	\$39,813	2.36%	\$5,260	\$45,073	\$39,813	\$5,260	\$45,073
2021	\$40,775	2.36%	\$4,298	\$45,073	\$40,775	\$4,298	\$45,073
2022	\$41,744	2.36%	\$3,329	\$45,073	\$41,744	\$3,329	\$45,073
2023	\$42,736	2.36%	\$2,337	\$45,073	\$42,736	\$2,337	\$45,073
2024	\$43,747	2.36%	\$1,326	\$45,073	\$43,747	\$1,326	\$45,073
2025	\$23,159	2.36%	\$272	\$23,431	\$23,159	\$272	\$23,431
	<u>\$270,878</u>		<u>\$22,991</u>	<u>\$293,869</u>	<u>\$270,878</u>	<u>\$22,991</u>	<u>\$293,869</u>

## General Fund Revenues

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected	% Change
<b>Taxes</b>						
Current Property Taxes	3,190,587	3,202,634	3,345,657	3,379,114	3,529,445	1.0%
Property Taxes - Prior Years	376	1,661	375	375	375	0.0%
Tax Collection Fee	118,684	117,000	119,457	124,993	129,547	4.6%
Delinquent Personal Property Taxes	9,955	4,950	6,000	6,000	6,000	0.0%
Local Comm Stabilization Share Tax	175,615	194,041	149,272	110,000	110,000	-26.3%
Penalties & Interest on Taxes	26,310	20,214	27,000	27,000	27,000	0.0%
<b>Total Taxes</b>	<b>3,521,527</b>	<b>3,540,500</b>	<b>3,647,761</b>	<b>3,647,482</b>	<b>3,802,367</b>	<b>0.0%</b>
<b>Licenses &amp; Permits</b>						
General (Bicycle, Amusement Device, Other)	1,041	1,555	2,000	2,000	2,000	0.0%
Building, Mechanical, Plumbing, Electrical, etc.	87,401	134,948	145,000	145,000	145,000	0.0%
Applications - MMLA		5,000	-	18,000	36,000	N/A
<b>Total Licenses &amp; Permits</b>	<b>88,442</b>	<b>141,503</b>	<b>147,000</b>	<b>165,000</b>	<b>183,000</b>	<b>12.2%</b>
<b>Intergovernmental</b>						
State Grant	2,541					N/A
Federal Grants	23,406			58,314	58,314	N/A
Local Units - PSB Rent	127,831	145,003	145,000	162,930	162,930	12.4%
Liquor License Refund	8,731	8,803	8,500	8,500	8,500	0.0%
Sales Tax (Revenue Sharing)	678,605	698,620	668,000	736,000	759,675	10.2%
Contract Revenue - Albion Assessing	45,650	45,650	45,852			-100.0%
<b>Total Intergovernmental</b>	<b>886,764</b>	<b>898,076</b>	<b>867,352</b>	<b>965,744</b>	<b>989,419</b>	<b>11.3%</b>
<b>Charges for Services</b>						
Charges for Services - Fees	5,188	3,705	10,150	10,150	10,150	0.0%
Charges for Services - FOIA	27					N/A
Charges for Services - Planning and Zoning	875	2,290	500	2,000	2,000	300.0%
Charges for Services - Compost		10,090	7,500	10,000	10,000	33.3%
Charges for Services - Sales	41,369	41,438	39,000	41,500	41,500	6.4%
Charges for Services - Cemetery	650	1,300	1,000	1,000	1,000	0.0%
Rents	48,747	34,491	45,000	45,000	45,000	0.0%
<b>Total Charges for Services</b>	<b>96,856</b>	<b>93,314</b>	<b>103,150</b>	<b>109,650</b>	<b>109,650</b>	<b>6.3%</b>
<b>Fines &amp; Forfeits</b>						
Civil Infractions	877	75	300	27,500	27,500	9066.7%
Charges for Services - Parking Violations	1,729	2,365	1,500	1,800	1,800	20.0%
District Court Ordinance Fines	62,607	22,374	50,000	19,000	19,000	-62.0%
<b>Total Fines &amp; Forfeits</b>	<b>65,213</b>	<b>24,814</b>	<b>51,800</b>	<b>48,300</b>	<b>48,300</b>	<b>-6.8%</b>
<b>Interest</b>	<b>22,346</b>	<b>38,561</b>	<b>10,000</b>	<b>30,000</b>	<b>30,000</b>	<b>200.0%</b>
<b>Miscellaneous</b>						
Miscellaneous	179,463	284,124	116,723	116,723	116,723	0.0%
Cable Commissions	65,794	74,616	65,000	65,000	65,000	0.0%
Reimbursement	32,393					N/A
Contribution - MMMLA				25,000	25,000	N/A
Sale of Fixed Assets	81,605					N/A
<b>Total Miscellaneous</b>	<b>359,255</b>	<b>358,740</b>	<b>181,723</b>	<b>206,723</b>	<b>206,723</b>	<b>13.8%</b>
<b>Transfers In</b>						
Contributions-DDA & LDFA		56,241	126,779	139,414	138,964	10.0%
Contributions-Other Funds	1,751,419	1,508,589	1,476,857	1,540,506	1,487,179	4.3%
<b>Total Transfers In</b>	<b>1,751,419</b>	<b>1,564,830</b>	<b>1,603,636</b>	<b>1,679,920</b>	<b>1,626,143</b>	<b>4.8%</b>
<b>Total General Fund Only</b>	<b>6,791,822</b>	<b>6,660,338</b>	<b>6,612,422</b>	<b>6,852,819</b>	<b>6,995,602</b>	<b>3.6%</b>
<b>Marshall Regional Law Enforcement</b>	<b>295,236</b>	<b>356,582</b>	<b>287,079</b>	<b>318,679</b>	<b>318,679</b>	<b>11.0%</b>
<b>Recreation</b>	<b>386,484</b>	<b>424,957</b>	<b>416,010</b>	<b>428,968</b>	<b>432,552</b>	<b>3.1%</b>
<b>Farmer's Market</b>	<b>27,570</b>	<b>26,450</b>	<b>30,815</b>	<b>30,815</b>	<b>30,815</b>	<b>0.0%</b>
<b>Airport</b>	<b>144,405</b>	<b>143,333</b>	<b>167,920</b>	<b>188,920</b>	<b>181,920</b>	<b>12.5%</b>
<b>Total General Fund Revenues</b>	<b>7,645,517</b>	<b>7,611,660</b>	<b>7,514,246</b>	<b>7,820,201</b>	<b>7,959,568</b>	<b>4.1%</b>

## General Fund Expenditures

	FY 2017 Actual	FY 2018 Budget	FY 2019 Requested	FY 2020 Projected	FY 2021 Projected	% Change
<b>General Government</b>						
City Council	3,566	3,052	3,939	5,011	5,014	27.2%
City Manager	192,861	167,127	172,515	296,637	307,527	71.9%
Assessor	155,392	134,807	138,600	69,362	70,592	-50.0%
City Attorney	65,165	48,308	50,000	55,000	55,000	10.0%
Human Resources	88,391	85,698	86,650	90,155	94,588	4.0%
Clerk	103,535	86,773	101,860	57,878	65,310	-43.2%
Finance/Treasurer	514,522	492,974	540,651	571,536	595,883	5.7%
City Hall	73,462	71,490	76,346	86,510	88,263	13.3%
Chapel	372	886	906	3,972	4,044	338.4%
Other City Property	29,333	32,760	31,420	36,000	36,000	14.6%
Non-Departmental	521,517	536,771	697,705	733,900	784,568	5.2%
PSB Operations	139,168	93,671	145,443	120,688	122,077	-17.0%
<b>Total General Government</b>	<b>1,887,284</b>	<b>1,754,317</b>	<b>2,046,035</b>	<b>2,126,649</b>	<b>2,228,866</b>	<b>3.9%</b>
<b>Public Safety</b>						
Police	1,636,311	1,743,756	1,823,621	2,009,827	2,111,271	10.2%
Crossing Guards	11,356	11,403	12,501	12,749	13,002	2.0%
Dispatch	108,635	110,470	112,500	117,000	117,000	4.0%
Fire	1,031,408	1,028,514	1,149,187	1,237,182	1,266,770	7.7%
<b>Total Public Safety</b>	<b>2,787,710</b>	<b>2,894,143</b>	<b>3,097,809</b>	<b>3,376,758</b>	<b>3,508,043</b>	<b>9.0%</b>
<b>Public Works</b>						
Cemetery	180,996	158,482	171,339	172,590	174,682	0.7%
Streets	704,887	692,792	785,606	843,489	868,367	7.4%
Engineering	43,756	25,797	32,604	35,367	36,343	8.5%
Compost	76,761	18,965	32,488	37,058	37,396	14.1%
<b>Total Public Works</b>	<b>1,006,400</b>	<b>896,036</b>	<b>1,022,037</b>	<b>1,088,504</b>	<b>1,116,788</b>	<b>6.5%</b>
<b>Community Development</b>						
Building Inspection - Code Enforcement	135,384	131,791	124,606	134,955	138,975	8.3%
Planning & Zoning	88,656	57,658	38,546	79,657	56,298	106.7%
<b>Total Community Development</b>	<b>224,040</b>	<b>189,449</b>	<b>163,152</b>	<b>214,612</b>	<b>195,273</b>	<b>31.5%</b>
<b>Parks</b>						
Parks	101,911	75,295	94,523	88,961	90,101	-5.9%
<b>Total Parks</b>	<b>101,911</b>	<b>75,295</b>	<b>94,523</b>	<b>88,961</b>	<b>90,101</b>	<b>-5.9%</b>
<b>Capital Outlay</b>						
Capital Improvements	26,285	289,983	74,500	165,100	70,500	121.6%
<b>Total Capital Outlay</b>	<b>26,285</b>	<b>289,983</b>	<b>74,500</b>	<b>165,100</b>	<b>70,500</b>	<b>121.6%</b>
<b>Transfers Out</b>	<b>615,145</b>	<b>95,475</b>	<b>113,479</b>	<b>155,535</b>	<b>103,174</b>	<b>37.1%</b>
<b>Total General Fund Only</b>	<b>6,648,775</b>	<b>6,194,698</b>	<b>6,611,535</b>	<b>7,216,119</b>	<b>7,312,745</b>	<b>9.1%</b>
<b>Marshall Regional Law Enforcement</b>	<b>332,010</b>	<b>292,529</b>	<b>325,689</b>	<b>327,221</b>	<b>330,863</b>	<b>0.5%</b>
<b>Recreation</b>	<b>393,410</b>	<b>422,847</b>	<b>409,868</b>	<b>443,554</b>	<b>457,073</b>	<b>8.2%</b>
<b>Farmer's Market</b>	<b>15,406</b>	<b>18,337</b>	<b>25,570</b>	<b>25,743</b>	<b>25,919</b>	<b>0.7%</b>
<b>Airport</b>	<b>173,663</b>	<b>149,108</b>	<b>168,933</b>	<b>188,036</b>	<b>180,034</b>	<b>11.3%</b>
<b>Total General Fund Operating Expenditures</b>	<b>7,563,264</b>	<b>7,077,519</b>	<b>7,541,595</b>	<b>8,200,673</b>	<b>8,306,634</b>	<b>8.7%</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>82,253</b>	<b>534,141</b>	<b>(27,349)</b>	<b>(411,672)</b>	<b>(378,266)</b>	

# City of Marshall

## GENERAL FUND

### Summary of Revenue

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
101-000-402.00	3,190,587	3,202,634	3,345,657	3,379,114	3,529,445
101-000-404.00	376	1,661	375	375	375
101-000-405.00	118,684	117,000	119,457	124,993	129,547
101-000-420.00	9,955	4,950	6,000	6,000	6,000
101-000-441.00	175,615	194,041	149,272	110,000	110,000
101-000-445.00	26,310	20,214	27,000	27,000	27,000
101-000-451.00	1,041	1,555	2,000	2,000	2,000
101-000-451.01	87,401	134,948	145,000	145,000	145,000
101-000-451.02		5,000		18,000	36,000
101-000-452.00	65,794	74,616	65,000	65,000	65,000
101-000-505.00	23,406			58,314	58,314
101-000-540.00	2,541				
101-000-543.00	8,731	8,803	8,500	8,500	8,500
101-000-574.00	565,969	582,148	550,000	618,000	637,775
101-000-574.01	112,636	116,472	118,000	118,000	121,900
101-000-588.00	127,831	145,003	145,000	162,930	162,930
101-000-588-10		180,400			
101-000-601.00	40		150	150	150
101-000-607.00	5,148	3,705	10,000	10,000	10,000
101-000-607.01	27				
101-000-607.02	875	2,290	500	2,000	2,000
101-000-626.00		10,090	7,500	10,000	10,000
101-000-627.06	45,650	45,650	45,852		
101-000-642.00	41,369	41,438	39,000	41,500	41,500
101-000-642.01	650	1,300	1,000	1,000	1,000
101-000-658.00	1,729	2,365	1,500	1,800	1,800
101-000-659.00	62,607	22,374	50,000	19,000	19,000
101-000-659.01	877	75	300	27,500	27,500
101-000-665.00	22,346	38,561	10,000	30,000	30,000
101-000-667.00	48,747	34,491	45,000	45,000	45,000
101-000-669.00	1,200				
101-000-671.00	139,027	103,603	116,723	116,723	116,723
101-000-675.00	39,205	56,241	126,779	164,414	163,964
101-000-676.00	32,393				
101-000-681.00	5,605				
101-000-693.00	76,000				
101-000-694.00	31	121			
101-000-698.00					
101-000-699.00	1,751,419	1,508,589	1,476,857	1,540,506	1,487,179
<b>General Fund Revenue - Total</b>	<b>6,791,822</b>	<b>6,660,338</b>	<b>6,612,422</b>	<b>6,852,819</b>	<b>6,995,602</b>

<b>GENERAL FUND</b>		<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
		<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Projected</b>
<b>Summary of Dept Totals</b>						
<b>Expenditures</b>						
101-101	City Council - Expenditures:	3,566	3,052	3,939	5,011	5,014
101-172	City Manager - Expenditures:	192,861	167,127	172,515	296,637	307,527
101-209	Assessor - Expenditures:	155,392	134,807	138,600	69,362	70,592
101-210	City Attorney - Expenditures:	65,165	48,308	50,000	55,000	55,000
101-226	Human Resources - Expenditures:	88,391	85,698	86,650	90,155	94,588
101-250	Clerk - Expenditures:	103,535	86,773	101,860	57,878	65,310
101-260	Finance/Treasurer - Expenditures:	514,522	492,974	540,651	571,536	594,484
101-265	City Hall - Expenditures:	73,462	71,490	76,346	86,510	88,263
101-266	Chapel - Expenditures:	372	886	906	3,972	4,044
101-269	Other City Property - Expenditures:	29,333	32,760	31,420	36,000	36,000
101-276	Cemetery - Expenditures:	180,996	158,482	171,339	172,590	174,682
101-294	Non-Departmental - Expenditures:	1,136,662	632,246	811,184	889,435	887,742
101-301	Police - Expenditures:	1,636,311	1,743,756	1,823,621	2,009,827	2,111,271
101-316	Crossing Guards - Expenditures:	11,356	11,403	12,501	12,749	13,002
101-325	Dispatch - Expenditures:	108,635	110,470	112,500	117,000	117,000
101-336	Fire - Expenditures:	1,031,408	1,028,514	1,149,187	1,237,182	1,266,770
101-371	Inspections - Expenditures:	135,384	131,791	124,606	134,955	138,975
101-410	Planning & Zoning - Expenditures:	88,656	57,658	38,546	79,657	56,298
101-441	Streets - Expenditures:	704,887	692,792	785,606	843,489	868,367
101-442	Compost - Expenditures:	76,761	18,965	32,488	37,058	37,396
101-447	Engineering - Expenditures:	43,756	25,797	32,604	35,367	36,343
101-540	PSB Operations - Expenditures:	139,168	93,671	145,443	120,688	122,077
101-729	Community Develop - Expenditures:					
101-774	Parks - Expenditures:	101,911	75,295	94,523	88,961	90,101
101-900	Capital Improvement - Expenditures:	26,285	289,983	74,500	165,100	70,500
	<b>General Fund Expenditures Total:</b>	<b>6,648,775</b>	<b>6,194,698</b>	<b>6,611,535</b>	<b>7,216,119</b>	<b>7,311,346</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>143,047</b>	<b>465,640</b>	<b>887</b>	<b>(363,300)</b>	<b>(315,744)</b>



## ALLOCATED POSITIONS: GENERAL FUND

### CITY MANAGER

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
City Manager	1.00	1.00	1.00	1.00	1.00
Director of Special Projects	0.10	0.00	0.00	1.00	1.00
<b>Total</b>	<b>1.10</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

### ASSESSOR

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Assessor	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	1.00	1.00	0.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

### HUMAN RESOURCES

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Human Resources Coordinator	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### CLERK

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Clerk	0.50	1.00	1.00	0.50	0.50
<b>Total</b>	<b>0.50</b>	<b>1.00</b>	<b>1.00</b>		<b>0.50</b>

### FINANCE/TREASURER

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Finance Director	1.00	1.00	1.00	1.00	1.00
Treasurer	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00
Accountant-Utility Billing-Payroll-Accounts Payable	3.00	3.00	3.00	3.00	3.00
Receptionist/Cashier	1.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

### CITY HALL

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Facilities Manager	0.10	0.10	0.10	0.10	0.10
<b>Total</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

### CEMETERY

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
DPW Superintendent	0.25	0.25	0.25	0.25	0.25
Administrative Assistant	0.05	0.00	0.00		0.00
Equipment Operator	0.80	0.00	0.00		0.00
<b>Total</b>	<b>1.10</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

<b>POLICE</b>					
Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Public Safety	0.50	0.50	0.50	0.50	0.50
Deputy Police Chief	1.00	1.00	1.00	1.00	1.00
Lieutenant	1.00	1.00	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00	4.00	4.00
Patrolman	11.00	8.00	8.00	8.00	8.00
<b>Total</b>	<b>16.50</b>	<b>13.50</b>	<b>13.50</b>	<b>14.50</b>	<b>14.50</b>
<b>FIRE</b>					
Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Public Safety	0.50	0.50	0.50	0.50	0.50
Deputy Fire Chief	1.00	0.00	0.00	0.00	0.00
Captain	3.00	3.00	3.00	3.00	3.00
Lieutenant	4.00	4.00	4.00	4.00	4.00
<b>Total</b>	<b>8.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>
<b>INSPECTION</b>					
Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Community Services	0.25	0.25	0.00	0.00	0.00
Building Inspector	1.00	1.00	1.00	1.00	1.00
Receptionist	0.05	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.30</b>	<b>1.25</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>PLANNING &amp; ZONING</b>					
Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Clerk	0.65	0.75	0.00	0.50	0.50
Receptionist	0.05	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.70</b>	<b>0.75</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>
<b>STREETS</b>					
Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Public Services	0.35	0.35	0.35	0.35	0.35
DPW Superintendent	0.55	0.55	0.55	0.55	0.55
Facilities Manager	0.05	0.05	0.05	0.05	0.05
GIS Specialist	0.00	0.00	0.00	0.00	0.00
Receptionist	0.25	0.00	0.00	0.00	0.00
DPW Supervisor	0.80	0.00	0.00	0.00	0.00
Equipment Operator	6.20	7.00	7.00	7.00	7.00
<b>Total</b>	<b>8.20</b>	<b>7.95</b>	<b>7.95</b>	<b>7.95</b>	<b>7.95</b>
<b>ENGINEERING</b>					
Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Public Services	0.10	0.10	0.10	0.10	0.10
GIS Specialist	0.50	0.25	0.25	0.33	0.33
Receptionist	0.05	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.65</b>	<b>0.35</b>	<b>0.35</b>	<b>0.43</b>	<b>0.43</b>

**PSB OPERATIONS**

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Facilities Manager	0.20	0.20	0.20	0.20	0.20
<b>Total</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>

**PARKS**

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
DPW Superintendent	0.05	0.05	0.05	0.05	0.05
Environmental Specialist	0.45	0.00	0.00	0.00	0.00
Equipment Operator	0.50	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.00</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>	<b>0.05</b>

<b>TOTAL GENERAL FUND FTE's</b>	<b>49.35</b>	<b>41.90</b>	<b>39.90</b>	<b>41.48</b>	<b>41.48</b>
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## CITY COUNCIL

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

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

- Mayor Joe Caron (term expires December 31, 2020)
- Councilmember At Large Ryan Traver (term expires December 31, 2020)
- Councilmember First Ward Scott Wolfersberger (term expires December 31, 2022)
- Councilmember Second Ward Nick Metzger (term expires December 31, 2020)
- Councilmember Third Ward Jacob Gates (term expires December 31, 2022)
- Councilmember Fourth Ward Michael McNeil (term expires December 31, 2020)
- 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-101-703.00	Part-time Salaries	2,300	2,300	2,300	2,300	2300
101-101-715.00	Social Security	176	176	176	176	176
101-101-721.00	Workers Compensation	124	43	124	124	124
101-101-740.00	Operating Supplies	193	10	124	126	129
101-101-810.00	Dues & Memberships	285	200	285	285	285
101-101-860.00	Transportation & Travel	398	52	375	1,000	1000
101-101-958.00	Education & Training	90	271	555	1,000	1000
	<b>City Council - Expenditures:</b>	<b>3,566</b>	<b>3,052</b>	<b>3,939</b>	<b>5,011</b>	<b>5,014</b>

## **CITY MANAGER**

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

The major responsibilities of the City Manager include:

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

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

- Downtown Development Authority
- Local Development Finance Authority
- Northeast Marshall Neighborhood Improvement Authority
- Michigan South Central Power Agency
- Michigan Municipal Electric Association
- Marshall Community Foundation
- Marshall Area Economic Development Alliance

The FY 2020 City Manager's budget includes the funding of a new position, Director of Special Projects. This position will support the City team on completing projects and the Strategic Plan goals.

## City of Marshall

<b>CITY MANAGER</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-172-702.00	Payroll	122,501	115,844	118,162	200,990	205,010
101-172-702.01	Other Fringe Benefits-taxable	1,620	1,500	1,500	1,500	1,500
101-172-715.00	Social Security	9,397	8,917	9,154	15,490	15,798
101-172-716.00	Hospitalization	17,667	14,765	16,294	37,705	42,230
101-172-717.00	Life Insurance	371	410	411	543	543
101-172-718.00	Retirement DB	34,098	17,680	19,120	21,577	23,454
101-172-718.10	Retirement DC				8,000	8,160
101-172-721.00	Workers Compensation	391	261	392	500	500
101-172-727.00	Office Supplies	61	66	70	72	72
101-172-810.00	Dues & Memberships	1,287	1,307	1,300	1,320	1,320
101-172-850.00	Communications	719	0	0	0	0
101-172-860.00	Transportation & Travel	402	827	500	900	900
101-172-941.00	Motor Pool Equip Rental	1,335	1,587	1,755	2,300	2,300
101-172-941.01	Data Processing	2,557	3,457	3,457	5,190	5,190
101-172-958.00	Education & Training	455	506	400	550	550
	<b>City Manager - Expenditures:</b>	<b>192,861</b>	<b>167,127</b>	<b>172,515</b>	<b>296,637</b>	<b>307,527</b>

## **ASSESSING DEPARTMENT**

The Assessing Department is responsible for establishing assessed values of all taxable property for the equitable distribution of the property tax burden in accordance with Michigan's General Property Tax Act and various other applicable State statutes. 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.

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.



## City of Marshall

<b>ASSESSOR</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-209-702.00	Payroll	89,893	75,064	57,868	0	0
101-209-702.01	Other Fringe Benefits-taxable	0	0	0	0	0
101-209-703.00	Part-Time Salaries	0	7,628	31,200	1,200	1,200
101-209-704.00	Overtime Salaries	0	23	0	0	0
101-209-715.00	Social Security	6,307	5,626	6,814	92	92
101-209-716.00	Hospitalization	31,170	20,060	15,200	0	0
101-209-717.00	Life Insurance	161	147	132	0	0
101-209-718.10	Retirement - D/C	8,833	7,891	5,787	0	0
101-209-721.00	Workers Compensation	362	986	362		0
101-209-727.00	Office Supplies	816	495	1,509	1,000	1,020
101-209-740.00	Operating Supplies	451	11	510	500	510
101-209-801.00	Professional Services	0	0	0		0
101-209-810.00	Dues & Memberships	405	285	400		0
101-209-820.00	Contracted Services	5,477	7,639	6,242	60,000	61,200
101-209-850.00	Communications	1,679	961	975	540	540
101-209-860.00	Transportation & Travel	2,010	1,428	2,200	200	200
101-209-901.00	Advertising	0	286	244	300	300
101-209-941.00	Motor Pool Equip Rental	653	106	1,256	100	100
101-209-941.01	Data Processing	5,200	6,111	6,111	5,430	5,430
101-209-958.00	Education & Training	1,975	60	1,790		0
<b>Assessor - Expenditures:</b>		<b>155,392</b>	<b>134,807</b>	<b>138,600</b>	<b>69,362</b>	<b>70,592</b>

## **CITY ATTORNEY**

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

David Revore has served as the City Attorney since 2018. The City Attorney is assisted by other counsel, John Brundage and John Sullivan. Labor Attorney Doug Callander of Miller-Canfield is consulted on labor issues.

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

# City of Marshall

CITY ATTORNEY		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-210-801.00	Professional Services	65,165	48,308	50,000	55,000	55,000
	<b>City Attorney - Expenditures:</b>	<b>65,165</b>	<b>48,308</b>	<b>50,000</b>	<b>55,000</b>	<b>55,000</b>

## **HUMAN RESOURCES**

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

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

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

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

## City of Marshall

<b>HUMAN RESOURCES</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-226-702.00	Payroll	47,615	47,450	48,390	49,358	50,345
101-226-702.01	Other Fringe Benefits-taxable	1,500	1,500	1,500	1,500	1,500
101-226-715.00	Social Security	3,329	3,482	3,817	3,891	3,966
101-226-716.00	Hospitalization	19,072	21,025	19,775	21,526	24,109
101-226-717.00	Life Insurance	118	127	127	130	130
101-226-718.00	Retirement	13,010	7,160	7,830	8,836	9,605
101-226-721.00	Workers Compensation	185	104	185	185	185
101-226-727.00	Office Supplies	313	89	312	318	325
101-226-740.00	Operating Supplies	0	0	52	53	54
101-226-801.00	Professional Services	150	1,175	510	520	531
101-226-810.00	Dues & Memberships	100	0	100	100	100
101-226-820.00	Contracted Services	14	0	15	15	15
101-226-850.00	Communications	719	0	0		0
101-226-860.00	Transportation & Travel	0	0	100	100	100
101-226-901.00	Advertising	302	809	1,000	1,000	1,000
101-226-941.00	Motor Pool Equip Rental	0	0	0	0	0
101-226-941.01	Data Processing	1,874	2,687	2,687	2,373	2,373
101-226-958.00	Education & Training	90	90	250	250	250
	<b>Human Resources - Expenditures:</b>	<b>88,391</b>	<b>85,698</b>	<b>86,650</b>	<b>90,155</b>	<b>94,588</b>

## **CITY CLERK**

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

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

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

## City of Marshall

CLERK		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-250-702.00	Payroll	45,665	45,185	46,408	25,502	26,012
101-250-702.01	Other Fringe Benefits-taxable	1,200	1,300	1,400	750	750
101-250-703.00	Part-Time Salaries	1,345	0	4,000	1,000	4,000
101-250-715.00	Social Security	3,356	3,401	3,564	2,085	2,126
101-250-716.00	Hospitalization	18,814	19,169	19,775	10,763	12,055
101-250-717.00	Life Insurance	113	121	125	66	66
101-250-718.00	Retirement	12,477	6,867	7,510	5,000	5,435
101-250-721.00	Workers Compensation	179	110	180	180	180
101-250-727.00	Office Supplies	162	51	312	200	204
101-250-740.00	Operating Supplies	0	74	0	0	0
101-250-801.00	Professional Services	0	1,832	3,060	2,000	2,040
101-250-810.00	Dues & Memberships	245	245	245	245	245
101-250-820.00	Contracted Services	1,426	994	1,422	1,450	1,480
101-250-830.00	Elections	12,441	1,217	5,000	3,000	5,000
101-250-850.00	Communications	719	0	0	0	0
101-250-860.00	Transportation & Travel	0	9	150	150	150
101-250-901.00	Advertising	4,019	3,511	5,722	4,000	4,080
101-250-941.01	Data Processing	1,374	2,687	2,687	1,187	1,187
101-250-958.00	Education & Training	0	0	300	300	300
	<b>Clerk - Expenditures:</b>	<b>103,535</b>	<b>86,773</b>	<b>101,860</b>	<b>57,878</b>	<b>65,310</b>

## **FINANCE - TREASURER**

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

### **TREASURER**

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

The City Treasurer is responsible for creating the summer and winter tax rolls, printing and mailing tax bills, collection of all tax revenue, distribution of tax revenue to other taxing jurisdictions, and turning over to the County Treasurer all delinquent real property taxes for collection. In 2018, nearly 7000 tax bills were printed and mailed to taxpayers totaling \$12,418,475.

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

### **PURCHASING**

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

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



## City of Marshall

<b>FINANCE/TREASURER</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-260-702.00	Payroll	285,715	275,956	281,505	302,085	308,127
101-260-702.01	Other Fringe Benefits-taxable	2,900	3,100	3,300	900	900
101-260-703.00	Part-time Salaries		(14)	23,500	23,970	24,449
101-260-704.00	Overtime Salaries				500	
101-260-715.00	Social Security	20,474	19,861	23,585	25,050	25,511
101-260-716.00	Hospitalization	111,350	104,697	111,049	113,517	127,139
101-260-717.00	Life Insurance	466	477	436	505	505
101-260-718.00	Retirement - D/B	48,791	17,246	18,850	21,272	23,123
101-260-718.10	Retirement - D/C		16,114	16,500	26,305	26,831
101-260-720.00	Unemployment		339			
101-260-721.00	Workers Compensation	54	1,005	595	595	595
101-260-727.00	Office Supplies	5,730	3,543	7,283	5,000	5,100
101-260-727.02	Postage and Shipping	8,000	8,101	8,160	9,000	9,180
101-260-740.00	Operating Supplies	271	8	312	100	102
101-260-755.00	Miscellaneous Supplies	0	0	0	0	0
101-260-801.00	Professional Services	7,884	8,265	8,000	8,300	8,466
101-260-803.00	Service Fee	0	0	0	0	0
101-260-810.00	Dues & Memberships	428	603	500	500	500
101-260-820.00	Contracted Services	75	0	780	796	812
101-260-850.00	Communications	10,314	9,005	10,256	9,000	9,000
101-260-860.00	Transportation & Travel	566	556	500	500	500
101-260-901.00	Advertising	100	70	275	275	275
101-260-930.00	Equipment Maintenance	129	129	153	156	159
101-260-941.00	Motor Pool Equip Rental	192	486	300	500	500
101-260-941.01	Data Processing	9,386	22,312	22,312	19,210	19,210
101-260-958.00	Education & Training	1,697	1,115	2,500	3,500	3,500
	<b>Finance/Treasurer - Expenditures:</b>	<b>514,522</b>	<b>492,974</b>	<b>540,651</b>	<b>571,536</b>	<b>594,484</b>

# CITY HALL

## **Description of Services:**

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

## **Objectives:**

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

## **Measures:**

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

## **Issues:**

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

## City of Marshall

CITY HALL		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-265-702.00	Payroll	3,734	3,408	3,807	3,882	3,960
101-265-703.00	Part-time Salaries	14,781	15,009	17,365	17,720	18,074
101-265-704.00	Overtime Salaries	0	0	0	0	0
101-265-715.00	Social Security	1,408	1,400	1,620	1,653	1,686
101-265-716.00	Hospitalization	606	625	675	730	818
101-265-717.00	Life Insurance	4	4	4	4	4
101-265-718.10	Retirement - D/C	373	334	381	389	396
101-265-721.00	Workers Compensation	141	111	142	142	142
101-265-776.00	Building Maintenance Supplies	3,545	3,565	4,000	4,080	4,162
101-265-820.00	Contracted Services	5,243	6,061	7,000	6,100	6,222
101-265-825.00	Insurance	5,006	4,960	5,106	5,208	5,312
101-265-850.00	Communications	0	0	0	0	0
101-265-921.00	Utilities - Gas	3,320	3,272	2,500	3,300	3,365
101-265-922.00	Utilities-Elec, Water, Sewer	17,941	18,793	19,750	19,000	19,380
101-265-930.00	Equipment Maintenance	1,395	1,845	3,200	2,000	2,040
101-265-931.00	Maintenance of Building	11,508	9,914	8,500	20,000	20,400
101-265-941.00	Motor Pool Equip Rental	972	206	313	420	420
101-265-941.01	Data Processing	3,485	1,983	1,983	1,882	1,882
	<b>City Hall - Expenditures:</b>	<b>73,462</b>	<b>71,490</b>	<b>76,346</b>	<b>86,510</b>	<b>88,263</b>

## **CHAPEL BUILDING**

### **Description of Services:**

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

### **Objectives:**

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

### **Challenges:**

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

## City of Marshall

<b>CHAPEL</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2020 Projected</b>
<b>Expenditures</b>						
101-266-820.00	Contracted Services	46	151	190	3,250	3,315
101-266-825.00	Insurance	309	306	316	322	329
101-266-931.00	Maintenance of Building	17	429	400	400	400
<b>Chapel - Expenditures:</b>		<b>372</b>	<b>886</b>	<b>906</b>	<b>3,972</b>	<b>4,044</b>

## **OTHER CITY PROPERTY**

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

## City of Marshall

<b>OTHER CITY PROPERTY</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-269-811.00	Taxes	29,301	32,760	31,420	36,000	36,000
101-266-931.00	Maintenance of Building	32	0	0		0
	<b>Other City Property - Expenditures:</b>	<b>29,333</b>	<b>32,760</b>	<b>31,420</b>	<b>36,000</b>	<b>36,000</b>

# Cemetery

## **Description:**

Originally developed in 1839 the Oakridge Cemetery property is 65 acres in size and composed of four developed sections. Oakridge Cemetery has approximately 15,277 burials and is one of the oldest operating cemeteries in Michigan. Oakridge Cemetery is linked to the Underground Railroad through the Crosswhite Family interred in the New Ground Section of the Cemetery. The Marshall Library has information regarding the Crosswhites.

## **Objectives:**

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

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

## **Challenges:**

Fees were raised in 2017 to help offset operational costs but the Cemetery budget continues to be subsidized by the general fund. Expansion of the cemetery will need to begin in the next 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 expenditure to begin drawing the plans for expansion will be required in the near future as well.



## City of Marshall

CEMETERY		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-276-702.00	Payroll	23,814	20,351	15,273	15,173	15,476
101-276-702.01	Other Fringe Benefits-taxable	769	900	175	750	750
101-276-702.41	Payroll - Mowing/Trimming	2,268	656	2,500	2,550	2,601
101-276-702.51	Payroll - Open/Close Grave	12,872	9,910	13,000	13,260	13,525
101-276-702.52	Payroll - Decorations	1,929	1,642	2,000	2,040	2,081
101-276-702.53	Payroll - Foundations	5,623	9,915	10,000	10,200	10,404
101-276-703.00	Part-time Salaries	41,519	42,023	48,603	48,610	49,582
101-276-704.00	Overtime Salaries	472	97	816	1,800	1,836
101-276-704.41	Overtime - Mowing/Trimming	261	0	153	155	158
101-276-704.51	Overtime - Open/Close Grave	2,553	3,108	3,737	3,735	3,810
101-276-704.52	Overtime-Decorations	0	63	0	0	0
101-276-715.00	Social Security	6,958	6,685	7,364	7,518	7,667
101-276-716.00	Hospitalization	17,456	598	356	0	0
101-276-717.00	Life Insurance	96	33	33	33	33
101-276-718.00	Retirement - D/B	6,851	8,872	2,475	3,100	3,370
101-276-718.10	Retirement - D/C	0	0	3,225	1,517	1,547
101-276-720.00	Unemployment	0	0	0	0	0
101-276-721.00	Workers Compensation	485	746	491	1,065	1,065
101-276-727.00	Office Supplies	0	0	0	0	0
101-276-740.00	Operating Supplies	5,851	9,910	6,635	6,768	6,903
101-276-741.00	Uniforms	282	286	300	300	300
101-276-760.00	Medical Services	32	0	0	0	0
101-276-761.00	Safety Supplies	0	150	0	0	0
101-276-775.00	Repair & Maintenance Supplies	979	2,033	1,900	2,938	2,998
101-276-777.00	Minor Tools	773	611	800	800	800
101-276-820.00	Contracted Services	2,610	388	4,500	2,500	2,550
101-276-825.00	Insurance	282	279	400	408	416
101-276-901.00	Advertising	133	220	200	200	200
101-276-922.00	Utilities-Elec, Water, Sewer	122	213	250	250	250
101-276-930.00	Equipment Maintenance	0	0	255	260	265
101-276-941.00	Motor Pool Equip Rental	45,053	37,945	45,050	46,000	46,000
101-276-941.01	Data Processing	953	848	848	660	660
	<b>Cemetery - Expenditures:</b>	<b>180,996</b>	<b>158,482</b>	<b>171,339</b>	<b>172,590</b>	<b>175,247</b>

## **NON-DEPARTMENTAL**

Non-departmental expenses are expenses not tied to a specific department or program.

Examples of non-departmental expenses are:

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

Property and liability insurance

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

Transfers to the Building Authority for principal and interest payments on debt.

In addition, there is an amount included for estimated costs for the payout of accrued sick and vacation time when an employee retires.

## City of Marshall

<b>NON-DEPARTMENTAL</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-294-718.00	Retirement	0	140,773	175,090	197,589	214,779
101-294-718.01	Retiree Health Insurance	250,720	262,224	310,000	397,363	445,047
101-294-719.00	Hospitalization - Prescriptio	0	0	0		0
101-294-740.00	Operating Supplies	0	0	0		0
101-294-755.00	Miscellaneous Supplies	4,144	1,411	6,000	2,500	2,550
101-294-801.00	Professional Services	5,470	3,786	8,000	6,000	6,120
101-294-803.00	Service Fee	0	25	100	100	100
101-294-804.00	BANK FEES	1,249	1,352	1,300	1,300	1,300
101-294-805.00	Administrative Costs	0	0	3,000	3,000	3,000
101-294-810.00	Dues & Memberships	6,990	5,047	5,770	5,770	5,770
101-294-820.00	Contracted Services	67,258	10,000	25,500	10,000	10,200
101-294-825.00	Insurance	45,229	44,891	47,858	26,000	26,520
101-294-826.00	Bond Issuance Costs	0	0	0	0	0
101-294-850.00	Communications	42,173	48,461	47,200	61,900	61,900
101-294-956.00	Bad Debt Expense	0	0	0	0	0
101-294-964.00	Refund or Rebates	89,917	1,765	5,000	1,500	1,500
101-294-969.00	Contingency	0	0	54,395	15,000	0
101-294-990.00	Debt Service	22,398	15,000	7,398	4,932	4,932
101-294-995.00	Bond Interest Paid	6,402	2,036	1,094	946	850
101-294-999.00	Transfers to Other Funds	594,712	95,475	113,479	155,535	103,174
	<b>Non-Departmental - Expenditures:</b>	<b>1,136,662</b>	<b>632,246</b>	<b>811,184</b>	<b>889,435</b>	<b>887,742</b>

## **POLICE DEPARTMENT**

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

The Police Department is made up of 13 full time sworn police officers, and one part time clerical staff. The department is responsible for maintaining police coverage 24 hours a day, seven days a week. We are currently working 80 hours scheduled over a two week pay period.

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

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

The police Department is currently preparing to gain the State of Michigan Law Enforcement Accreditation. The Marshall Police Department will be the 12<sup>th</sup> agency throughout the State of Michigan to receive such distinction. This has been a 22 month process involving all areas within the City of Marshall to ensure we are meeting and exceeding industry standards.

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

As the agency moves forward we will be able to adapt to changes in crime trends, needs of the community and community interactions to provide the very best service. It is anticipated there will be significant growth in the City of Marshall over the next 5 years. It is now looking as if the growth will begin sooner than that time frame. We need to be prepared and have the proper checks and balances in place to ensure the quality of life and safety within the community.

## City of Marshall

<b>POLICE</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-301-702.00	Payroll - Union	872,964	770,203	684,939	872,307	913,410
101-301-702.00	Payroll - Non-Union			117,263		
101-301-702.01	Other Fringe Benefits-taxable	21,190	15,774	5,850	15,500	15,600
101-301-703.00	Part-time Salaries	62,024	18,182	17,600	26,851	27,388
101-301-704.00	Overtime Salaries	4,125	61	69,360	72,080	73,522
101-301-704.70	Overtime - Worked Over/Late Complaint	3,243	3,807			
101-301-704.71	Overtime - Cover for Sick Time	6,774	8,650			
101-301-704.72	Overtime - Posted Patrol	31,931	50,287			
101-301-704.73	Overtime - Traffic Grant	809	170			
101-301-704.74	Overtime - Court/Informal Hearing	3,871	3,998			
101-301-704.75	Overtime - Training	9,286	7,873			
101-301-704.76	Overtime - Special Event Coverage	3,257	3,320			
101-301-704.77	Overtime - Called in for Major Crime	845	893			
101-301-715.00	Social Security	17,793	13,522	14,438	16,000	16,320
101-301-716.00	Hospitalization	273,074	225,299	261,300	302,590	338,901
101-301-717.00	Life Insurance	1,734	1,724	1,830	1,965	1,965
101-301-718.00	Retirement	130,860	149,020	149,500	167,440	187,533
101-301-720.00	Unemployment					
101-301-721.00	Workers Compensation	16,757	13,738	16,925	16,925	16,925
101-301-727.00	Office Supplies	2,795	2,466	3,121	2,500	2,550
101-301-727.02	Postage and Shipping	0	12	153	156	159
101-301-740.00	Operating Supplies	7,649	2,383	9,690	9,690	9,884
101-301-741.00	Uniforms	6,244	7,123	8,000	8,000	8,000
101-301-742.00	Laundry	3,037	2,897	2,700	2,700	2,700
101-301-755.00	Miscellaneous Supplies	206	0	255	260	265
101-301-757.00	Fuel & Lubricants		0	26,500	26,500	26,500
101-301-760.00	Medical Services	57	345	400	400	400
101-301-801.00	Professional Services	3,618	2,633	3,060	5,000	5,100
101-301-810.00	Dues & Memberships	550	715	1,000	1,000	1,000
101-301-820.00	Contracted Services	6,320	26,242	5,100	28,500	29,070
101-301-825.00	Insurance	14,475	14,420	15,060	15,361	15,668
101-301-850.00	Communications	13,034	15,069	16,000	16,000	16,000
101-301-860.00	Transportation & Travel	2,769	4,463	2,500	3,500	3,500
101-301-901.00	Advertising	139	195	400	400	400
101-301-921.00	Utilities - Gas					
101-301-922.00	Utilities-Elec, Water, Sewer					
101-301-930.00	Equipment Maintenance	6,692	5,622	13,260	7,000	7,140
101-301-941.00	Motor Pool Equip Rental	77,083	78,051	66,225	70,000	70,000
101-301-941.01	Data Processing	22,300	19,122	19,122	29,434	29,434
101-301-958.00	Education & Training	8,806	3,872	4,000	5,200	5,200
101-301-999.00	Transfer to Other Funds - MRLEC		110,374	125,670	125,670	125,670
101-301-999.00	Transfer to Other Funds - Building Authority		161,231	162,400	160,898	161,067
	<b>Police - Expenditures:</b>	<b>1,636,311</b>	<b>1,743,756</b>	<b>1,823,621</b>	<b>2,009,827</b>	<b>2,111,271</b>

## **CROSSING GUARDS**

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

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

## City of Marshall

<b>CROSSING GUARDS</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-316-703.00	Part-time Salaries	10,390	10,460	11,450	11,679	11,912
101-316-715.00	Social Security	795	800	876	893	911
101-316-721.00	Workers Compensation	171	143	175	177	179
<b>Crossing Guards - Expenditures:</b>		<b>11,356</b>	<b>11,403</b>	<b>12,501</b>	<b>12,749</b>	<b>13,002</b>

## **DISPATCH COMMUNICATIONS**

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

When the original budget for services was developed the City of Marshall was paying \$228,654. The costs have steadily reduced over the past 3 years. This year's cost has been reduced to \$117,000. This has been done through continued collaboration with the Dispatch Authority.



## City of Marshall

<b>DISPATCH</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-325-820.00	Contracted Services	108,635	110,470	112,500	117,000	117,000
	<b>Dispatch - Expenditures:</b>	<b>108,635</b>	<b>110,470</b>	<b>112,500</b>	<b>117,000</b>	<b>117,000</b>

## **FIRE DEPARTMENT**

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

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

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

The Marshall Fire Department has a K-9 arson detection dog. The dog has been utilized by the department on several calls in the City of Marshall and has been activated to other agencies throughout Calhoun and Kalamazoo Counties.

## City of Marshall

FIRE		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-336-702.00	Payroll - Union	476,713	417,773	382,844	445,616	454,528
101-336-702.00	Payroll - Non-union			43,298		
101-336-702.01	Other Fringe Benefits-taxable	17,038	23,710	43,940	48,990	49,240
101-336-703.00	Part-time Salaries	32,243	24,544	42,840	49,980	52,013
101-336-704.00	Overtime Salaries	48,186	55,521	44,900	66,300	67,626
101-336-715.00	Social Security	10,075	8,964	11,705	13,000	13,260
101-336-716.00	Hospitalization	114,558	64,810	77,065	72,703	81,427
101-336-717.00	Life Insurance	450	389	400	393	393
101-336-718.00	Retirement	123,190	112,527	165,581	186,858	203,115
101-336-720.00	Unemployment	0	0	0	0	0
101-336-721.00	Workers Compensation	13,835	14,252	14,395	14,395	14,395
101-336-725.00	Other Fringe Benefits-non tax	5,252	5,357	5,255	5,255	5,255
101-336-727.00	Office Supplies	524	205	364	371	379
101-336-727.02	Postage and Shipping	3	11	51	52	53
101-336-729.00	K-9 Equipment & Supplies	2,705	516	0	0	0
101-336-740.00	Operating Supplies	4,834	3,262	5,243	4,838	4,935
101-336-741.00	Uniforms	8,454	2,756	6,000	6,000	6,000
101-336-742.00	Laundry	0	6	50	50	50
101-336-755.00	Miscellaneous Supplies	486	610	1,120	1,142	1,165
101-336-757.00	Fuels & Lubricants	7,747	8,447	7,645	7,645	7,645
101-336-760.00	Medical Services	1,404	2,374	3,000	3,000	3,000
101-336-775.00	Repair & Maintenance Supplies	180	62	79	81	82
101-336-776.00	Building Maintenance Supplies				510	520
101-336-777.00	Minor Tools & Equipment	0	94	200	200	200
101-336-810.00	Dues & Memberships	612	439	2,000	650	650
101-336-820.00	Contracted Services	3,147	5,312	7,257	7,250	7,395
101-336-825.00	Insurance	5,043	3,838	5,247	5,352	5,459
101-336-850.00	Communications	29,884	7,208	4,500	14,500	5,000
101-336-860.00	Transportation & Travel	1,900	966	1,500	1,500	1,500
101-336-901.00	Advertising	0	180	50	50	50
101-336-921.00	Utilities-Gas	2,990	4,096	5,000	4,100	4,100
101-336-922.00	Utilities-Elec, Water, Sewer	21,278	21,248	22,000	22,000	22,000
101-336-930.00	Equipment Maintenance	35,874	29,113	28,560	35,000	35,700
101-336-931.00	Maintenance of Building	113	3,625	4,080	4,162	4,245
101-336-941.00	Motor Pool Equip Rental	5,489	1,848	7,570	4,300	4,300
101-336-941.01	Data Processing	10,580	12,169	12,169	19,007	19,007
101-336-958.00	Education & Training	1,549	2,375	2,500	2,500	2,500
101-336-990.00	Debt Service - Fire Truck	36,185	37,139	38,001	38,904	39,813
101-336-995.00	Bond Interest Paid - Fire Truck	8,887	7,932	7,072	6,169	5,260
101-336-999.00	Transfer to Other Funds - Build Auth 2014 D		65,183	67,356	67,356	69,528
101-336-999.00	Transfer to Other Funds - Build Auth 2014 I		79,653	78,350	77,003	74,982
	<b>Fire - Expenditures:</b>	<b>1,031,408</b>	<b>1,028,514</b>	<b>1,149,187</b>	<b>1,237,182</b>	<b>1,266,770</b>



## 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.

### **Emerging Issues:**

- The new marijuana ordinance coming into effect this will bring more issues in building inspections for all trades. The increase of permit revenue will help to maintain our revenue.
- Due to increased building permits we may have to look into getting a part time code enforcement person back on board. With the loss of the code enforcement person it has added extra duty on the only inspector that is full time.
- The front counter personal being part time has caused issues. The position is part time and the building department shares the position time with at least two other departments. A full time person would help all of the departments.
- 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 homeowners permit.

### **Issues that have been dealt with and corrected:**

Over the last two and a half years there have been several issues that we have found solutions for.

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- Changing of the electrical inspector has helped to complete electrical inspections during normal working hours. This was an issue for commercial projects.
- We have changed the payout rate of contractual inspectors. This will help retain cost to help the budget.
- We have added back up inspectors for mechanical and plumbing that are available during normal working hours. Our main inspector is only available after 4 pm.
- I encourage contractors or homeowners to have an onsite visit for questions. This, I believe 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.

#### **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.

#### **Ordinance Codes:**

- The department over sees the enforcement of the City ordinances. This includes junk, grass, snow, right of way violations and abandon vehicles.

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, their liability and workers comp insurance on file.

## City of Marshall

INSPECTION		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-371-702.00	Payroll	69,128	59,557	52,185	53,229	54,293
101-371-702.01	Other Fringe Benefits-taxable	395	203	0	0	0
101-371-703.00	Part-time Salaries	7,129	7,063	7,638	12,480	12,730
101-371-704.00	Overtime Salaries	0	9	0	0	0
101-371-715.00	Social Security	5,493	4,806	4,576	5,026	5,127
101-371-716.00	Hospitalization	16,576	15,310	15,200	16,490	18,469
101-371-717.00	Life Insurance	75	57	40	40	40
101-371-718.10	Retirement - D/C	10,792	6,608	5,220	5,323	5,429
101-371-721.00	Workers Compensation	203	262	280	280	280
101-371-727.00	Office Supplies	227	74	175	250	255
101-371-740.00	Operating Supplies	488	483	700	750	765
101-371-810.00	Dues & Memberships	135	135	300	375	375
101-371-812.00	License	0	0	300	375	375
101-371-820.00	Contracted Services	14,817	21,271	22,250	25,000	25,500
101-371-850.00	Communications	986	0	0	0	0
101-371-860.00	Transportation & Travel	413	651	700	700	700
101-371-901.00	Advertising	48	0	50	50	50
101-371-940.00	Rentals	1,942	6,480	6,140	7,648	7,648
101-371-941.00	Motor Pool Equip Rental	2,473	2,247	2,212	2,850	2,850
101-371-941.01	Data Processing	3,824	6,240	6,240	3,589	3,589
101-371-958.00	Education & Training	240	335	400	500	500
<b>Inspection - Expenditures:</b>		<b>135,384</b>	<b>131,791</b>	<b>124,606</b>	<b>134,955</b>	<b>138,975</b>

## **PLANNING & ZONING**

The Planning & Zoning department receives site plans, special land use requests, zoning amendment requests, and variance requests. Staff works with the Planning Commission, Joint Planning Commission and Zoning Board of Appeals to bring these matters to resolution under the guidelines set forth in the Michigan Planning Enabling Act of 2008 and the Michigan Zoning Enabling Act of 2006. The Planning Commission and City staff also work together to update the City's Master Plan, Zoning Ordinance and Sign Ordinance. The department consists of the 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-410-702.00	Payroll	46,334	25,509	0	25,502	26,012
101-410-702.01	Other Fringe Benefits-taxable	968	609	0	750	750
101-410-703.00	Part-time Salaries	0	0	1,000	735	750
101-410-704.00	Overtime Salaries	0	0	0	0	0
101-410-715.00	Social Security	3,445	1,997	77	2,065	2,106
101-410-716.00	Hospitalization	7,180	0	0	8,747	9,797
101-410-717.00	Life Insurance	101	52	0	66	66
101-410-718.00	Retirement - D/B	15,430	0	0	5,000	5,435
101-410-718.10	Retirement - D/C	0	4,280	0	0	0
101-410-721.00	Workers Compensation	(451)	372	0	380	380
101-410-727.00	Office Supplies	303	153	260	265	271
101-410-740.00	Operating Supplies	342	65	364	371	377
101-410-801.00	Professional Services	3,927	15,503	25,000	25,500	0
101-410-810.00	Dues & Memberships	331	304	360	360	360
101-410-850.00	Communications	348	0	0	0	0
101-410-860.00	Transportation & Travel	170	315	1,600	1,600	1,600
101-410-901.00	Advertising	1,041	1,166	1,500	1,500	1,500
101-410-940.00	Rentals	6,664	3,800	3,801	3,877	3,955
101-410-941.00	Motor Pool Equip Rental	13	252	400	400	400
101-410-941.01	Data Processing	2,016	2,832	2,832	1,187	1,187
101-410-958.00	Education & Training	494	449	1,352	1,352	1,352
<b>Planning &amp; Zoning - Expenditures Total:</b>		<b>88,656</b>	<b>57,658</b>	<b>38,546</b>	<b>79,657</b>	<b>56,298</b>

## Streets

### Description of Services:

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

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

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

### Objectives:

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

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

### Challenges:

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

## City of Marshall

<b>STREETS</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-441-702.00	Payroll - Union	185,779	185,988	189,005	192,785	196,641
101-441-702.00	Payroll - Non-Union	0	0	0	0	0
101-441-702.01	Other Fringe Benefits-taxable	9,908	6,886	7,477	5,700	5,781
101-441-702.60	Payroll - Forestry Tree Removal&Trimming	30,833	28,691	25,500	26,010	26,530
101-441-702.61	Payroll - Events Barricades/Banners	5,184	3,639	5,100	4,500	4,590
101-441-702.62	Payroll - Parking Lot Maint	2,988	5,767	4,080	4,162	4,245
101-441-702.63	Payroll - Christmas Decorations	4,418	5,334	5,500	5,610	5,722
101-441-702.64	Payroll - Leaf Disposal		0	2,550	2,601	2,653
101-441-702.65	Payroll - Brush Disposal		0	2,550	2,601	2,653
101-441-702.66	Payroll - Sign Replacement	76	118	0		0
101-441-702.67	Payroll - Sidewalk	0	0	0		0
101-441-702.68	KETCHUM PARK RESTROOM	80	0	0		0
101-441-703.00	Part-time Salaries	5,725	11,225	23,105	20,078	20,480
101-441-703.64	Part-time Leaf Disposal	0	0			0
101-441-704.00	Overtime Salaries	2,990	1,404	4,325	4,415	4,503
101-441-704.60	Overtime - Forestry Removal&Trimming	1,794	1,835	1,020	1,040	1,061
101-441-704.61	Overtime - Events Barricades/Banners	1,230	679	816	832	849
101-441-704.62	Overtime - Parking Lot Maint	1,192	3,070	2,000	2,040	2,081
101-441-704.63	Overtime - Christmas Decorations	0	31			
101-441-704.66	Overtime - Sign Replacement	0	0	0		0
101-441-704.67	Overtime - Sidewalks	0	0	0		0
101-441-704.68	O/T KETCHUM PARK RESTROOM	0	0	0		0
101-441-715.00	Social Security	19,148	18,988	20,887	20,837	21,251
101-441-716.00	Hospitalization	64,373	95,150	112,881	120,089	134,500
101-441-717.00	Life Insurance	568	696	566	704	704
101-441-718.00	Retirement - D/B	76,918	31,248	35,910	40,524	44,050
101-441-718.10	Retirement - D/C		16,977	22,530	22,981	23,440
101-441-721.00	Workers Compensation	23,472	10,858	13,000	13,000	13,000
101-441-727.00	Office Supplies	337	145	600	400	408
101-441-740.00	Operating Supplies	7,341	6,722	10,200	7,000	7,140
101-441-741.00	Uniforms	5,068	3,586	4,160	4,160	4,160
101-441-760.00	Medical Services	1,497	1,018	1,000	1,000	1,000
101-441-761.00	Safety Supplies	312	826	1,000	1,020	1,040
101-441-775.00	Repair & Maintenance Supplies	2,988	2,089	3,500	3,570	3,641
101-441-777.00	MINOR TOOLS AND EQUIPMENT	992	1,716	3,800	2,500	2,500
101-441-778.00	Paint & Signs	0	0	0	0	0
101-441-801.00	Professional Services	2,374	992	2,907	1,500	1,530
101-441-810.00	Dues & Memberships	390	420	528	528	528
101-441-820.00	Contracted Services	5,039	3,733	3,300	3,366	3,433
101-441-850.00	Communications	1,741	468	480	480	480
101-441-860.00	Transportation & Travel	469	383	850	850	850
101-441-901.00	Advertising	108	463	550	550	550
101-441-921.00	Utilities - Gas	0	0	0	0	0
101-441-922.00	Utilities-Elec, Water, Sewer	79,567	79,119	82,000	82,000	82,000
101-441-939.00	Contracted Maintenance	20,023	14,015	15,500	15,810	16,126
101-441-940.00	Rentals	11,398	5,247	4,906	5,156	5,156
101-441-940.00	Rentals - MVP Building Rent			20,423	20,423	20,423
101-441-941.00	Motor Pool Equip Rental	119,568	119,534	115,637	196,000	196,000
101-441-941.01	Data Processing	8,174	7,320	7,320	5,667	5,668
101-441-958.00	Education & Training	825	170	12,050	1,000	1,000
101-441-970.00	Capital Outlay	0	0	0	0	0
101-441-990.00	Debt Service	0	15,000	15,000	0	0
101-441-995.00	Bond Interest Paid		1,242	1,093	0	0
	<b>Streets - Expenditures Total:</b>	<b>704,887</b>	<b>692,792</b>	<b>785,606</b>	<b>843,489</b>	<b>868,367</b>

# Compost

## **Description of Services:**

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

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

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

## **Objectives:**

This composting facility offers residents a way to dispose of yard wastes while keeping organic recyclables out of landfills and fulfills the City's Vision by focusing on an improved quality of life.

## **Challenges:**

The Compost Center is funded exclusively by the general fund. The city has implemented a punch card/seasonal pass alternative in 2018. The punch card has ten (10) visits per card and costs \$20.00 with no expiration. The seasonal pass costs \$30.00 and is good for the entire compost season (mid. April through mid. November) and has unlimited visits within that season and compost hours. This program has helped with the financial burden but the cost of keeping the compost open for the residents of Marshall.

## City of Marshall

Compost		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Expenditures</b>						
101-442-702.00	Payroll	13,260	4,050	6,630	6,763	6,898
101-442-702.01	Other Fringe Benefits-taxable	0	0	0	0	0
101-442-703.00	Part-time Salaries	5,718	3,759	4,205	4,050	4,131
101-442-704.00	Overtime Salaries	687	0	0	0	0
101-442-715.00	Social Security	1,470	548	833	827	844
101-442-716.00	Hospitalization	0	0	0	0	0
101-442-717.00	Life Insurance	0	0	0	0	0
101-442-718.00	Retirement	0	0	0	0	0
101-442-721.00	Workers Compensation	0	0	50	50	50
101-442-740.00	Operating Supplies	78	124	65	66	68
101-442-760.00	Medical Services	0	0	0	0	0
101-442-775.00	Repair & Maintenance Supplies	116	13	1,530	1,561	1,592
101-442-810.00	Dues & Memberships		0	600	600	600
101-442-820.00	Contracted Services	26,863	2,976	3,570	3,641	3,713
101-442-901.00	Advertising	375	506	300	300	300
101-442-930.00	Equipment Maintenance	2,198	(703)	2,000	6,000	6,000
101-442-941.00	Motor Pool Equip Rental	19,612	988	6,000	6,200	6,200
101-442-970.00	Capital Outlay	6,384	6,704	6,705	7,000	7,000
<b>Compost - Expenditures Total:</b>		<b>76,761</b>	<b>18,965</b>	<b>32,488</b>	<b>37,058</b>	<b>37,396</b>

# ENGINEERING

## **Description of Services:**

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

## **Objectives:**

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

## **Issues:**

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

## City of Marshall

<b>ENGINEERING</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-447-702.00	Payroll	23,726	15,405	18,920	23,045	23,506
101-447-702.01	Other Fringe Benefits-taxable	182	88	96	99	112
101-447-704.00	Overtime Salaries	85	31	317	317	323
101-447-715.00	Social Security	1,914	1,178	1,479	1,795	1,831
101-447-716.00	Hospitalization	3,148	2,428	2,437	3,240	3,629
101-447-717.00	Life Insurance	34	31	31	35	35
101-447-718.10	Retirement - D/C	2,631	1,779	1,920	2,336	2,383
101-447-721.00	Workers Compensation	105	86	106	106	106
101-447-727.00	Office Supplies	189	271	204	208	212
101-447-740.00	Operating Supplies	724	120	306	312	318
101-447-801.00	Professional Services	0	0	918	500	510
101-447-810.00	Dues & Memberships	240	273	350	400	400
101-447-820.00	Contracted Services	275	(20)	204	208	212
101-447-850.00	Communications	719	0	0	0	0
101-447-860.00	Transportation & Travel	819	306	700	700	700
101-447-901.00	Advertising	54	0	0	0	0
101-447-940.00	Rentals	5,369	0	0	0	0
101-447-941.00	Motor Pool Equip Rental	0	0	0	0	0
101-447-941.01	Data Processing	2,487	3,696	3,696	1,566	1,566
101-447-958.00	Education & Training	1,055	125	920	500	500
	<b>Engineering - Expenditures Total:</b>	<b>43,756</b>	<b>25,797</b>	<b>32,604</b>	<b>35,367</b>	<b>36,343</b>

## **PSB OPERATIONS**

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



## City of Marshall

<b>PSB OPERATIONS</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-540-702.00	Payroll	7,886	7,194	7,611	7,763	7,918
101-540-702.01	Other Fringe Benefits-taxable	0	0	0	0	0
101-540-703.00	Part-time Salaries	0	3,534	4,485	4,575	4,666
101-540-704.00	Overtime Salaries	108	8	500	510	520
101-540-715.00	Social Security	594	803	964	983	1,003
101-540-716.00	Hospitalization	1,206	1,250	1,350	1,460	1,635
101-540-717.00	Life Insurance	7	9	8	8	8
101-540-718.10	Retirement - D/C	1,299	668	812	828	845
101-540-721.00	Workers Compensation	465	223	250	250	250
101-540-727.00	Office Supplies	988	372	2,040	1,000	1,020
101-540-740.00	Operating Supplies	1,091	840	3,060	1,100	1,122
101-540-760.00	Medical Services	0	0	0	0	0
101-540-761.00	Safety Supplies	0	67	102	104	106
101-540-776.00	Building Maintenance Supplies	2,280	1,623	4,590	3,000	3,060
101-540-820.00	Contracted Services	42,695	9,097	34,025	14,025	14,306
101-540-825.00	Insurance	8,693	8,595	9,046	9,227	9,412
101-540-850.00	Communications	1,719	1,492	3,000	2,000	2,000
101-540-921.00	Utilities - Gas	5,865	6,997	6,500	6,500	6,500
101-540-922.00	Utilities-Elec, Water, Sewer	40,286	34,657	45,000	45,000	45,000
101-540-930.00	Equipment Maintenance	22	439	408	416	424
101-540-931.00	Maintenance of Building	18,694	12,987	16,830	17,167	17,510
101-540-941.00	Motor Pool Equip Rental	2,698	579	2,625	2,600	2,600
101-540-941.01	Data Processing	2,453	2,237	2,237	2,172	2,172
101-540-970.00	Capital Outlay	119	0	0	0	0
<b>PSB Operations - Expenditures Total:</b>		<b>139,168</b>	<b>93,671</b>	<b>145,443</b>	<b>120,688</b>	<b>122,077</b>

# Parks

## **Description of Services:**

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

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

## **Objectives:**

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

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

There is an active Ketchum Park Committee planning for the transformation of Ketchum Park thanks to a generous donations from The Cronin Foundation, Eaton Corporation, Marshall Community Foundation, Kalamazoo River Community Recreational Foundation

## **Challenges:**

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

## City of Marshall

<b>PARKS</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-774-702.00	Payroll - Union	23,595	14,861	3,055	3,035	3,096
101-774-702.00	Payroll - Non-Union			9,000	0	0
101-774-702.01	Other Fringe Benefits-taxable	4,765	180	210	150	150
101-774-702.40	Payroll - Rubbish/Garbage	259	893	800	816	832
101-774-702.41	Payroll - Mowing/Trimming	2,667	1,232	3,000	3,060	3,121
101-774-702.55	Payroll - Trees/Forestry	174	21	500	510	520
101-774-702.58	Payroll - Fountain	0	0	0	0	0
101-774-703.00	Part-time Salaries	8,750	5,652	15,116	15,418	15,726
101-774-704.00	Overtime Salaries	22	16	0		0
101-774-704.40	Overtime - Rubbish/Garbage	0	34	0		0
101-774-704.55	Overtime - Trees/Forestry	0	33	0		0
101-774-704.58	Overtime - Fountain	0	0	0		0
101-774-715.00	Social Security	3,007	2,020	2,424	1,759	1,794
101-774-716.00	Hospitalization	3,291	66	72	0	0
101-774-717.00	Life Insurance	12	7	8	7	7
101-774-718.00	Retirement - D/B	10,200	1,053	500	564	613
101-774-718.10	Retirement - D/C			430	310	316
101-774-721.00	Workers Compensation	820	1,081	1,100	1,100	1,100
101-774-740.00	Operating Supplies	2,241	2,801	5,000	10,100	10,302
101-774-760.00	Medical Services	39	0	77	77	77
101-774-775.00	Repair & Maintenance Supplies	455	3,626	3,570	3,641	3,714
101-774-777.00	MINOR TOOLS AND EQUIPMENT	20	322	400	400	400
101-774-801.00	Professional Services	38	46	204	208	212
101-774-810.00	Dues & Memberships	460	0	0	0	0
101-774-820.00	Contracted Services	3,992	13,124	8,000	8,160	8,324
101-774-825.00	Insurance	4,276	4,228	4,474	4,564	4,655
101-774-901.00	Advertising	0	0	0	0	0
101-774-922.00	Utilities-Elec, Water, Sewer	11,248	10,923	11,500	11,500	11,500
101-774-930.00	Equipment Maintenance	0	0	0	0	0
101-774-939.00	Contracted Maintenance	975	450	5,000	3,000	3,060
101-774-940.00	Rentals	876	460	700	700	700
101-774-941.00	Motor Pool Equip Rental	19,242	12,024	19,241	19,750	19,750
101-774-941.01	Data Processing	487	142	142	132	132
	<b>Parks - Expenditures Total:</b>	<b>101,911</b>	<b>75,295</b>	<b>94,523</b>	<b>88,961</b>	<b>90,101</b>

## **CAPITAL IMPROVEMENTS**

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

**City of Marshall**

<b>CAPITAL IMPROVEMENTS</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Expenditures</b>						
101-900-970.00	Capital Outlay	26,285	289,983	74,500	165,100	70,500
	<b>Capital Improvements Expenditures Total:</b>	<b>26,285</b>	<b>289,983</b>	<b>74,500</b>	<b>165,100</b>	<b>70,500</b>

## **Marshall Regional Law Enforcement Center**

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

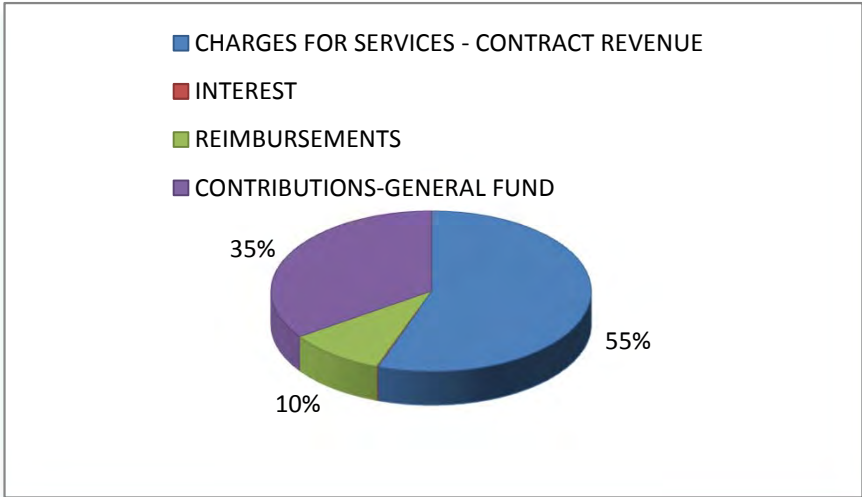
The concept behind this project was to house the three agencies to better serve the public. The personnel assigned to this building have resources available to them that they may not have in a stand-alone facility. The building is designed to have administration in their respected sections, patrol in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

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

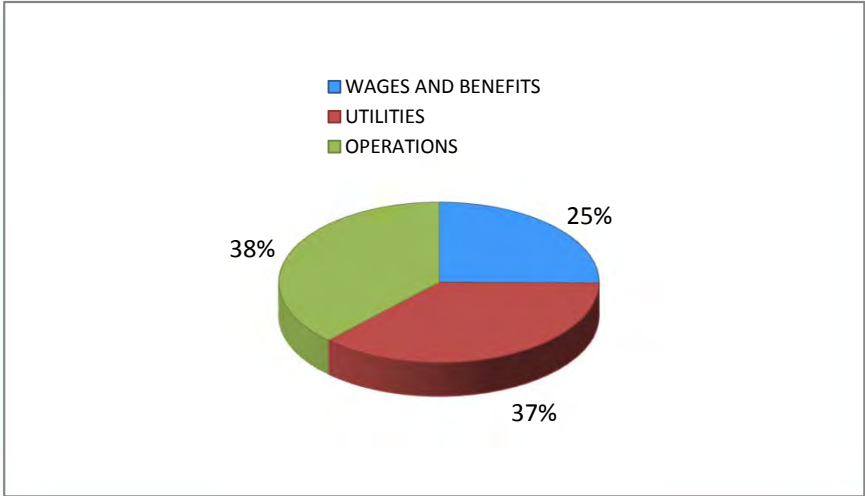
The impact on the City of Marshall budget has been reduced by having long term leases for continued occupancy. The building also utilized more than \$3.1 million dollars in grant funding based on the collaboration and cooperation of all three agencies. This facility was designed to last well beyond 50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

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

<b>FY 2020 MRLEC REVENUES</b>		
CHARGES FOR SERVICES - CONTRACT REVENUE	\$ 176,615	55%
INTEREST	500	0%
REIMBURSEMENTS	31,200	10%
CONTRIBUTIONS-GENERAL FUND	110,364	35%
<b>TOTAL REVENUES</b>	<b>\$ 318,679</b>	<b>100%</b>



<b>FY 2020 MRLEC EXPENDITURES</b>		
WAGES AND BENEFITS	\$ 82,298	25%
UTILITIES	121,000	37%
OPERATIONS	123,923	38%
<b>TOTAL EXPENDITURES</b>	<b>\$ 327,221</b>	<b>100%</b>



# City of Marshall

<b>Marshall Regional Law Enforcement Center</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
207-000-627.00	Charges for Services - Contract Revenue	184,754	169,922	176,615	176,615	176,615
207-000-665.00	Interest	108	686	100	500	500
207-000-676.00	Reimbursement		75,600		31,200	31,200
207-000-699.01	Contributions - General Fund	110,374	110,374	110,364	110,364	110,364
	<b>MRLEC Revenues Total:</b>	<b>295,236</b>	<b>356,582</b>	<b>287,079</b>	<b>318,679</b>	<b>318,679</b>
<b>Expenditures</b>						
207-305-702.00	Payroll	21,321	17,065	19,029	19,410	19,798
207-305-703.00	Part-time Salaries	0	14,159	18,500	18,870	19,247
207-305-703.01	PT Salaries - Exempt	31,200	31,200	31,200	31,200	31,200
207-305-704.00	Overtime Salaries	86	48	1,076	1,098	1,119
207-305-715.00	Social Security	1,583	2,348	5,340	5,399	5,459
207-305-716.00	Hospitalization	3,023	3,125	3,375	3,650	4,088
207-305-717.00	Life Insurance	18	21	20	20	20
207-305-718.00	Retirement - D/B	1,863	0	0	0	0
207-305-718.10	Retirement - D/C		1,669	1,903	1,941	1,980
207-305-721.00	Workers Compensation	705	557	710	710	710
207-305-740.00	Operating Supplies	3,329	1,034	3,500	3,570	3,641
207-305-776.00	Building Maintenance Supplies	5,182	5,304	4,590	4,682	4,775
207-305-820.00	Contracted Services	16,183	17,866	32,000	7,500	7,650
207-305-820.01	Contracted Maint. - Plowing	13,599	18,066	18,500	20,000	20,400
207-305-820.02	Contracted Maint - Lawn	5,055	6,954	6,630	12,000	12,240
207-305-825.00	Insurance	19,172	18,955	19,780	20,175	20,579
207-305-850.00	Communications	6,802	6,829	6,000	6,000	6,000
207-305-901.00	Advertising	0	0	0	0	0
207-305-921.00	Utilities - Gas	23,292	27,099	24,785	27,000	27,000
207-305-922.00	Utilities-Elec, Water, Sewer	87,370	91,296	97,800	94,000	94,000
207-305-930.00	Equipment Maintenance	9,826	20,064	20,000	25,500	26,010
207-305-931.00	Maintenance of Building	23,023	6,958	8,160	15,000	15,300
207-305-939.00	Contracted Maintenance	53,456	0	0	6,000	6,120
207-305-941.00	Motor Pool Equip Rental	5,922	1,912	1,555	2,050	2,050
207-305-941.01	Data Processing		0	1,236	1,446	1,477
	<b>MRLEC Expenditure Total:</b>	<b>332,010</b>	<b>292,529</b>	<b>325,689</b>	<b>327,221</b>	<b>330,863</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(36,774)</b>	<b>64,053</b>	<b>(38,610)</b>	<b>(8,542)</b>	<b>(12,184)</b>



**ALLOCATED POSITIONS: MRLEC**

Job Description		FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Facility Manager		0.50	0.50	0.50	0.50	0.50
Total		0.50	0.50	0.50	0.50	0.50



A COMMUNITY AT PLAY



## RECREATION

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

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

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

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

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

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

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

**Funding:** A .9306 millage helps fund approximately \$180,000 (45%) of our \$400,000 budget. User fees from all our programs and sponsorships \$220,000 (55%) makes up the remainder of our budget. Adding new programming each year, allow the department to keep up with the increased cost each year.

**Expenses:** The breakdown of major expenses for the Recreation Department are as follows:

- 3 FTE Wages - \$123,000
- Part-time Seasonal - \$28,000
- Operating Supplies - \$80,000
- Healthcare - \$45,000
- Social Security - \$12,000
- Contracted Services- \$20,000
- Rentals- \$12,000
- Data Processing \$10,000
- Motor Pool \$6,000

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

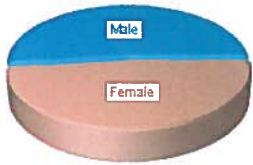
Along with our watercraft rentals, the development and use of the Recreation Department's Marshall Athletic Fields also impacts Strategic Goal #9 as one of Marshall's most utilized parks. The athletic fields offer four baseball/softball diamonds and three sand volleyball courts. Marshall Athletic fields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

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

# Recreation Department Demographic Breakdown

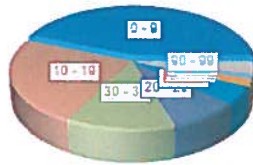
## Gender

Male: 52.01%  
Female: 47.99%



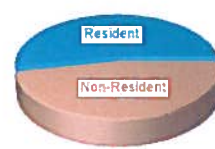
## Age

0 - 9: 43.92%  
10 - 19: 23.28%  
30 - 39: 12.77%  
20 - 29: 8.34%  
40 - 49: 4.97%  
50 - 59: 1.89%  
60 - 69: 1.64%  
70 - 79: 1.41%  
> 99: 1.27%  
60 - 89: 0.42%  
90 - 99: 0.08%



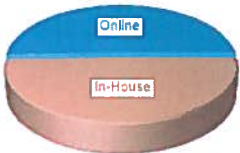
## Residency

Resident: 53.42%  
Non-Resident: 46.58%



## Registration

Online: 50.55%  
In-House: 49.45%

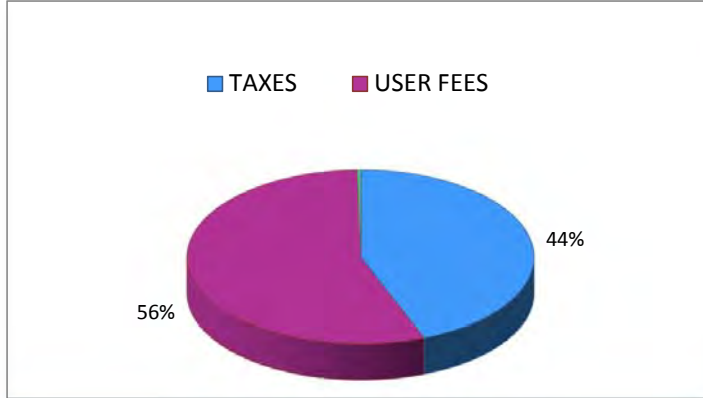


## Municipality

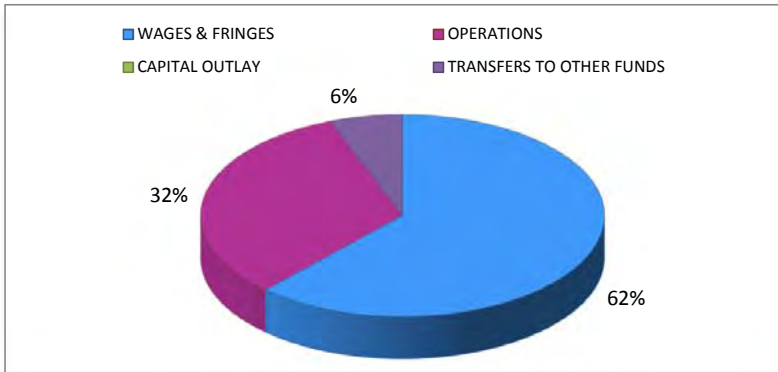
CM: 53.42%  
MA: 10.82%  
BC: 9.65%  
OT: 5.91%  
AL: 4.39%  
FR: 3.22%  
MR: 2.97%  
EC: 1.50%  
HO: 1.41%  
LE: 1.27%  
TK: 1.14%  
OL: 1.08%  
CN: 0.96%  
BE: 0.77%  
CO: 0.75%  
CE: 0.73%



FY 2020 GENERAL FUND-RECREATION REVENUES		
TAXES	\$ 189,269	44%
USER FEES	238,199	56%
INTEREST	1,500	0%
MISCELLANEOUS REVENUE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 428,968</b>	<b>100%</b>



FY 2020 GENERAL FUND-RECREATION EXPENDITURES		
WAGES & FRINGES	274,337	62%
OPERATIONS	143,264	32%
CAPITAL OUTLAY	-	0%
TRANSFERS TO OTHER FUNDS	25,953	6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 443,554</b>	<b>100%</b>



# City of Marshall

<b>General Fund-Recreation</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Budget</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
208-000-402.00	Current Property Taxes	174,757	175,292	179,127	182,889	186,729
208-000-404.00	Property Taxes - Prior Years		62	0	0	0
208-000-420.00	Delinquent Personal Prop Taxes	545	272	100	100	100
208-000-441.00	Local Community Stabilization Tax	23,475	11,787	11,780	5,680	5,680
208-000-445.00	Penalties & Int. on Taxes	815	623	600	600	600
208-000-587.00	Local Recreation grants		37,500	0	0	0
208-000-651.00	Use Fees	185,204	197,818	223,403	238,199	237,943
208-000-665.00	Interest	1,648	1,393	1,000	1,500	1,500
208-000-671.00	Miscellaneous Revenue	40	210	0	0	0
208-000-675.23	Contributions-Scholarships		0	0	0	0
208-000-694.00	Cash - over & short		0	0	0	0
<b>Recreation Revenues Total:</b>		<b>386,484</b>	<b>424,957</b>	<b>416,010</b>	<b>428,968</b>	<b>432,552</b>
<b>Expenditures</b>						
208-751-702.00	Payroll	118,785	113,315	115,561	122,648	125,101
208-751-702.01	Other Fringe Benefits-taxable	3,050	5,137	3,050	3,000	3,000
208-751-703.00	Part-time Salaries	24,819	25,780	29,951	32,028	32,028
208-751-703.01	PT Salaries - exempt	11,985	10,053	12,926	12,068	12,068
208-751-704.00	Overtime Salaries	1,998	65	0	0	0
208-751-715.00	Social Security	11,149	10,895	11,365	12,062	12,250
208-751-716.00	Hospitalization	26,900	18,226	19,775	27,149	30,407
208-751-717.00	Life Insurance	221	211	212	212	212
208-751-718.00	Retirement - D/B	15,210	21,008	25,200	28,438	30,912
208-751-718.10	Retirement - D/C	6,030	6,032	6,151	6,274	6,400
208-751-718.01	Retiree Health Insurance	19,842	17,235	22,602	28,135	31,511
208-751-721.00	Workers Compensation	1,971	2,277	2,300	2,323	2,346
208-751-727.00	Office Supplies	1,444	203	500	500	510
208-751-740.00	Operating Supplies	59,413	70,827	73,945	80,450	82,059
208-751-755.00	Miscellaneous Supplies	4,479	1,849	3,500	3,500	3,071
208-751-776.00	Building Maintenance Supplies	68	309	400	400	408
208-751-801.00	Professional Services	363	300	350	350	357
208-751-810.00	Dues & Memberships	500	576	556	600	600
208-751-820.00	Contracted Services	15,603	18,944	19,570	20,409	20,817
208-751-825.00	Insurance	776	273	796	804	812
208-751-850.00	Communications	1,668	1,136	1,200	1,200	1,200
208-751-860.00	Transportation & Travel	450	487	500	650	650
208-751-901.00	Advertising	0	1,244	1,400	300	300
208-751-922.00	Utilities-Elec, Water, Sewer	3,504	2,969	3,500	3,000	3,000
208-751-930.00	Equipment Maintenance	412	0	0	0	0
208-751-931.00	Maintenance of Building	0	0	0	0	0
208-751-940.00	Rentals	10,540	12,244	11,903	14,025	14,025
208-751-941.00	Motor Pool Equip Rental	11,266	4,017	6,100	7,800	7,800
208-751-941.01	Data Processing	10,009	9,562	9,562	8,176	8,176
208-751-958.00	Education & Training	890	820	740	1,000	1,000
208-751-964.00	Refund or Rebates	4,112	83	300	100	100
208-751-970.00	Capital Outlay	0	40,817	0	0	0
208-751-999.00	Transfers to Other Funds	25,953	25,953	25,953	25,953	25,953
<b>Recreation Expenditures Total:</b>		<b>393,410</b>	<b>422,847</b>	<b>409,868</b>	<b>443,554</b>	<b>457,073</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(6,926)</b>	<b>2,110</b>	<b>6,142</b>	<b>(14,586)</b>	<b>(24,521)</b>

**ALLOCATED POSITIONS: RECREATION**

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Administrator	1.00	1.00	1.00	1.00	1.00
Secretary	0.25	0.00	0.00	0.00	0.00
Recreation Coordinator I	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator II	1.00	1.00	1.00	1.00	1.00
Total	3.25	3.00	3.00	3.00	3.00



## MARSHALL AREA FARMERS MARKET

### **Description of Services:**

Since 2002, the Marshall Area Farmers Market has operated in Marshall's downtown area, bringing fresh fruits and vegetables, meat and poultry, baked goods, plants and flowers, and more to Marshall's citizens and visitors. Beginning in 2018, the market moved from its previous winter market space at Oaklawn Hospital to the B.E. Henry Building adjacent to the Calhoun County Fairgrounds. Management of the market is overseen by an advisory board and a contractual Market Manager. A city council member is designated to attend scheduled board meetings and to assist the market as needed.

### **Objective:**

The market is committed to the 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 local citizens.

### **Measures:**

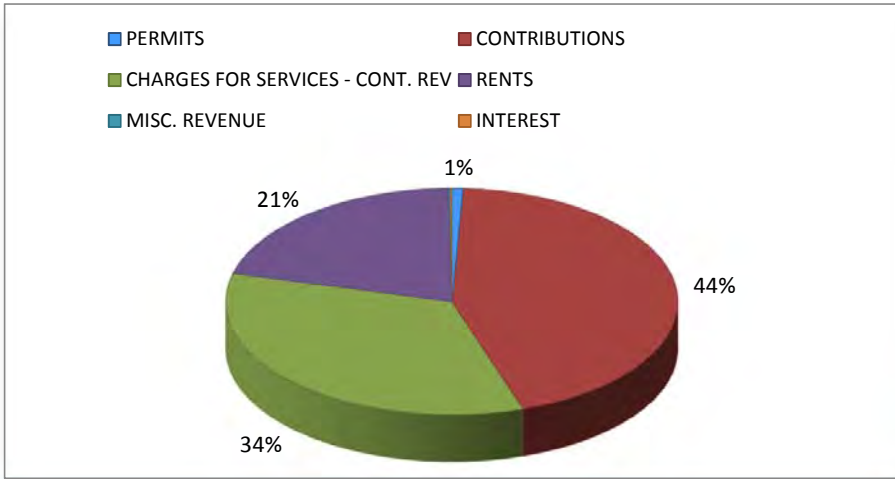
The market remains flexible and open to innovations to maintain and increase the number of patrons and vendors, as well as expanding the available wares. In 2016, the market instituted the SNAP program, allowing patrons with Bridge Cards access to the market wares. In 2016, the advisory board began a fundraising event called "Farm to Table" to promote the foods available at the market that were prepared by area chefs, thus presenting a meal to the ticket holders. This fundraiser is a significant event and help raise additional revenue to fund the farmers market.

### **Issues:**

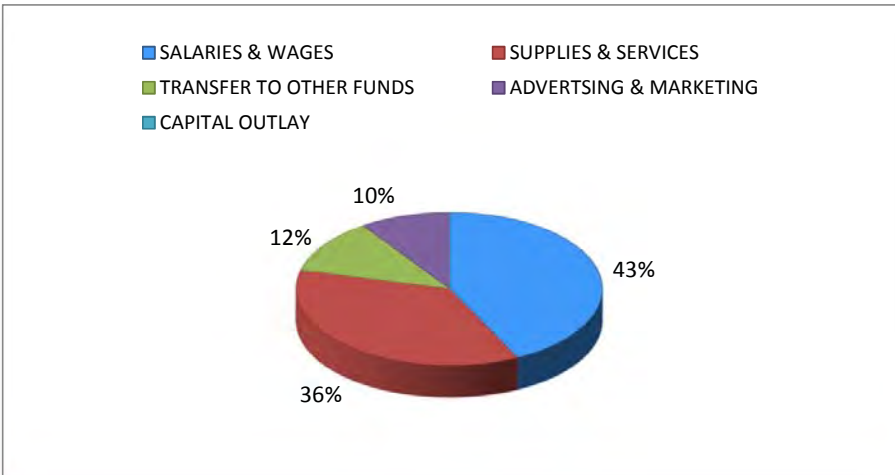
As of today, April 3, 2019, the farmers market has no immediate issues. We plan to reevaluate our winter market space, as the B.E. Henry space rental was not budgeted for, and our Market Manager is confident that we can find a more affordable or no cost space for winter 2019-2020.



FY 2020 FARMER'S MARKET REVENUES		
PERMITS		240 1%
CONTRIBUTIONS		13,600 44%
CHARGES FOR SERVICES - CONT. REV	\$	10,500 34%
RENTS		6,400 21%
MISC. REVENUE		50 0%
INTEREST		25 0%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>30,815 100%</b>



FY 2020 FARMER'S MARKET EXPENDITURES		
SALARIES & WAGES	\$	11,000 43%
SUPPLIES & SERVICES		9,320 36%
TRANSFER TO OTHER FUNDS		2,975 12%
ADVERTISING & MARKETING		2,448 10%
CAPITAL OUTLAY		- 0%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>25,743 100%</b>



# City of Marshall

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Marshall Farmer's Market</b>		<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Projected</b>
<b>Revenues</b>						
210-000-451.01	Permits	200	150	240	240	240
210-000-588.10	Contributions	2,520	5,100	2,500	2,500	2,500
210-000-588.11	Contributions - Market Friends	10,433	7,823	11,000	11,000	11,000
210-000-588.13	Contributions - Merchandise	208	291	100	100	100
210-000-627.00	Charges for Services - Contract Revenue	11,368	6,135	10,500	10,500	10,500
210-000-642.00	Charges for Services - Sales	0	0	0	0	0
210-000-665.00	Interest	36	45	25	25	25
210-000-667.00	Rents	2,805	6,838	6,400	6,400	6,400
210-000-671.00	Miscellaneous Revenue	0	68	50	50	50
<b>Farmer's Market Revenues Total:</b>		<b>27,570</b>	<b>26,450</b>	<b>30,815</b>	<b>30,815</b>	<b>30,815</b>
<b>Expenditures</b>						
210-000-703.00	Part-time Salaries	0	0	0	0	0
210-000-703.01	PT Salaries - exempt	7,224	7,224	11,000	11,000	11,000
210-000-715.00	Social Security	0	0	0	0	0
210-000-727.00	Office Supplies	232	140	320	327	333
210-000-755.00	Miscellaneous Supplies	1,487	2,060	5,609	5,721	5,836
210-000-804.00	Bank Fees	(668)	(180)	570	570	570
210-000-810.00	Dues & Memberships	250	250	250	250	250
210-000-850.00	Communications	480	480	480	480	480
210-000-860.00	Transportation & Travel	0	0	0	0	0
210-000-901.00	Advertising	51	0	0	0	0
210-000-902.00	Marketing	2,554	2,359	2,400	2,448	2,497
210-000-922.00	Utilities-Elec, Water, Sewer	226	203	306	312	318
210-000-940.00	Rentals	577	505	660	660	660
210-000-944.00	Projects/Fundraisers	2,960	2,069	1,000	1,000	1,000
210-000-945.03	Retail Purchases	33	32	0	0	0
210-000-958.00	Education & Training	0	0	0	0	0
210-000-970.00	Capital Outlay	0	220	0	0	0
210-000-999.00	Transfer to Other Funds		2,975	2,975	2,975	2,975
<b>Farmer's Market Expenditures Total:</b>		<b>15,406</b>	<b>18,337</b>	<b>25,570</b>	<b>25,743</b>	<b>25,919</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>12,164</b>	<b>8,113</b>	<b>5,245</b>	<b>5,072</b>	<b>4,896</b>

# BROOKS AIRPORT

## **Description of Services:**

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

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

## **Objectives:**

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

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

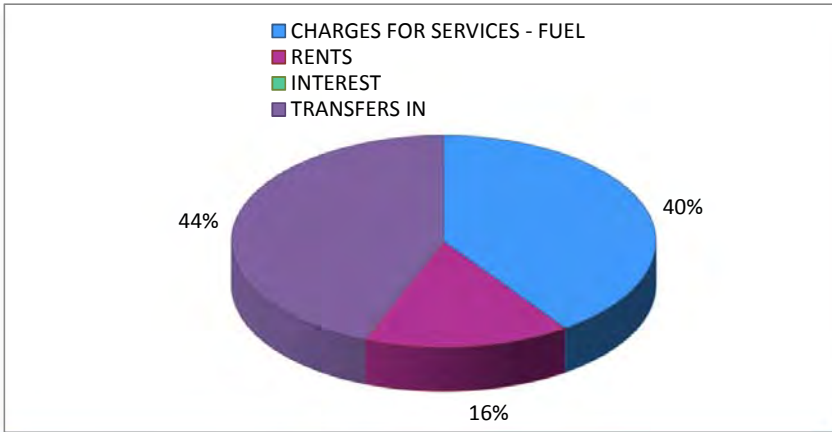
The 2017 Airport Report Card showed Brooks Field to be satisfactorily meeting all applicable facility goals and reaching a Pavement Condition Index (PCI) for the Runway and Taxiway of 86 and 93, respectfully, well above the PCI minimums of 55 and 45.

## **Issues:**

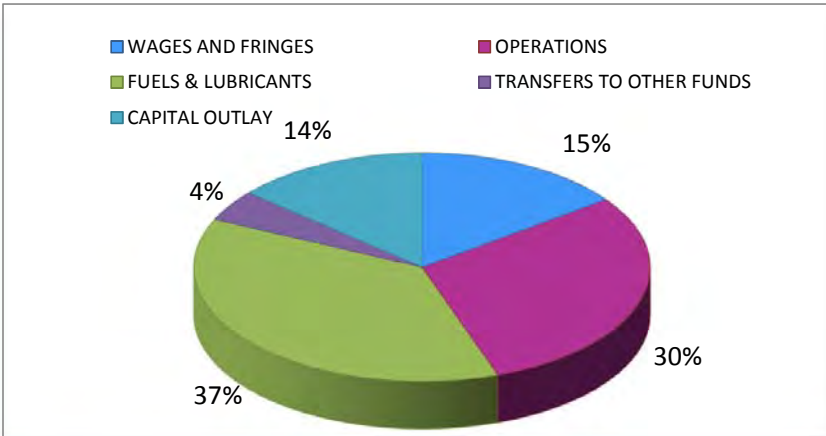
The airport revenue budget is heavily subsidized by the City's General Fund with a small profit from fuel sales and hanger rentals. Recent budget reductions and revenue losses have made the funding of non-FAA funded projects more difficult to complete. These generally include projects such as hanger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

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

FY 2020 GENERAL FUND-AIRPORT REVENUES		
CHARGES FOR SERVICES - FUEL	\$ 76,100	40%
RENTS	29,800	16%
INTEREST	20	0%
TRANSFERS IN	83,000	44%
<b>TOTAL REVENUES</b>	<b>\$ 188,920</b>	<b>100%</b>



FY 2020 GENERAL FUND-AIRPORT EXPENDITURES		
WAGES AND FRINGES	\$ 28,033	15%
OPERATIONS	55,901	30%
FUELS & LUBRICANTS	70,000	37%
TRANSFERS TO OTHER FUNDS	8,302	4%
CAPITAL OUTLAY	25,800	14%
<b>TOTAL EXPENDITURES</b>	<b>\$ 188,036</b>	<b>100%</b>



# City of Marshall

General Fund-Airport		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Revenues</b>						
295-000-540.00	State Grants	26	25	0		0
295-000-640.00	Charges for Service - Fuel	75,744	84,217	76,100	76,100	76,100
295-000-665.00	Interest	22	56	20	20	20
295-000-667.00	Rents	24,878	25,772	29,800	29,800	29,800
295-000-671.00	Miscellaneous Revenue	235	263	0		0
295-000-699.01	Contributions - General Fund	43,500	33,000	62,000	83,000	76,000
<b>Airport Revenues Total:</b>		<b>144,405</b>	<b>143,333</b>	<b>167,920</b>	<b>188,920</b>	<b>181,920</b>
<b>Expenditures</b>						
295-895-702.00	Payroll	6,343	6,536	5,875	6,075	6,197
295-895-702.01	Other Fringe Benefits-taxable	105	44	49	50	50
295-895-703.00	Part-time Salaries	26,891	15,423	18,065	18,075	18,437
295-895-704.00	Overtime Salaries	179	0	0	0	0
295-895-715.00	Social Security	2,553	1,677	1,835	1,851	1,888
295-895-716.00	Hospitalization	716	747	731	781	875
295-895-717.00	Life Insurance	11	13	13	13	13
295-895-718.00	Retirement - D/B	575	0	0	0	0
295-895-718.10	Retirement - D/C	0	556	599	608	620
295-895-721.00	Workers Compensation	576	434	580	580	580
295-895-740.00	Operating Supplies	1,931	2,113	2,040	2,081	2,122
295-895-757.00	Fuels & Lubricants	67,801	72,269	70,000	70,000	70,000
295-895-801.00	Professional Services	450	0	102	750	765
295-895-805.00	Administrative Costs	0	0	200	200	200
295-895-812.00	License	50	50	100	100	100
295-895-820.00	Contracted Services	28,672	12,012	19,380	19,768	20,163
295-895-825.00	Insurance	4,822	4,571	5,315	5,367	5,421
295-895-850.00	Communications	4,551	5,344	4,700	7,500	7,500
295-895-860.00	Transportation & Travel	144	0	150	150	150
295-895-921.00	Utilities - Gas	696	788	700	900	900
295-895-922.00	Utilities-Elec, Water, Sewer	5,020	5,287	4,500	5,500	9,000
295-895-930.00	Equipment Maintenance	4,207	5,019	4,080	4,162	4,245
295-895-931.00	Maintenance of Building	1,524	3,502	4,080	4,162	8,245
295-895-941.00	Motor Pool Equip Rental	2,102	2,024	2,540	2,600	2,600
295-895-941.01	Data Processing	2,698	2,497	2,497	2,661	2,661
295-895-956.00	Bad Debt Expense	(350)	(100)	0	0	0
295-895-999.00	Transfers to Other Funds	8,302	8,302	8,302	8,302	8,302
295-900-970.00	Capital Outlay	3,094	0	12,500	25,800	9,000
<b>Airport Expenditures Total:</b>		<b>173,663</b>	<b>149,108</b>	<b>168,933</b>	<b>188,036</b>	<b>180,034</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>-29,258</b>	<b>-5,775</b>	<b>-1,013</b>	<b>884</b>	<b>1,886</b>

**ALLOCATED POSITIONS: AIRPORT**

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Public Services	0.05	0.05	0.05	0.05	0.05
Facilities Manager	0.05	0.05	0.05	0.05	0.05
Equipment Operator	0.00	0.06	0.00	0.00	0.00
Total	0.10	0.16	0.10	0.10	0.10

## **MAJOR STREET -- MVH**

### **Description of Services:**

The Major Street (MVH) Fund was established for the Act 51 funds giving to municipalities for various street expenditures including maintenance and preventative maintenance. Services performed with these funds include work on the City's designated Major Street system as designated by MDOT. Major streets are those considered to be of greatest importance by providing an integral network to the industrial, businesses and collecting traffic between the local network and County and State systems. The City of Marshall currently has 16.07 centerline major street miles receiving \$592,000/year of which \$308,000 covers operating costs.

### **Objectives:**

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

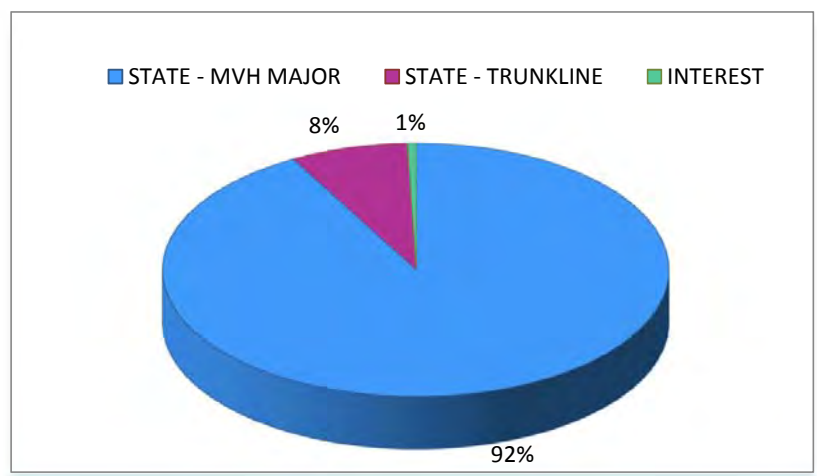
### **Measures:**

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

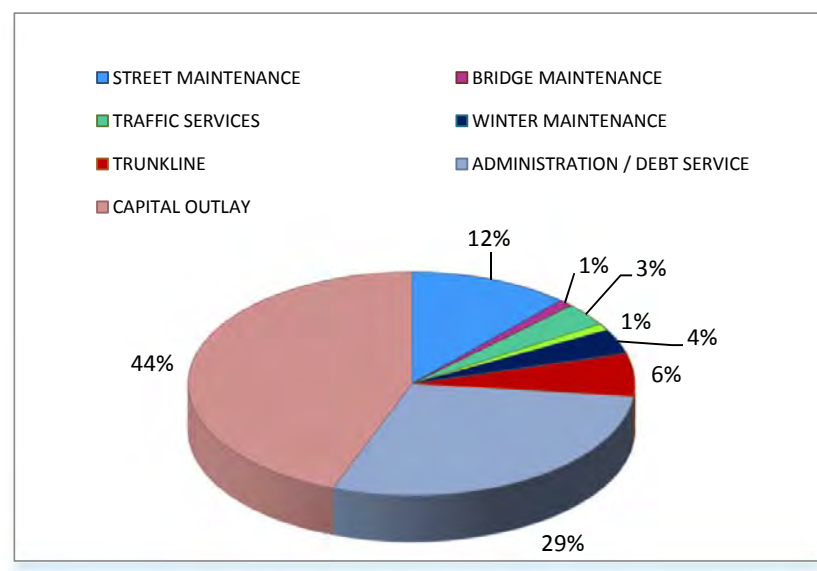
### **Issues:**

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

FY 2020 MVH MAJOR STREETS REVENUES		
STATE - MVH MAJOR	639,535	92%
STATE - TRUNKLINE	52,214	8%
INTEREST	4,000	1%
<b>TOTAL REVENUES</b>	<b>\$ 695,749</b>	<b>100%</b>



FY 2020 MVH MAJOR STREETS EXPENDITURES		
STREET MAINTENANCE	100,539	12%
BRIDGE MAINTENANCE	9,000	1%
TRAFFIC SERVICES	29,067	3%
TRAFFIC SIGNALS	8,640	1%
WINTER MAINTENANCE	31,189	4%
TRUNKLINE	53,575	6%
ADMINISTRATION / DEBT SERVICE	259,209	29%
CAPITAL OUTLAY	383,000	44%
<b>TOTAL EXPENDITURES</b>	<b>\$ 874,219</b>	<b>100%</b>





## City of Marshall Summary of Michigan Transportation Fund Debt

	ISSUE: 33 AUTH: Act 34 CUSIP: 572427 TYPE: MTF (LT) PURPOSE: Street Improvements DATED: May 1, 2013 CALLABLE: 10/1/22 @ Par Fund 202 & 203						
Fiscal	<b>Total Michigan Transportation Fund Debt</b>						
Year	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
Ending	(4/1)		(4/1 & 10/1)				
June 30							
2020	\$105,000	2.00%	\$27,063	\$132,063	\$105,000	\$27,063	\$132,063
2021	\$105,000	2.00%	\$24,963	\$129,963	\$105,000	\$24,963	\$129,963
2022	\$110,000	2.00%	\$22,813	\$132,813	\$110,000	\$22,813	\$132,813
2023	\$110,000	2.00%	\$20,613	\$130,613	\$110,000	\$20,613	\$130,613
2024	\$115,000	2.15%	\$18,276	\$133,276	\$115,000	\$18,276	\$133,276
2025	\$120,000	2.15%	\$15,750	\$135,750	\$120,000	\$15,750	\$135,750
2026	\$120,000	2.30%	\$13,080	\$133,080	\$120,000	\$13,080	\$133,080
2027	\$125,000	3.00%	\$9,825	\$134,825	\$125,000	\$9,825	\$134,825
2028	\$130,000	3.00%	\$6,000	\$136,000	\$130,000	\$6,000	\$136,000
2029	\$135,000	3.00%	\$2,025	\$137,025	\$135,000	\$2,025	\$137,025
	<u>\$1,175,000</u>		<u>\$160,408</u>	<u>\$1,335,408</u>	<u>\$1,175,000</u>	<u>\$160,408</u>	<u>\$1,335,408</u>

## City of Marshall

MVH Major & Trunkline Streets		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Revenues</b>						
202-000-547.00	State - MVH Major	461,443	537,135	565,866	639,535	704,039
202-000-548.00	State - Trunkline	43,571	68,101	52,214	52,214	52,214
202-000-570.00	State Operating Assistance	0	202,297	0	0	0
202-000-665.00	Interest	5,378	12,043	4,000	4,000	4,000
202-000-699.00	Transfers From Other Funds	63,321	36	0		0
<b>MVH-Major &amp; Trunkline Revenues Total:</b>		<b>573,713</b>	<b>819,612</b>	<b>622,080</b>	<b>695,749</b>	<b>760,253</b>
<b>Expenditures</b>						
<b>Street Maintenance</b>						
202-463-702.00	Payroll	19,354	9,495	12,000	12,240	12,485
202-463-703.00	Part-time Salaries	0	0	0	0	0
202-463-704.00	Overtime Salaries	668	148	2,200	4,500	4,500
202-463-715.00	Social Security	1,194	714	1,086	1,281	1,299
202-463-716.00	Hospitalization	1,500	1,575	1,701	1,837	1,984
202-463-718.00	Retirement - D/B	1,500	0	0	0	0
202-463-721.00	Workers Compensation	0	0	0	0	0
202-463-775.00	Repair & Maintenance Supplies	5,720	5,979	9,000	19,000	19,000
202-463-801.00	Professional Services	121	775	250	250	250
202-463-939.00	Contracted Maintenance	14,177	19,124	25,000	30,000	30,000
202-463-941.00	Motor Pool Equip Rental	5,773	5,596	6,000	6,000	6,000
<b>MVH-Major Street Maintenance Expenditures Total:</b>		<b>50,007</b>	<b>43,406</b>	<b>57,237</b>	<b>75,108</b>	<b>75,518</b>
<b>Expenditures</b>						
<b>Sweeping &amp; Flushing</b>						
202-469-702.00	Payroll	834	448	7,000	7,140	7,283
202-469-702.93	Payroll - Trunkline 227	0	67	0	0	0
202-469-702.94	Payroll - Trunkline 194	172	44	0	0	0
202-469-704.00	Overtime Salaries	1,060	529	2,500	2,550	2,601
202-469-704.93	Overtime - Trunkline 227	98	100	0		0
202-469-704.94	Overtime - Trunkline 194	305	283	0		0
202-469-715.00	Social Security	184	109	727	741	756
202-469-941.00	Motor Pool Equip Rental	2,428	3,338	15,000	15,000	15,000
<b>MVH-Major Sweeping &amp; Flushing Expenditures Total:</b>		<b>5,081</b>	<b>4,918</b>	<b>25,227</b>	<b>25,431</b>	<b>25,640</b>
<b>Expenditures</b>						
<b>Bridge Maintenance</b>						
202-470-801.00	Professional Services	1,791	4,384	8,800	9,000	9,180
<b>MVH-Major Bridge Maintenance Expenditures Total:</b>		<b>1,791</b>	<b>4,384</b>	<b>8,800</b>	<b>9,000</b>	<b>9,180</b>
<b>Expenditures</b>						
<b>Traffic Services</b>						
202-474-702.00	Payroll	44	3,793	4,163	4,245	4,330
202-474-704.00	Overtime Salaries	0	67	1,020	1,000	1,020
202-474-715.00	Social Security	3	287	396	401	409
202-474-716.00	Hospitalization	650	702	786	881	986
202-474-718.00	Retirement - D/B	350	0	0	0	0
202-474-775.00	Repair & Maintenance Supplies	0	831	1,020	1,040	1,062
202-474-778.00	Paint & Signs	5,467	2,680	10,000	10,000	10,000
202-474-939.00	Contracted Maintenance	146	6,570	7,140	7,500	7,650
202-469-941.00	Motor Pool Equip Rental	0	601	4,000	4,000	4,000
<b>MVH-Major Traffic Service Expenditures Total:</b>		<b>6,660</b>	<b>15,531</b>	<b>28,525</b>	<b>29,067</b>	<b>29,457</b>
<b>Expenditures</b>						
<b>Traffic Signals</b>						
202-476-922.00	Utilities-Elec, Water, Sewer	1,342	1,081	1,500	1,500	1,500
202-476-939.00	Contracted Maintenance	746	3,272	7,000	7,140	7,283
<b>MVH-Major Traffic Signal Expenditures Total:</b>		<b>2,088</b>	<b>4,353</b>	<b>8,500</b>	<b>8,640</b>	<b>8,783</b>
<b>Expenditures</b>						
<b>Winter Maintenance</b>						
202-480-702.00	Payroll	2,126	3,258	3,121	3,183	3,247
202-480-704.00	Overtime Salaries	2,966	6,113	5,100	5,100	5,202
202-480-715.00	Social Security	382	696	629	634	646
202-480-716.00	Hospitalization	300	324	363	406	455
202-480-718.00	Retirement - D/B	700	795	888	1,002	1,089
202-480-721.00	Workers Compensation	0	0	0	0	0

<b>City of Marshall</b>						
<b>MVH Major &amp; Trunkline Streets</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
202-480-775.00	Repair & Maintenance Supplies	4,447	5,954	9,180	9,364	9,552
202-480-941.00	Motor Pool Equip Rental	7,295	15,685	11,500	11,500	11,500
<b>MVH-Major Winter Maintenance Expenditures Total:</b>		<b>18,216</b>	<b>32,825</b>	<b>30,781</b>	<b>31,189</b>	<b>31,691</b>
<b>Expenditures</b>						
<b>Trunkline</b>						
202-486-702.00	Payroll	74	0	10,000	10,200	10,404
202-486-704.00	Overtime Salaries	91	0	5,100	5,100	5,202
202-486-715.00	Social Security	12	0	1,155	1,170	1,194
202-486-716.00	Hospitalization	2,500	2,625	2,940	3,293	3,688
202-486-718.00	Retirement - D/B	2,100	2,386	2,712	3,082	3,502
202-486-721.00	Workers Compensation	0	0	0	0	0
202-486-775.00	Repair & Maintenance Supplies	9,776	9,311	11,500	11,730	11,965
202-486-941.00	Motor Pool Equip Rental	6,720	25,929	19,000	19,000	19,000
<b>MVH-Major Trunkline Expenditures Total:</b>		<b>21,273</b>	<b>40,251</b>	<b>52,407</b>	<b>53,575</b>	<b>54,955</b>
<b>Expenditures</b>						
<b>Administration</b>						
202-539-803.00	Service Fee	250	250	250	250	250
202-539-805.00	Administrative Costs	465	0	500	500	500
202-539-990.00	Debt Service	100,000	100,000	105,000	105,000	105,000
202-539-995.00	Bond Interest Paid	33,213	31,213	29,163	27,064	24,963
202-539-999.00	Transfers to Other Funds	163,500	293,515	220,595	126,395	186,454
<b>MVH-Major Administration Expenditures Total:</b>		<b>297,428</b>	<b>424,978</b>	<b>355,508</b>	<b>259,209</b>	<b>317,166</b>
<b>Expenditures</b>						
<b>Capital Outlay</b>						
202-900-970.00	Capital Outlay	225,850	106,384	315,000	383,000	75,000
<b>MVH-Major Capital Expenditures Total:</b>		<b>225,850</b>	<b>106,384</b>	<b>315,000</b>	<b>383,000</b>	<b>75,000</b>
<b>MVH-Major &amp; Trunkline Expenditures Totals:</b>		<b>628,394</b>	<b>677,030</b>	<b>881,985</b>	<b>874,219</b>	<b>627,390</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(54,681)</b>	<b>142,582</b>	<b>(259,905)</b>	<b>(178,470)</b>	<b>132,863</b>

## LOCAL STREET -- MVH

### **Description of Services:**

The Local Street (MVH) Fund was established for the Act 51 funds giving to municipalities for various street expenditures including maintenance and preventative maintenance. Services performed with these funds include work on the City's designated Major Street system as designated by MDOT. Local streets are those outside the Major and County/State Systems, generally the neighborhood street system. The City of Marshall has 24.07 centerline miles of local streets, receiving approximately \$220,000/year of which \$186,000 covers operating costs.

### **Objectives:**

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

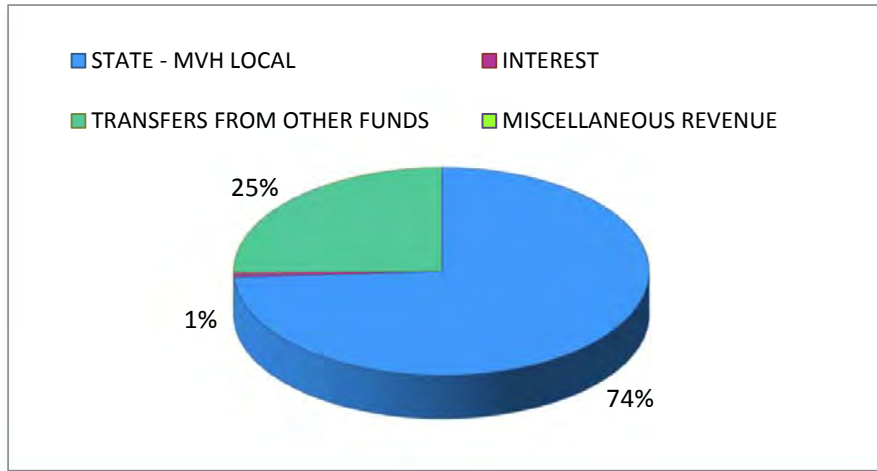
### **Measures:**

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

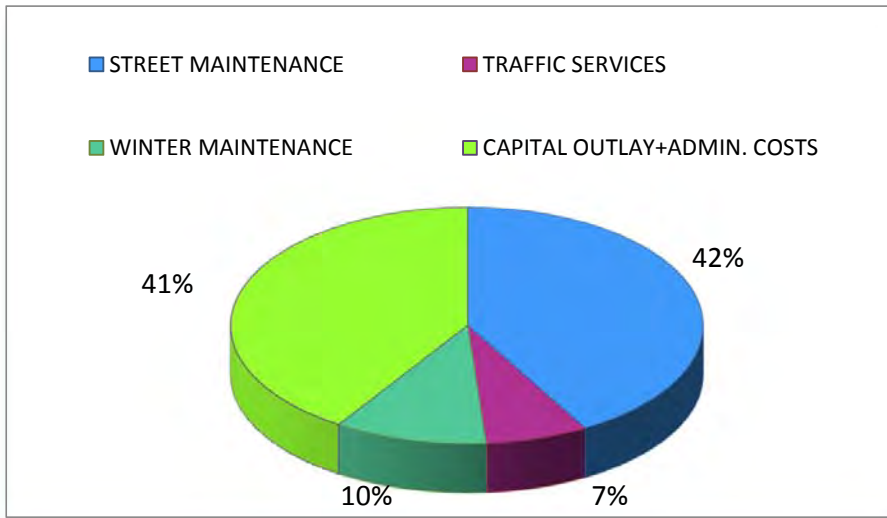
### **Issues:**

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

FY 2020 MVH LOCAL STREETS REVENUES		
STATE - MVH LOCAL	\$ 220,035	74%
INTEREST	2,200	1%
TRANSFERS FROM OTHER FUNDS	75,000	25%
MISCELLANEOUS REVENUE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 297,235</b>	<b>100%</b>



FY 2020 MVH LOCAL STREETS EXPENDITURES		
STREET MAINTENANCE	161,963	42%
TRAFFIC SERVICES	27,069	7%
WINTER MAINTENANCE	40,369	10%
CAPITAL OUTLAY+ADMIN. COSTS	158,445	41%
<b>TOTAL EXPENDITURES</b>	<b>\$ 387,846</b>	<b>100%</b>



# City of Marshall

MVH-Local Streets		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Revenues</b>						
203-000-549.00	State - MVH Local	205,692	279,182	209,870	220,035	242,228
203-000-665.00	Interest	3,351	5,163	2,200	2,200	2,200
203-000-671.00	Miscellaneous Revenue	27,576	0	0	0	0
203-000-699.00	Transfers From Other Funds	125,000	250,000	175,000	75,000	150,000
203-000-699.01	Contributions - General Fund	0	0	0	0	0
<b>MVH-Local Revenues Total:</b>		<b>361,619</b>	<b>534,345</b>	<b>387,070</b>	<b>297,235</b>	<b>394,428</b>
<b>Expenditures</b>						
<b>Street Maintenance</b>						
203-463-702.00	Payroll	18,636	26,689	20,000	20,400	20,808
203-463-703.00	Part-time Salaries		0	6,018	6,138	6,261
203-463-704.00	Overtime Salaries	1,142	1,625	2,200	5,300	5,406
203-463-715.00	Social Security	1,456	2,075	2,159	2,436	2,484
203-463-716.00	Hospitalization	3,500	3,675	4,116	4,610	5,163
203-463-718.00	Retirement - D/B	3,200	0	0	0	0
203-463-721.00	Workers Compensation	0	0	0	0	0
203-463-775.00	Repair & Maintenance Supplies	9,930	11,142	12,240	22,000	22,440
203-463-801.00	Professional Services	75	100	510	520	531
203-463-939.00	Contracted Maintenance	18,876	14,164	25,500	35,000	35,700
203-463-941.00	Motor Pool Equip Rental	13,681	20,550	12,500	12,500	12,500
<b>MVH-Local Street Maintenance Expenditures Total:</b>		<b>70,496</b>	<b>80,020</b>	<b>85,243</b>	<b>108,904</b>	<b>111,293</b>
<b>Expenditures</b>						
<b>Sweeping &amp; Flushing</b>						
203-469-702.00	Payroll	1,435	1,335	14,000	14,280	14,566
203-469-703.00	Part-time Salaries	0	0	0	0	0
203-469-704.00	Overtime Salaries	810	1,412	7,000	7,140	7,283
203-469-715.00	Social Security	167	204	1,607	1,639	1,671
203-469-941.00	Motor Pool Equip Rental	2,977	6,563	30,000	30,000	30,000
<b>MVH-Local Sweeping &amp; Flushing Expenditures Total:</b>		<b>5,389</b>	<b>9,514</b>	<b>52,607</b>	<b>53,059</b>	<b>53,520</b>
<b>Expenditures</b>						
<b>Traffic Service</b>						
203-474-702.00	Payroll	1,820	5,142	3,000	3,060	3,121
203-474-704.00	Overtime Salaries	0	196	510	7,000	7,140
203-474-715.00	Social Security	136	393	268	770	785
203-474-716.00	Hospitalization	1,700	1,785	1,999	2,239	2,508
203-474-718.00	Retirement - D/B	1,390	0	0	0	0
203-474-721.00	Workers Compensation	0	0	0	0	0
203-474-775.00	Repair & Maintenance Supplies	0	0	0	0	0
203-474-778.00	Paint & Signs	5,474	3,771	10,000	10,000	10,000
203-474-941.00	Motor Pool Equip Rental	193	365	4,000	4,000	4,000
<b>MVH-Local Traffic Service Expenditures Total:</b>		<b>10,713</b>	<b>11,652</b>	<b>19,777</b>	<b>27,069</b>	<b>27,554</b>
<b>Expenditures</b>						
<b>Winter Maintenance</b>						
203-480-702.00	Payroll	2,616	5,248	5,100	5,202	5,306
203-480-703.00	Part-time Salaries	0	0	0	0	0
203-480-704.00	Overtime Salaries	4,080	6,126	6,120	7,000	7,140
203-480-715.00	Social Security	503	846	858	933	952
203-480-716.00	Hospitalization	1,800	1,890	2,117	2,371	2,655
203-480-718.00	Retirement	1,500	0	0	0	0
203-480-721.00	Workers Compensation	0	0	0	0	0
203-480-775.00	Repair & Maintenance Supplies	6,722	14,481	9,180	9,363	9,551
203-480-941.00	Motor Pool Equip Rental	9,828	21,451	15,500	15,500	15,500
<b>MVH-Local Winter Maintenance Expenditures Total:</b>		<b>27,049</b>	<b>50,042</b>	<b>38,875</b>	<b>40,369</b>	<b>41,104</b>
<b>Expenditures</b>						
<b>Administration</b>						
203-539-999.00	Transfers to Other Funds	16,000	17,593	18,001	18,445	19,059
<b>Administration Expenditures Total:</b>		<b>16,000</b>	<b>17,593</b>	<b>18,001</b>	<b>18,445</b>	<b>19,059</b>
<b>Expenditures</b>						
<b>Capital Outlay</b>						
203-900-970.00	Capital Outlay	307,718	317,812	220,500	140,000	167,000
<b>MVH-Local Capital Outlay Expenditures Total:</b>		<b>307,718</b>	<b>317,812</b>	<b>220,500</b>	<b>140,000</b>	<b>167,000</b>
<b>MVH-Local Expenditures Totals:</b>		<b>437,365</b>	<b>486,633</b>	<b>435,003</b>	<b>387,846</b>	<b>419,530</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(75,746)</b>	<b>47,712</b>	<b>(47,933)</b>	<b>(90,611)</b>	<b>(25,102)</b>

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

### **Description of Services:**

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

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

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

### **Objectives:**

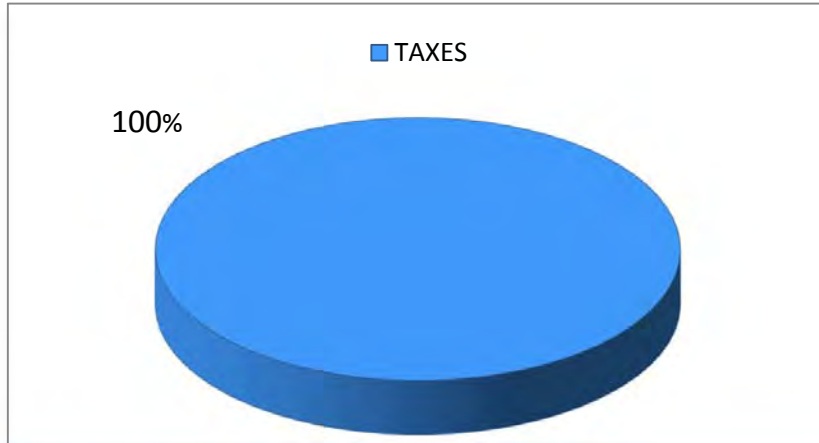
This budget receives revenue from a voted Leaf & Brush millage. This millage was renewed in 2016 allowing the City to maintain this curbside service for our residents.

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

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

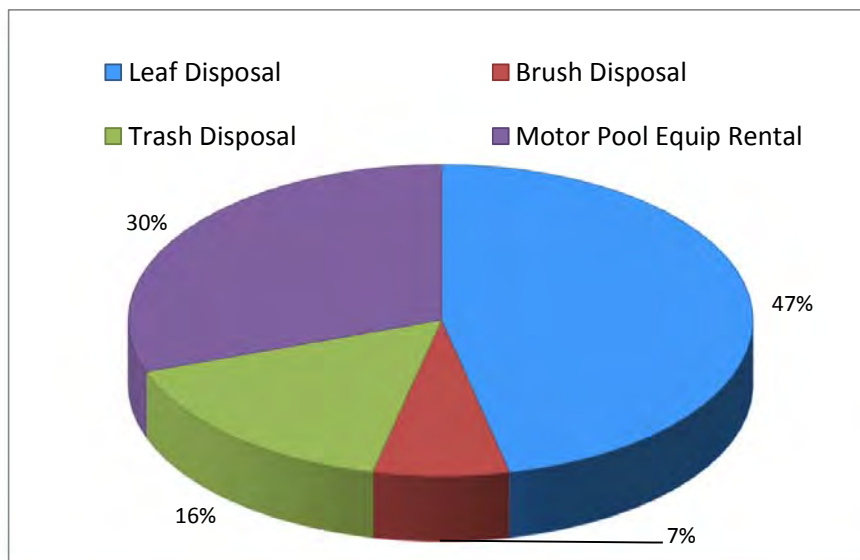
### FY 2020 LEAF, BRUSH AND TRASH REMOVAL REVENUES

TAXES	\$ 98,661	100%
INTEREST	30	0%
<b>TOTAL REVENUES</b>	<b>\$ 98,691</b>	<b>100%</b>



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

Leaf Disposal	45,901	47%
Brush Disposal	6,936	7%
Trash Disposal	15,854	16%
Motor Pool Equip Rental	30,000	30%
<b>TOTAL EXPENDITURES</b>	<b>\$ 98,691</b>	<b>100%</b>





## City of Marshall

<b>Leaf, Brush and Trash Removal</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
226-000-402.00	Current Property Taxes	93,022	93,306	93,400	95,361	97,364
226-000-404.00	Property Taxes - Prior Years	0	31	0	0	0
226-000-420.00	Delinquent Personal Prop Taxes	241	135	0	0	0
226-000-441.00	Local Community Stabilization Tax				3,000	3,000
226-000-445.00	Penalties & Int. on Taxes	424	324	300	300	300
226-000-665.00	Interest	35	52	30	30	30
<b>Leaf, Brush and Trash Removal Revenues Total:</b>		<b>93,722</b>	<b>93,848</b>	<b>93,730</b>	<b>98,691</b>	<b>100,694</b>
<b>Expenditures</b>						
226-000-702.64	Payroll - Leaf Disposal	22,099	16,247	19,000	19,380	19,768
226-000-702.65	Payroll - Brush Disposal	10,515	3,576	6,800	6,936	7,075
226-000-703.64	Part-time Leaf Disposal	4,968	5,331	8,000	8,610	8,782
226-000-703.65	Part-time Brush Disposal	0	77	0	0	0
226-000-704.64	Overtime - Leaf Disposal	20,363	8,379	13,000	13,785	14,061
226-000-704.65	Overtime - Brush Disposal	0	0	0	0	0
226-000-715.00	Social Security	4,320	2,495	3,580	3,726	3,801
226-000-718.00	Retirement	0	0	0	0	0
226-000-721.00	Workers Compensation	0	0	0	0	0
226-000-820.00	Contracted Services	15,532	14,072	16,000	15,854	16,170
226-000-901.00	Advertising	400	327	300	300	300
226-000-941.00	Motor Pool Equip Rental	13,395	28,551	26,882	30,000	30,000
226-000-964.00	Refund or Rebates	2,081	41	100	100	100
<b>Leaf, Brush and Trash Removal Expenditures Total:</b>		<b>93,673</b>	<b>79,096</b>	<b>93,662</b>	<b>98,691</b>	<b>100,057</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>49</b>	<b>14,752</b>	<b>68</b>	<b>0</b>	<b>637</b>

# **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.

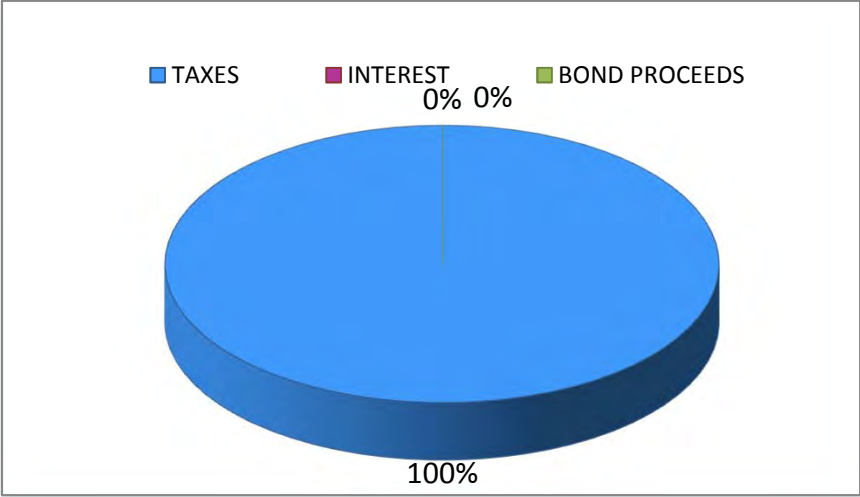
The current Board consists of the following members:

- Richard Lindsey, Chairperson
- David DeGraw
- Krista Trout-Edwards
- Scott Wolfersberger
- Tom Tarkiewicz

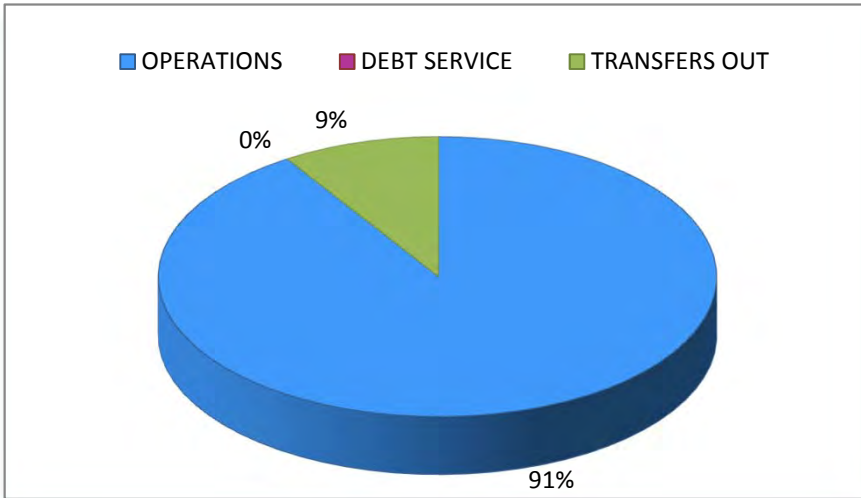
The NIA receives its revenue through the incremental increase in taxable values within the NIA District over the 2018 base year's taxable value.

The proposed FY 2020 NIA budget includes \$6,100 of estimated revenue and \$5,500 of possible expenditures. No known capital expenditures are planned for FY 2020.

FY 2020 NORTHEAST NIA REVENUES		
TAXES	\$ 6,100	100%
INTEREST	-	0%
BOND PROCEEDS	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 6,100</b>	<b>100%</b>



FY 2020 NORTHEAST NIA EXPENDITURES		
OPERATIONS	\$ 5,000	91%
DEBT SERVICE	-	0%
TRANSFERS OUT	500	9%
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,500</b>	<b>100%</b>



<b>City of Marshall</b>						
<b>NORTHEAST NIA</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
247-000-402.00	Current Property Taxes				6,100	29,160
247-000-402.00	Property Taxes - New Projects					
247-000-441.00	Local Community Stabilization Tax					
247-000-665.00	Interest					
247-000-671.00	Miscellaneous Revenue					
247-000-696.00	Bond Proceeds					
	<b>Northeast NIA Revenues Total:</b>				<b>6,100</b>	<b>29,160</b>
<b>Expenditures</b>						
247-000-801.00	Professional Services					
247-000-803.00	Service Fee					
247-000-805.00	Administrative Costs					
247-000-810.00	Dues & Memberships					
247-000-811.00	Taxes					
247-000-820.00	Contracted Services				5,000	26,000
247-000-902.00	Marketing					
247-000-922.00	Utilities-Elec, Water, Sewer					
247-000-941.01	Data Processing					
247-000-970.00	Capital Outlay					
247-000-990.00	Debt Service					
247-000-995.00	Bond Interest Paid					
247-000-999.00	Transfers to Other Funds				500	1,000
	<b>Northeast NIA Expenditures Total:</b>				<b>5,500</b>	<b>27,000</b>
<b>Excess of Revenues Over (Under) Expenditures</b>					<b>600</b>	<b>2,160</b>

## **LOCAL DEVELOPMENT FINANCING AUTHORITY**

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

The current Board consists of the following members:

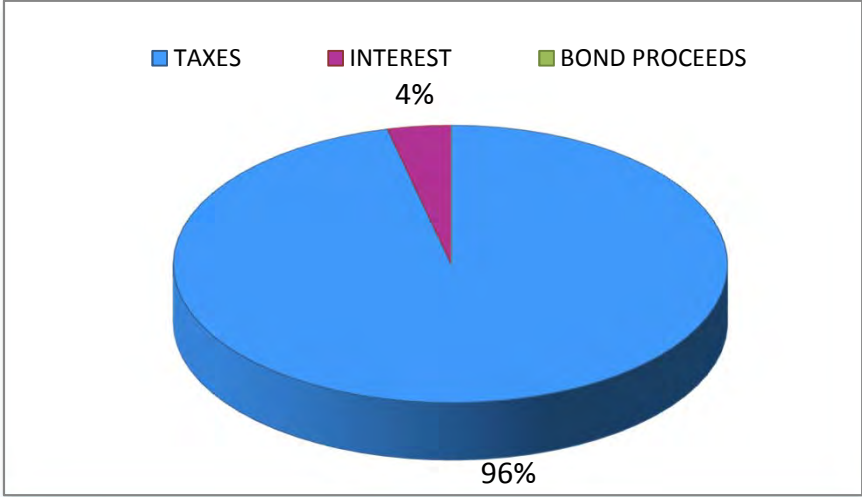
- Catherine Yates, Chairperson
- J.P. Walters, Vice Chairperson
- Jason LaForge,
- Sue Damron
- Matt Davis
- Desmond Kirkland
- Bill DeSmet
- Jim Pardoe
- Tommy Miller
- Tom Tarkiewicz
- Randy Davis

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

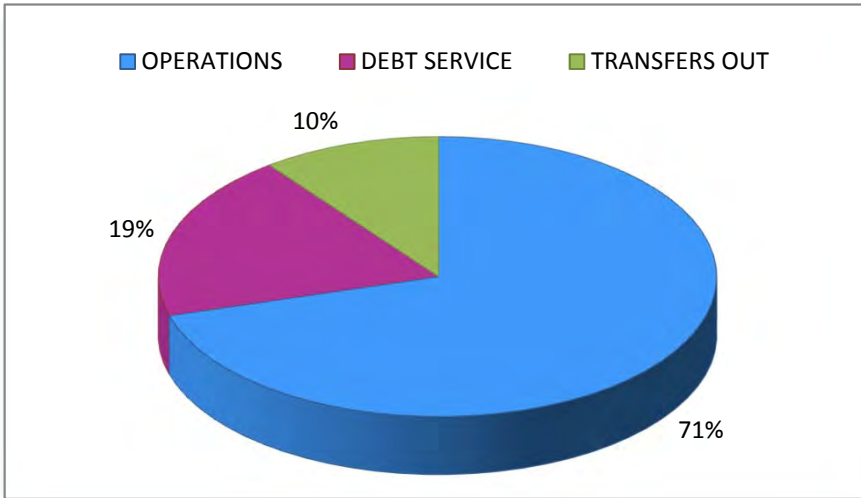
The proposed FY 2020 LDFA budget includes \$248,000 allocated as a payment to the Marshall Area Economic Development Alliance (MAEDA) to provide economic development support. MAEDA's principle focus is bringing new business into the City's Industrial Park and retaining existing businesses within the LDFA District. Funding of MAEDA is directly correlating with Council's Goal Area Four of Community and Economic Development.

With the potential sale of five lots in the LDFA area, the LDFA is researching available land to expand the district. The cost for additional land is unknown at this time. There are no Capital expenditures included this year.

FY 2020 LDFA REVENUES		
TAXES	\$ 391,540	96%
INTEREST	15,000	4%
BOND PROCEEDS	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 406,540</b>	<b>100%</b>



FY 2020 LDFA EXPENDITURES		
OPERATIONS	\$ 344,900	71%
DEBT SERVICE	93,780	19%
TRANSFERS OUT	50,537	10%
<b>TOTAL EXPENDITURES</b>	<b>\$ 489,217</b>	<b>100%</b>



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

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

<b>City of Marshall</b>						
<b>Local Development Finance Authority</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
296-000-402.00	Current Property Taxes	245,693	261,891	251,263	256,540	421,877
296-000-402.00	Property Taxes - Prior Years	0	6,675	0	0	0
296-000-441.00	Local Community Stabilization Tax	198,000	183,183	175,000	135,000	135,000
296-000-665.00	Interest	15,387	23,476	15,000	15,000	15,000
296-000-671.00	Miscellaneous Revenue	0	1,000	0	0	0
296-000-696.00	Bond Proceeds	0	0	500,000	0	0
	<b>L DFA Revenues Total:</b>	<b>459,080</b>	<b>476,225</b>	<b>941,263</b>	<b>406,540</b>	<b>571,877</b>
<b>Expenditures</b>						
296-000-801.00	Professional Services	35,324	168,986	25,000	25,500	26,010
296-000-803.00	Service Fee	300	400	500	500	500
296-000-805.00	Administrative Costs	24,205	24,378	24,205	50,537	50,537
296-000-805.00	Administrative Costs - Public Safety			66,000	66,000	0
296-000-810.00	Dues & Memberships	275	0	0	0	0
296-000-811.00	Taxes	3,326	496	3,400	3,400	3,400
296-000-820.00	Contracted Services	248,116	241,564	248,000	248,000	248,000
296-000-902.00	Marketing	0	210	1,500	1,500	1,500
296-000-922.00	Utilities-Elec, Water, Sewer	0	0	0	0	0
296-000-941.01	Data Processing	0	0	0	0	0
296-000-970.00	Capital Outlay		31,083	500,000	0	
296-000-990.00	Debt Service	90,000	90,000	90,000	90,000	155,000
296-000-995.00	Bond Interest Paid	14,850	11,340	7,560	3,780	3,780
296-000-999.00	Transfers to Other Funds	0	0	0	0	0
	<b>L DFA Expenditures Total:</b>	<b>416,396</b>	<b>568,457</b>	<b>966,165</b>	<b>489,217</b>	<b>488,727</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>42,684</b>	<b>(92,232)</b>	<b>(24,902)</b>	<b>(82,677)</b>	<b>83,150</b>



## **DOWNTOWN DEVELOPMENT AUTHORITY**

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

The current Board consists of the following members:

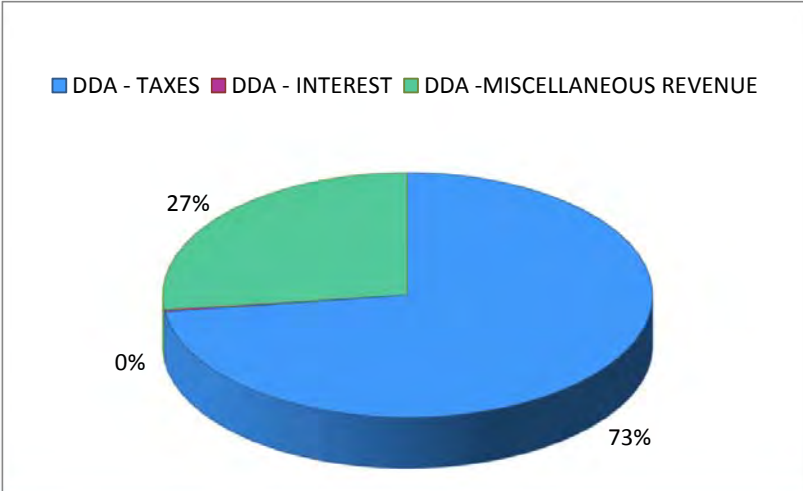
- Catherine Yates, Chairperson
- J.P. Walters, Vice Chairperson
- Jason LaForge,
- Sue Damron
- Matt Davis
- Desmond Kirkland
- Bill DeSmet
- Jim Pardoe
- Tommy Miller
- Tom Tarkiewicz
- Randy Davis

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

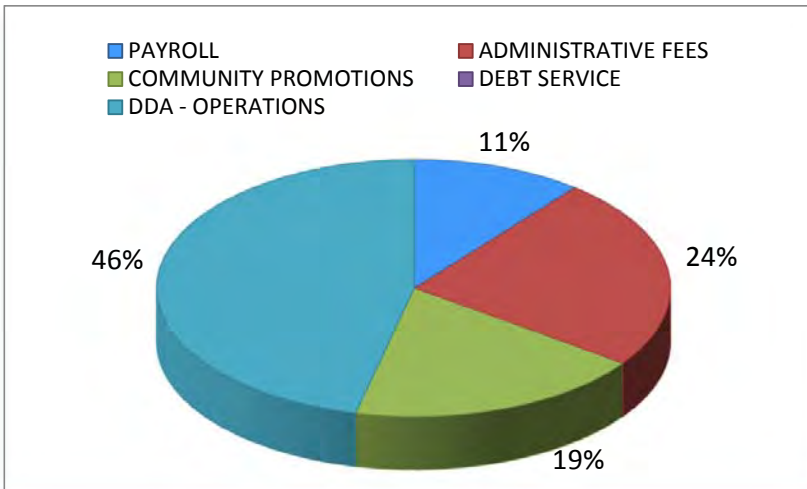
The DDA performs snow removal from the sidewalks within the District. The DDA also uses City crews to remove rubbish from the downtown trash containers and maintains the parking structure with pavement wash downs and snow removal.

The proposed FY 2020 DDA budget highlights includes \$23,000 is allocated as a payment to the Marshall Area Economic Development Alliance (MAEDA) to provide downtown business support. \$16,125 is allocated for debt payments for a 2002 Capital Improvement bond. Capital expenditures include \$50,000 for wayfinding signs. These and other allocations of the DDA are directly related to City Council's goal of creating and maintaining a "Vibrant Downtown".

FY 2020 DDA REVENUES		
DDA - TAXES	\$ 146,055	73%
DDA - INTEREST	540	0%
DDA - MISCELLANEOUS REVENUE	54,000	27%
<b>TOTAL REVENUES</b>	<b>\$ 200,595</b>	<b>100%</b>



FY 2020 DDA EXPENDITURES		
PAYROLL	\$ 18,330	11%
ADMINISTRATIVE FEES	41,377	24%
COMMUNITY PROMOTIONS	32,000	19%
DEBT SERVICE	-	0%
DDA - OPERATIONS	79,218	46%
<b>TOTAL EXPENDITURES</b>	<b>\$ 170,925</b>	<b>100%</b>



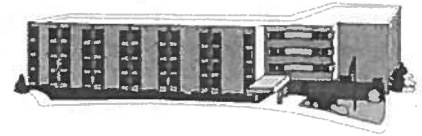
**City of Marshall**  
**Summary of Downtown Development Authority Debt**

	ISSUE: 32				<b>Budgeted in 298-000-805.00</b>		
	AUTH: Act 34				<b>Due to Status of Component Unit</b>		
	CUSIP: 572427						
	TYPE: DDA (LT)						
	PURPOSE: DDA - Parking Lots						
	DATED: September 5, 2012						
	CALLABLE: Fund 298 - Paid by G/F				<b>Total DDA Debt</b>		
Fiscal Year	<b>PRINCIPAL</b>	<b>RATE</b>	<b>INTEREST</b>	<b>TOTAL</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
Ending June 30	(6/1)		(6/1 & 12/1)				
2020	\$15,000	3.00%	\$1,350	\$16,350	\$15,000	\$1,350	\$16,350
2021	\$15,000	3.00%	\$900	\$15,900	\$15,000	\$900	\$15,900
2022	\$15,000	3.00%	\$450	\$15,450	\$15,000	\$450	\$15,450
	<u>\$45,000</u>		<u>\$2,700</u>	<u>\$47,700</u>	<u>\$45,000</u>	<u>\$2,700</u>	<u>\$47,700</u>

City of Marshall						
Downtown Development Authority		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Revenues</b>						
298-000-402.00	Current Property Taxes	114,908	115,188	118,369	120,855	123,393
298-000-404.00	Property Taxes - Prior Years	0	0	0	0	0
298-000-420.00	Delinquent Personal Prop Taxes	70	63	160	160	160
298-000-441.00	Local Community Stabilization Tax	13,000	38,029	12,000	25,000	25,000
298-000-445.00	Penalties & Int. on Taxes	51	71	40	40	40
298-000-665.00	Interest	354	342	540	540	540
298-000-671.00	Miscellaneous Revenue	55,163	65,743	54,000	54,000	54,000
298-000-675.00	Contrib. from Other Sources	14,310	1,790	0	0	0
	<b>DDA Revenues Sub-Total:</b>	<b>197,856</b>	<b>221,226</b>	<b>185,109</b>	<b>200,595</b>	<b>203,133</b>
<b>Expenditures</b>						
298-000-702.00	Payroll	0	63	0	0	0
298-000-702.01	Other Fringe Benefits-taxable	0	0	0	0	0
298-000-702.40	Payroll - Rubbish/Garbage	625	916	100	102	104
298-000-702.41	Payroll - Mowing/Trimming	0	301	1,326	1,353	1,380
298-000-702.42	Payroll - Parking Structure	410	1,308	4,080	4,162	4,245
298-000-702.43	Payroll - Sidewalk Snow Removal	20	436	204	208	212
298-000-702.44	Payroll - Flowers	1,397	1,008	2,244	2,289	2,335
298-000-703.00	Part-time Salaries	12,264	8,664	9,302	9,488	9,678
298-000-704.00	Overtime Salaries	0	1,079	0	0	0
298-000-704.40	Overtime - Rubbish/Garbage	127	0	0	0	0
298-000-704.42	Overtime - Parking Structure	199	0	0	0	0
298-000-704.43	Overtime - Sidewalk Snow Removal	0	0	0	0	0
298-000-704.44	Overtime - Flowers	0	0	0	0	0
298-000-715.00	Social Security	1,143	1,039	714	728	743
298-000-716.00	Hospitalization	0	0	0	0	0
298-000-717.00	Life Insurance	0	0	0	0	0
298-000-718.00	Retirement - D/B	0	0	0	0	0
298-000-721.00	Workers Compensation	0	0	0	0	0
298-000-755.00	Miscellaneous Supplies	3,203	601	1,000	1,020	1,040
298-000-755.01	Miscellaneous Supplies - Downtown Planters	1,070	1,828	2,500	2,550	2,601
298-000-777.00	MINOR TOOLS AND EQUIPMENT	0	22	100	100	100
298-000-801.00	Professional Services	519	300	510	520	530
298-000-803.00	Service Fee	308	156	308	308	308
298-000-805.00	Administrative Costs	35,433	50,195	65,075	41,377	40,927
298-000-820.00	Contracted Services	2,424	13,937	23,000	23,000	23,000
298-000-820.02	Contracted Maint. - Lawn		70	1,000	1,020	1,040
298-000-901.00	Advertising	0	173	0	0	0
298-000-945.00	COMMUNITY PROMOTIONS	35,205	36,543	32,000	32,000	32,000
298-000-964.00	Refund or Rebates	0	0	0	0	0
298-000-970.00	Capital Outlay	3,752	0	15,000	38,800	15,000
298-000-990.00	Debt Service	70,000	55,000	0		0
298-000-995.00	Bond Interest Paid	4,642	1,100	0		0
298-000-999.00	Transfers to Other Funds	0	0	0		0
		<b>172,741</b>	<b>174,739</b>	<b>158,463</b>	<b>159,025</b>	<b>135,243</b>
Dept 296-DDA Parking Ramp						
298-296-941.00	Motor Pool Equip Rental	4,000	4,128	4,000	4,000	4,000
Dept 297-DDA Sidewalk						
298-297-941.00	Motor Pool Equip Rental	10,596	7,900	5,500	7,900	7,900
Dept 729-Community Development						
298-729-850.00	Communications	213	0	0		0
298-729-941.01	Data Processing	0	0	0		0
298-729-969.00	Contingency	0	0	0		0
		213	0	0		0
	<b>DDA Expenditures Total:</b>	<b>187,550</b>	<b>186,767</b>	<b>167,963</b>	<b>170,925</b>	<b>147,143</b>
<b>Excess of Revenues Over (Under) Expenditures</b>						
		<b>10,306</b>	<b>34,459</b>	<b>17,146</b>	<b>29,670</b>	<b>55,990</b>

# Marshall House Apartments

Owned & Operated by City of Marshall



## BUDGET NARRATIVE

### SUMMARY:

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

### OBJECTIVE:

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

### PRIOR GOALS:

In the 2018 budget year, Marshall House moved forward with the improvements to the common area flooring. Third floor has been completed with a cost of \$10,267.34. This project is a major aesthetic improvement in addition to eliminating trip hazards from deteriorating spots in the pre-existing flooring. The safety and comfort of our residents and guests moving about the building has been enhanced as well. These improvements on the flooring and fresh paint on the hallway walls have boosted morale and are improving the marketability of Marshall House.

Marshall House made efforts to improve the drainage of water from around the posterior of the property. A drainage tile project was completed in July in order to reroute standing water out to the creek. Water impeded the thruway on the sidewalks where tenants stroll/scamper about. The \$4,375.50 project was a success. No more muddy shoes or wet socks here!

November was the month that new exterior steel doors were purchased, installed and painted. Other common area doors required adjustments and repairs. The total project cost was \$7,857.00 and has bettered our security of the building and enhanced the exterior.

### CURRENT GOALS:

Marshall House continues to move in the direction of replacing the secured entry system with an audio/video capable system. Cost for this upgrade is anticipated to be over \$160,000. A projected time frame for this project remains late 2019 to be funded through potential grants and the HRRF.

Three units are being kept vacant in order to enter into a remodeling project for them. One of those units is an accessible unit. Blueprints are ready and a request for proposals from General Contractors is in the

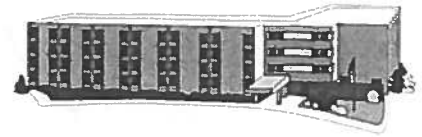


200 E. Spruce Street • Marshall, MI 49068 • Phone 269-781-2391 • Fax 269-781-9811



# Marshall House Apartments

Owned & Operated by City of Marshall



works. Marshall House is anticipating approximately \$25,000/per unit. The project would be funded through the HRRF account.

The final phase of the common area floor replacement is due for this 2019-2020 budget year. Painting common area walls and floor replacement in the hallways, library, main office and lobby will all be included in this last phase. The first floor project has considerable more square footage to cover than the previous floors; therefore, the anticipated cost for the final phase is at approximately \$20,000.00.

Taking in consideration a couple comments that were made on a tenant survey last year, Marshall House is pursuing quotes on converting the screened in porch to an All-Season room. A visit and discussions with a certified architect has outlined that such a project would require windows to replace the screens, rooftop appliances for heat and cooling, new flooring and electrical access all would need to be implemented. Costs for such a project have not been determined as of yet as the project is still in its infancy.

## FUTURE GOALS:

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

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

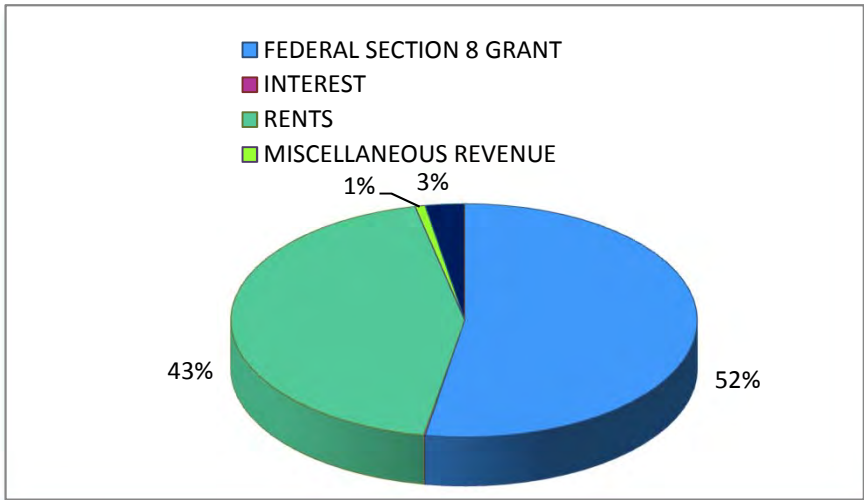
Window replacement for the entire building is forthcoming. Marshall House experiences leakage around some of the unit's windows due to old deteriorating flashing. Additionally, the existing windows are large and cumbersome and should be reconfigured to a more manageable size for movement for our clientele. Upgrading and replacing these windows would address and improve on both of these issues. Additionally, after our bi-annual HUD inspection of our property, it has become apparent that the original apartment entry doors, common area doors, and hardware are in need of replacement. It would be remarkable to lump these major projects together and provide the tenants these upgrades at the same time. Doing so would consolidate interruptions to their daily lives and furnish them with more manageable sources of passage.



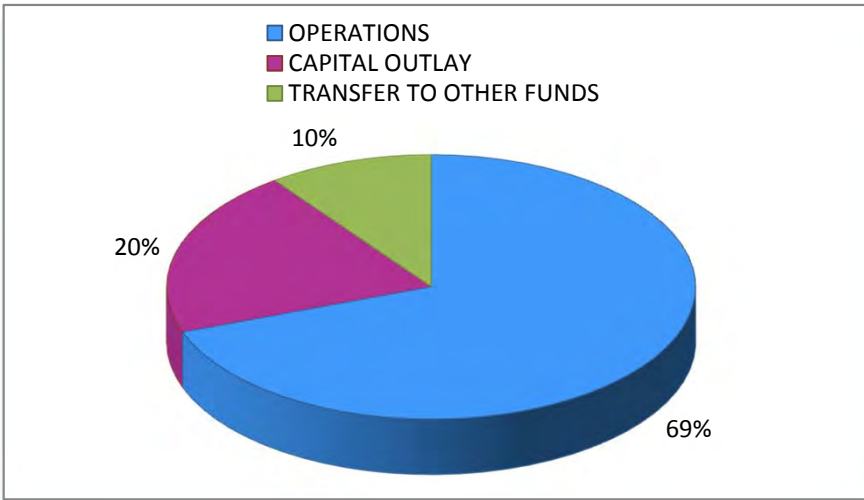
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FY 2020 MARSHALL HOUSE REVENUES		
FEDERAL SECTION 8 GRANT	\$ 470,601	52%
INTEREST	\$ 1,000	0%
RENTS	390,912	43%
MISCELLANEOUS REVENUE	15,200	1%
MISCELLANEOUS REVENUE - CABLE	24,300	3%
CONTRIBUTIONS - MARSHALL HOUSE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 902,013</b>	<b>100%</b>



FY 2020 MARSHALL HOUSE EXPENDITURES		
OPERATIONS	\$ 645,454	69%
CAPITAL OUTLAY	190,500	20%
TRANSFER TO OTHER FUNDS	93,818	10%
<b>TOTAL EXPENDITURES</b>	<b>\$ 929,772</b>	<b>100%</b>



# City of Marshall

Marshall House		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Revenues</b>						
536-000-531.00	Federal Section 8 Grant	439,866	437,432	459,123	470,601	482,366
536-000-665.00	Interest	1,196	1,175	1,000	1,000	1,000
536-000-667.00	Rents	358,060	368,159	381,377	390,912	400,684
536-000-671.00	Miscellaneous Revenue	17,283	17,537	15,200	15,200	15,200
536-000-671.02	Misc. Revenue-Cable	23,425	25,065	24,300	24,300	24,300
536-000-675.02	Contributions - Marshall House	40,000	110,100	0	0	0
536-000-681.00	Sales of Fixed Assets	0	0	0	0	0
	<b>Marshall House Revenues Total:</b>	<b>879,830</b>	<b>959,468</b>	<b>881,000</b>	<b>902,013</b>	<b>923,550</b>
<b>Expenditures</b>						
536-700-702.00	Payroll	116,346	141,576	117,212	119,556	121,947
536-700-702.01	Other Fringe Benefits-taxable	1,369	773	905	1,006	1,043
536-700-703.00	Part-time Salaries	18,052	22,071	25,220	34,440	34,440
536-700-704.00	Overtime Salaries	69	86	1,300	2,580	2,580
536-700-715.00	Social Security	9,453	9,679	11,065	12,055	12,241
536-700-716.00	Hospitalization	43,811	41,387	44,320	31,330	35,090
536-700-717.00	Life Insurance	207	216	216	216	216
536-700-718.00	Retirement - D/B	42,772	17,725	43,530	49,124	53,397
536-700-718.10	Retirement - D/C		6,478	6,800	6,936	7,075
536-700-718.01	Retiree Health Insurance	14,197	14,317	15,320	19,975	22,372
536-700-720.00	Unemployment	0	0	0	0	0
536-700-721.00	Workers Compensation	288	1,130	1,135	1,135	1,135
536-700-727.00	Office Supplies	1,350	177	1,100	1,122	1,144
536-700-727.02	Postage and Shipping	0	0	0	0	0
536-700-740.00	Operating Supplies	5,759	5,561	5,600	5,712	5,826
536-700-741.00	Uniforms	260	290	260	260	260
536-700-755.00	Miscellaneous Supplies	0	0	0	0	0
536-700-757.00	Fuels & Lubricants	0	0	0	0	0
536-700-760.00	Medical Services	0	0	120	120	120
536-700-776.00	Building Maintenance Supplies	8,421	11,893	16,500	16,830	17,167
536-700-801.00	Professional Services	295	16,497	1,600	11,781	12,017
536-700-802.00	Management and Admin Fee	0	0	0	0	0
536-700-803.00	Service Fee	4	0	0	0	0
536-700-805.00	Administrative Costs	0	0	0	0	0
536-700-810.00	Dues & Memberships	3,986	841	4,425	7,825	7,825
536-700-820.00	Contracted Services	48,889	47,729	45,000	45,900	46,818
536-700-820.03	Contracted Maintenance		19,107	22,000	22,440	22,889
536-700-825.00	Insurance	11,825	12,427	12,193	12,315	12,438
536-700-850.00	Communications	5,339	3,090	4,000	4,000	4,000
536-700-860.00	Transportation & Travel	544	2,017	1,500	1,500	1,500
536-700-901.00	Advertising	129	345	250	250	250
536-700-921.00	Utilities - Gas	17,194	18,875	21,850	21,850	21,850
536-700-922.00	Utilities-Elec, Water, Sewer	65,675	65,388	67,000	67,000	67,000
536-700-923.00	Cable	16,318	16,318	16,330	16,330	16,330
536-700-930.00	Equipment Maintenance	829	1,203	2,000	2,040	2,081
536-700-931.00	Maintenance of Building	53,629	37,628	53,000	45,747	46,662
536-700-941.00	Motor Pool Equip Rental	895	373	300	420	420
536-700-941.01	Data Processing	11,810	10,010	10,010	10,259	10,258
536-700-958.00	Education & Training	805	1,485	4,000	4,000	4,000
536-700-968.00	Depreciation	53,143	59,713	69,400	69,400	69,400
536-700-970.00	Capital Outlay	10,218	22,648	146,500	190,500	88,000
536-700-970.06	Capital Outlay-Replacement Rsv	1,035	0	0	0	0
536-700-999.00	Transfers to Other Funds	83,818	93,818	93,818	93,818	93,818
		<b>648,734</b>	<b>702,871</b>	<b>865,779</b>	<b>929,772</b>	<b>843,609</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>231,096</b>	<b>256,597</b>	<b>15,221</b>	<b>(27,759)</b>	<b>79,941</b>



**ALLOCATED POSITIONS: MARSHALL HOUSE**

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Facilities Manager	0.10	0.10	0.10	0.10	0.10
Marshall House Administrator	1.00	1.00	1.00	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00	1.00
Maintenance	1.00	1.00	1.00	1.00	1.00
Total	3.10	3.10	3.10	3.10	3.10

## MARSHALL FIBER DEPARTMENT

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.

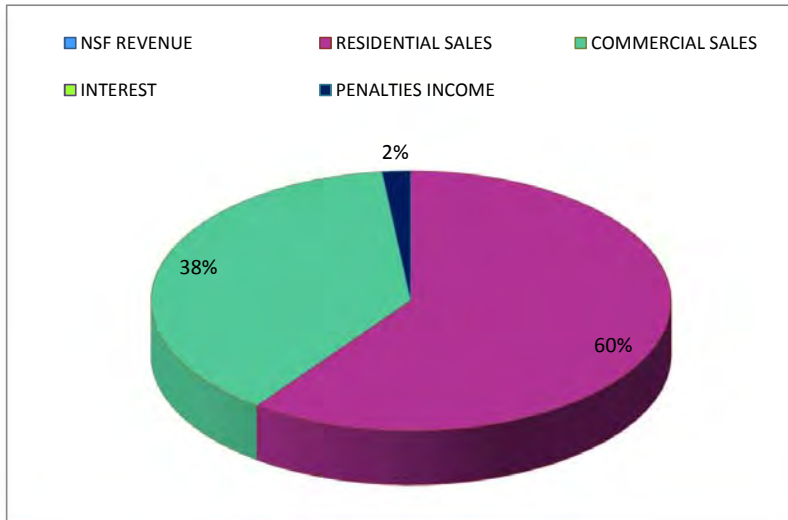
In 2015 the Marshall City Council identified providing Fiber-To-The-Premise (FTTP) ultra-high-speed internet availability to residences and businesses as an objective that is contained in all four (4) of the major goals of its strategic plan. The FTTP system was completed in late 2018 and ultra-high-speed internet service is now available to all city residents and businesses. The department is currently staffed with a Director of Electric/Fiber Utilities; a Fiber Technical Manager; a Fiber Customer Service/Marketing Manager; two Fiber Field Technicians; and a Fiber Customer Service Representative.

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.

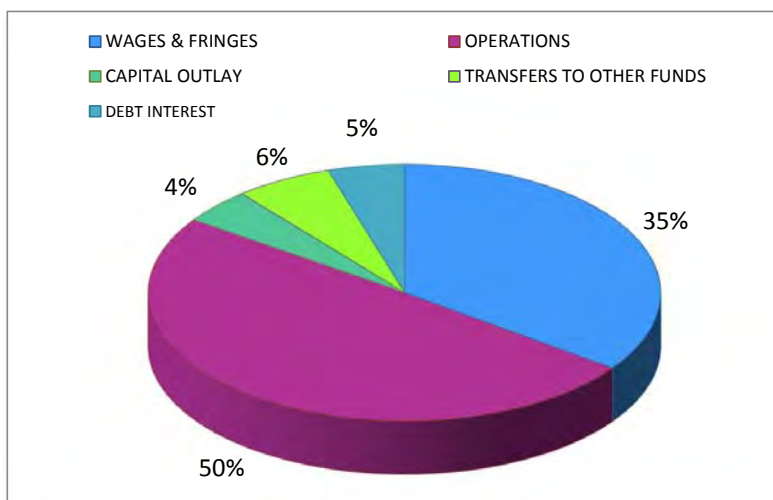
The construction of the fiber system was completed by year end 2018 at a cost of \$3.1 million with 1080 rate paying customers being connected to the fiber system by June 30, 2019 generating \$500k of annual revenue. Revenue for the 2019/20 fiscal year is expected to be \$1.4 million.

The fiscal year 2019/20 requested budget for the Fiber Department is \$1,125,028 compared to a \$1,831,100 budget in 2018/19. The \$706,072 budget reduction is attributable to the reduced capital outlay because of reduced construction expenditures as the fiber system is now complete. It is expected that 522 new customers will be connected to the system in fiscal year 2019/20. The 2019/20 budget was developed on an on-going operation and maintenance expense basis. Included in the plan, in addition to personnel related expenses (\$394.3k), are: operational expenses associated with providing a second internet provider for fail-over capability - \$60k; Tier II/III support - \$150k; Customer Management System - \$22k; and after hour call-center support - \$10k. The current IRR for the project is 18.7% and the payback period is 7.6 years.

FY 2020 FTTP REVENUES		
NSF REVENUE	\$ -	0%
RESIDENTIAL SALES	851,160	60%
COMMERCIAL SALES	541,200	38%
INTEREST	-	0%
PENALTIES INCOME	25,000	2%
<b>TOTAL REVENUES</b>	<b>\$ 1,417,360</b>	<b>100%</b>



FY 2020 FTTP EXPENDITURES		
WAGES & FRINGES	\$ 397,096	35%
OPERATIONS	563,314	50%
CAPITAL OUTLAY	50,000	4%
TRANSFERS TO OTHER FUNDS	69,618	6%
DEBT INTEREST	55,000	5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,135,028</b>	<b>100%</b>



# City of Marshall

<b>Fiber to the Premise (FTTP)</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
570-000-601.00	NSF Revenue					
570-000-636.00	Residential Sales		24,439	720,000	851,160	913,440
570-000-644.00	Commercial Sales		13,854	360,000	541,200	580,800
570-000-660.00	Penalties Income		190		25,000	25,000
570-000-665.00	Interest	875	2,111			
570-000-671.00	Miscellaneous Revenue					
570-000-694.00	Cash - Over & Short					
	<b>Fiber to the Premise Revenues Total:</b>	<b>875</b>	<b>40,594</b>	<b>1,080,000</b>	<b>1,417,360</b>	<b>1,519,240</b>
<b>Expenditures</b>						
570-570-702.00	Payroll	32,650	193,185	239,286	252,920	257,978
570-570-702.01	Other Fringe Benefits - Taxable	100	492	480	480	480
570-570-703.00	Part-time Salaries	0	4,543	0	27,600	28,152
570-570-704.00	Overtime Salaries	0	6,519	0	0	0
570-570-715.00	Social Security	2,299	14,770	18,342	21,497	21,926
570-570-716.00	Hospitalization	2,954	37,362	59,315	57,809	64,746
570-570-717.00	Life Insurance	49	292	280	563	563
570-570-718.00	Retirement - DC	1,875	15,637	23,930	25,292	25,798
570-570-720.00	Unemployment	0	0	0	0	0
570-570-721.00	Workers Compensation	0	498	7,935	7,935	7,935
570-570-727.00	Office Supplies	85	540	1,000	1,020	1,040
570-570-727.02	Postage and Shipping	0	0	500	510	520
570-570-740.00	Operating Supplies	0	622	1,000	1,020	1,040
570-570-741.00	Uniforms	0	1,035	1,000	1,000	1,000
570-570-761.00	Safety Supplies	57	3,558	1,000	1,020	1,040
570-570-775.00	Repair & Maintenance Supplies	0	0	0	0	0
570-570-777.00	MINOR TOOLS AND EQUIPMENT	0	12,821	3,000	3,000	3,000
570-570-801.00	Professional Services	370	1,709	2,000	25,000	25,500
570-570-805.00	Administrative Costs	0	0	0	0	0
570-570-820.00	Contracted Services	62,438	353	200,000	268,000	273,360
570-570-825.00	Insurance	0	0	0	5,000	5,000
570-570-850.00	Communications	75	2,298	1,000	1,000	1,000
570-570-860.00	Transportation & Travel	0	173	1,000	1,000	1,000
570-570-901.00	Advertising	187	2,102	2,500	2,500	2,500
570-570-902.00	Marketing	17,514	2,128	6,000	6,000	6,000
570-570-922.00	Utilities-Elec, Water, Sewer	0	248	0	10,000	10,000
570-570-930.00	Equipment Maintenance	326	15,081	264,725	25,000	25,500
570-570-932.00	Vehicle Maintenance	0	0	1,000	1,000	1,000
570-570-940.00	Rentals - PSB	0	8,246	11,196	15,265	15,265
570-570-941.00	Motor Pool Equip Rental	82	17,599	51,250	59,300	59,300
570-570-941.01	Data Processing	0	0	12,169	13,717	13,717
570-570-942.00	Rent	0	0	0	0	0
570-570-958.00	Education & Training	0	0	3,000	3,000	3,000
570-570-968.00	Depreciation	0	0	109,052	122,962	123,017
570-570-970.00	Capital Outlay	2,168	22,238	700,000	50,000	0
570-570-995.00	Advance/Loan Interest Paid	12,500	55,000	50,000	55,000	50,000
570-570-999.00	Transfers to Other Funds	0	17,420	59,140	69,618	74,713
	<b>Fiber to the Premise Expenditures Total:</b>	<b>135,729</b>	<b>436,469</b>	<b>1,831,100</b>	<b>1,135,028</b>	<b>1,105,090</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(134,854)</b>	<b>(395,875)</b>	<b>(751,100)</b>	<b>282,332</b>	<b>414,150</b>

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

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Fiber & Electric Utilities	0.20	0.20	0.20	0.20	0.20
Utility Engineer	0.75	0.75	0.75	0.75	0.75
FiberNet Marketing Manager	1.00	1.00	1.00	1.00	1.00
FiberNet Customer Service Representative	0.00	0.75	0.75	0.75	0.75
FiberNet Installation Techs	0.00	2.00	2.00	2.00	2.00
<b>Total</b>	<b>1.95</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>

## MARSHALL ELECTRIC DEPARTMENT

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

The Marshall Municipal Electric Department was formed in 1893 with the City's acquisition of the hydroelectric facility located at its present site on the Kalamazoo River. The department is currently staffed with a Director of Electric Utilities; eight (8) Journey Line Workers; one (1) Electric Line Apprentice; four (4) Powerhouse and three (3) Meter Department employees. The employees are dedicated to provide quality electric services at a reasonable cost to the city's 3872 residential, 664 commercial and 18 industrial customers. In addition to providing service to customers the department also manages the street and security lighting systems consisting of 1400 lights.

The 2019/20 requested budget for the department is \$22,132,003 with \$12,500,000 being allocated for power supply purchases. Included in the total electric revenues (\$22,100,900) is \$9,110,400 from anticipated Michigan Medical Marijuana Facilities (MMMMF). Also included projects in the Capital Outlay Section are: 1) Pearl St. Substation increase in capacity (\$2.5 mil); 2) Engineering costs associated with the dam remediation project (\$250k); and, Electric distribution circuit upgrades (\$100k). The Electric Department budget was developed to support the city's Goal Areas #1 (ECONOMIC DEVELOPMENT); Goal Area #2 (QUALITY OF LIFE) and Goal Area #4 (INFRASTRUCTURE).

Electric power supply is approximately 56% of the cost of providing electric service to the residents and customers, therefore significant attention is applied to the purchase and cost control of the electricity purchases.

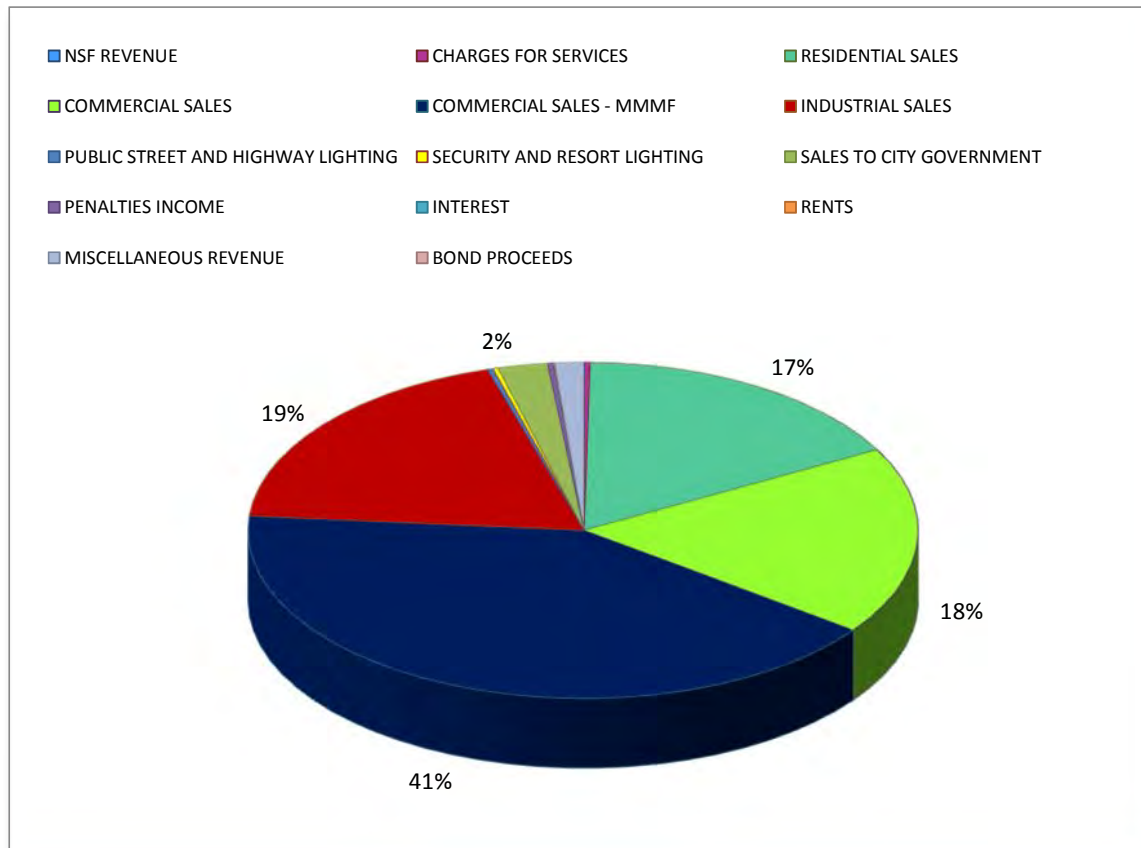
Electric power supply is currently provided through diverse long-term contracts with major out-of-state electric generating facilities with a small generation contribution from the one (1) remaining city owned hydro generator and three (3) diesel/natural gas generators located at the city's power house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

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

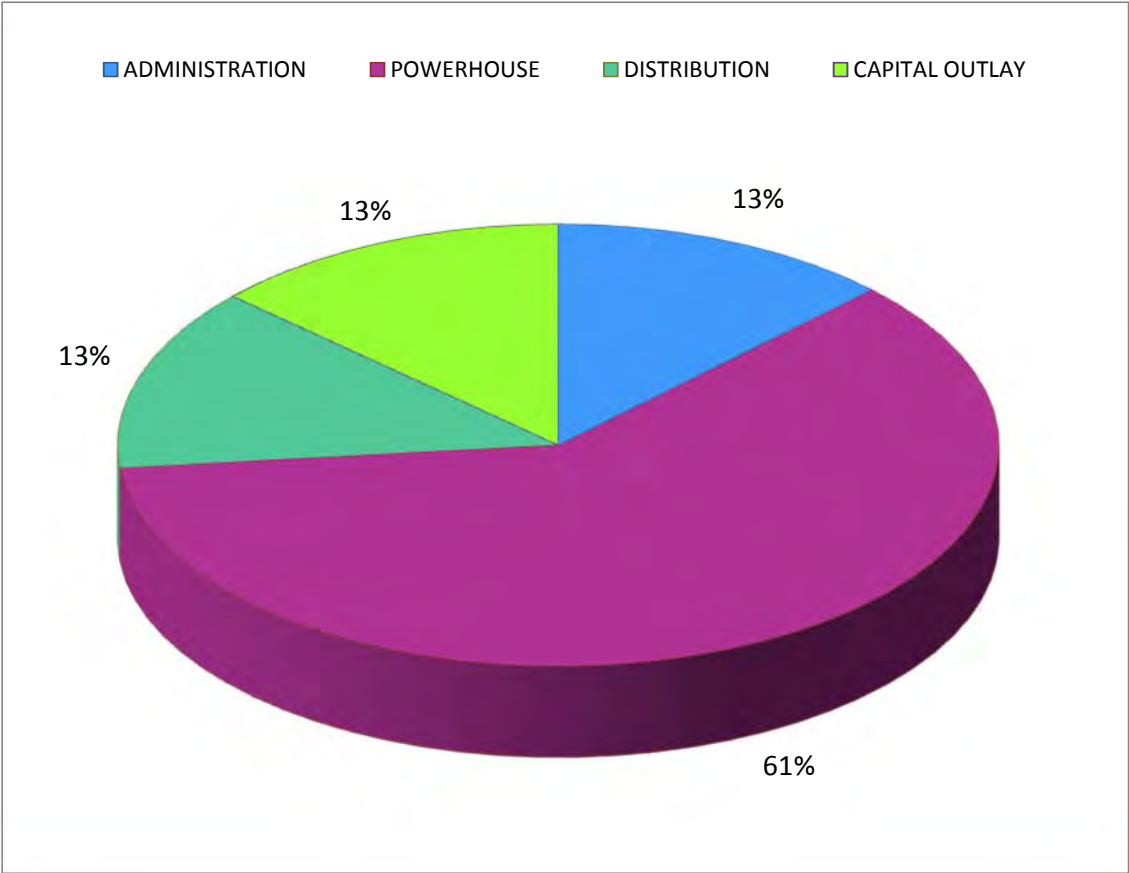
The department is affiliated with the Michigan Municipal Electric Association (MMEA); the American Municipal Power organization (AMP); the American Public Power Association (APPA) and the Michigan South Central Power Agency (MSCPA) to gain the collective benefit of addressing state and federal issues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

## FY 2020 ELECTRIC REVENUES

NSF REVENUE	\$ 3,100	0%
CHARGES FOR SERVICES	60,000	0%
RESIDENTIAL SALES	3,700,000	17%
COMMERCIAL SALES	4,000,000	18%
COMMERCIAL SALES - MMMF	9,110,400	41%
INDUSTRIAL SALES	4,200,000	19%
PUBLIC STREET AND HIGHWAY LIGHTING	58,000	0%
SECURITY AND RESORT LIGHTING	55,000	0%
SALES TO CITY GOVERNMENT	530,000	2%
PENALTIES INCOME	60,000	0%
INTEREST	8,000	0%
RENTS	6,400	0%
MISCELLANEOUS REVENUE	310,000	1%
BOND PROCEEDS	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 22,100,900</b>	<b>100%</b>



FY 2020 ELECTRIC EXPENDITURES		
ADMINISTRATION	\$ 2,788,668	13%
POWERHOUSE	13,444,785	61%
DISTRIBUTION	2,968,550	13%
CAPITAL OUTLAY	2,930,000	13%
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,132,003</b>	<b>100%</b>





**City of Marshall  
Summary of Electric Debt**

Fiscal Year Ending June 30	ISSUE: 11 AUTH: Act 94 CUSIP: 572444 TYPE: Revenue PURPOSE: Electric DATED: June 1, 1999 CALLABLE: 9/1/09 @ 100 Fund 582				ISSUE: 28 AUTH: CUSIP: 572427 TYPE: Limited Tax PURPOSE: Alley Project DATED: May 30, 2007 CALLABLE: Refunded 7/20/2016 Fund 582				ISSUE: 36 AUTH: CUSIP: 572427 TYPE: Limited Tax PURPOSE: Brewer St. Substation DATED: July 20, 2016 CALLABLE: Fund 582				Total Electric Debt		
	PRINCIPAL 4/1	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2020	\$85,000	2.00%	\$1,700	\$86,700	\$45,000	2.00%	\$13,400	\$58,400	\$130,000	2.00%	\$104,750	\$234,750	\$260,000	\$119,850	\$379,850
2021					\$45,000	3.00%	\$12,500	\$57,500	\$135,000	3.00%	\$102,150	\$237,150	\$180,000	\$114,650	\$294,650
2022					\$45,000	3.00%	\$11,150	\$56,150	\$135,000	3.00%	\$98,100	\$233,100	\$180,000	\$109,250	\$289,250
2023					\$45,000	4.00%	\$9,800	\$54,800	\$140,000	4.00%	\$94,050	\$234,050	\$185,000	\$103,850	\$288,850
2024					\$45,000	4.00%	\$8,000	\$53,000	\$145,000	4.00%	\$88,450	\$233,450	\$190,000	\$96,450	\$286,450
2025					\$50,000	4.00%	\$6,200	\$56,200	\$155,000	4.00%	\$82,650	\$237,650	\$205,000	\$88,850	\$293,850
2026					\$50,000	4.00%	\$4,200	\$54,200	\$160,000	4.00%	\$76,450	\$236,450	\$210,000	\$80,650	\$290,650
2027					\$55,000	4.00%	\$2,200	\$57,200	\$165,000	4.00%	\$70,050	\$235,050	\$220,000	\$72,250	\$292,250
2028									\$170,000	4.00%	\$63,450	\$233,450	\$170,000	\$63,450	\$233,450
2029									\$180,000	4.00%	\$56,650	\$236,650	\$180,000	\$56,650	\$236,650
2030									\$185,000	4.00%	\$49,450	\$234,450	\$185,000	\$49,450	\$234,450
2031									\$195,000	4.00%	\$42,050	\$237,050	\$195,000	\$42,050	\$237,050
2032									\$200,000	4.00%	\$34,250	\$234,250	\$200,000	\$34,250	\$234,250
2033									\$210,000	3.00%	\$26,250	\$236,250	\$210,000	\$26,250	\$236,250
2034									\$215,000	3.00%	\$19,950	\$234,950	\$215,000	\$19,950	\$234,950
2035									\$220,000	3.00%	\$13,500	\$233,500	\$220,000	\$13,500	\$233,500
2036									\$230,000	3.00%	\$6,900	\$236,900	\$230,000	\$6,900	\$236,900
2037	\$85,000		\$1,700	\$86,700	\$380,000		\$67,450	\$447,450	\$2,970,000		\$1,029,100	\$3,999,100	\$3,435,000	\$1,098,250	\$4,533,250

# City of Marshall

<b>Electric</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FT 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
582-000-445.00	Penalties & Int. on Taxes	347	129	0	0	0
582-000-588.00	Contribution from Local Units	0	5,000	0	0	0
582-000-601.00	NSF Revenue	2,600	3,125	3,100	3,100	3,100
582-000-607.00	Charges for Services - Fees	58,721	59,001	60,000	60,000	60,000
582-000-636.00	Residential Sales	3,558,887	3,488,786	3,700,000	3,700,000	3,700,000
582-000-644.00	Commercial Sales	4,013,594	3,995,859	4,000,000	4,000,000	4,000,000
582-000-644.01	Commercial Sales - MMMF	0	0	5,500,000	9,110,400	18,220,800
582-000-645.00	Industrial Sales	3,960,038	4,141,158	4,200,000	4,200,000	4,200,000
582-000-646.00	Public Str. & Hwy. Lighting	55,950	55,917	58,000	58,000	58,000
582-000-647.00	Security & Resort Lighting	52,142	49,646	55,000	55,000	55,000
582-000-648.00	Sales to City Government	532,420	541,848	530,000	530,000	530,000
582-000-660.00	Penalties Income	66,224	62,185	60,000	60,000	60,000
582-000-665.00	Interest	13,518	32,851	8,000	8,000	8,000
582-000-667.00	Rents	7,166	6,401	6,400	6,400	6,400
582-000-671.00	Miscellaneous Revenue	113,628	164,629	70,000	310,000	0
582-000-673.00	Sale of Fixed Assets	60	682	0	0	0
582-000-692.00	INCR/DECR VALUE OF INVESTMENTS	342,459	1,427,422	0	0	0
582-000-696.00	Bond Proceeds	0	0	0	0	0
	<b>Electric Revenues Total:</b>	<b>12,777,754</b>	<b>14,034,639</b>	<b>18,250,500</b>	<b>22,100,900</b>	<b>30,901,300</b>
<b>Expenditures</b>						
	<b>Administration</b>					
582-539-702.00	Payroll	156,361	139,667	165,700	223,352	227,819
582-539-702.01	Other Fringe Benefits-taxable	2,463	2,970	3,420	3,420	3,420
582-539-703.00	Part-time Salaries	577	3,002	3,185	3,249	3,314
582-539-704.00	Overtime Salaries	119	31	0	0	0
582-539-715.00	Social Security	11,544	11,411	13,181	17,597	17,943
582-539-716.00	Hospitalization	50,923	65,465	27,575	43,750	49,000
582-539-717.00	Life Insurance	131	132	147	275	275
582-539-718.00	Retirement - D/B	90,233	150,183	258,564	291,789	317,175
582-539-718.10	Retirement - D/C		10,789	11,050	16,705	17,039
582-539-718.01	Retiree Health Insurance	467,846	455,485	507,962	619,623	693,978
582-539-721.00	Workers Compensation	800	783	817	825	833
582-539-727.00	Office Supplies	3,023	3,116	5,100	5,202	5,306
582-539-727.02	Postage and Shipping	17,610	12,876	16,320	16,646	16,979
582-539-740.00	Operating Supplies	1,309	6	1,040	1,061	1,082
582-539-755.00	Miscellaneous Supplies	0	122	208	212	216
582-539-760.00	Medical Services	0	0	0	0	0
582-539-801.00	Professional Services	23,019	244,454	73,000	74,460	75,949
582-539-803.00	Service Fee	150	270	250	250	250
582-539-804.00	BANK FEES	625	644	700	700	700
582-539-805.00	Administrative Costs	4,507	1,246	4,550	4,550	4,550
582-539-810.00	Dues & Memberships	10,895	11,766	14,500	14,500	14,500
582-539-813.00	Energy Optimization	41,978	47,996	40,000	40,000	40,000
582-539-820.00	Contracted Services	9,768	13,116	21,369	21,796	22,232

582-539-825.00	Insurance	39,644	44,041	41,304	42,130	42,973
582-539-826.00	Bond Issuance Costs	88,505	0	0	0	0
582-539-850.00	Communications	57	0	150	150	150
582-539-860.00	Transportation & Travel	1,946	1,487	3,600	3,600	3,600
582-539-901.00	Advertising	316	465	1,000	1,000	1,000
582-539-930.00	Equipment Maintenance	378	(61)	714	728	743
582-539-941.01	Data Processing	17,969	14,508	14,508	11,342	11,342
582-539-956.00	Bad Debt Expense	0	42,610	1,500	1,500	1,500
582-539-958.00	Education & Training	3,133	2,086	2,000	2,000	2,000
582-539-966.00	Amortization	453	(14,006)	2,200	2,200	2,200
582-539-968.00	Depreciation	16,535	16,535	16,535	16,536	16,536
582-539-995.00	Bond Interest Paid	117,356	128,725	125,050	119,850	114,650
582-539-999.00	Transfers to Other Funds	1,592,323	1,116,729	1,113,190	1,187,670	824,550
	<b>Administration Expenditures Total:</b>	<b>2,772,496</b>	<b>2,528,649</b>	<b>2,490,389</b>	<b>2,788,668</b>	<b>2,533,804</b>
<b>Expenditures</b>	<b>Powerhouse</b>					
582-543-704.00	Overtime Salaries	12,086	5,776	15,300	15,606	15,918
582-543-704.03	Overtime - Overhead Lines	0	300	0		0
582-543-704.04	Overtime- Electrical Apparatus	84	86	0		0
582-543-704.25	Overtime - Hydro	0	0	0		0
582-543-705.00	Station Labor	127,111	116,847	222,196	227,236	231,781
582-543-705.01	Other Fringe Benefits-taxable	22,912	23,314	23,192	23,192	23,192
582-543-710.01	Labor - Structure Imp. & Maint	32,304	14,508	0		0
582-543-710.03	Labor - Diesels & Generators	30,564	51,125	18,360	18,727	19,102
582-543-710.04	Labor - Electrical Apparatus	14,242	21,550	0		0
582-543-710.24	Labor - Dam & Waterways	12,067	13,613	0		0
582-543-710.25	Labor - Hydro	12,811	8,633	0		0
582-543-715.00	Social Security	19,050	19,450	21,347	23,217	23,646
582-543-716.00	Hospitalization	59,814	47,582	69,390	67,526	75,629
582-543-717.00	Life Insurance	293	326	317	528	528
582-543-718.00	Retirement - D/B	122,323	18,596	98,198	110,816	120,457
582-543-718.10	Retirement - D/C		12,488	15,305	15,611	15,923
582-543-721.00	Workers Compensation	6,162	4,133	6,287	6,350	6,413
582-543-727.02	Postage and Shipping	7	127	204	208	214
582-543-738.00	Purchase Power - MSCPA	8,333,256	7,900,442	11,500,000	12,555,000	17,110,000
582-543-740.00	Operating Supplies	3,054	1,818	4,162	4,245	4,330
582-543-741.00	Uniforms	3,716	3,578	5,000	5,000	5,000
582-543-750.00	Diesel Fuel - Oil	8,835	2,495	10,000	10,000	10,000
582-543-751.00	Diesel Fuel - Gas	13,182	21,907	12,000	12,000	12,000
582-543-752.00	Lubricants	505	130	2,000	2,000	2,000
582-543-757.00	Fuels & Lubricants	(16,247)	0	0	0	0
582-543-760.00	Medical Services	0	0	0	0	0
582-543-761.00	Safety Supplies	1,630	1,476	2,550	2,550	2,550
582-543-776.00	Building Maintenance Supplies	2,208	1,929	3,264	3,264	3,264
582-543-777.00	MINOR TOOLS AND EQUIPMENT	3,138	1,974	3,500	3,500	3,500
582-543-780.01	Maintenance - Structures & Imp	10,760	5,799	8,000	8,000	8,000
582-543-780.02	Maint. - Fuel Oil Tanks	2,663	0	20,000	20,000	5,000
582-543-780.03	Maint.- Diesels & Generator	7,846	18,662	10,000	10,000	10,000
582-543-780.04	Maint. - Electrical Apparatus	6,551	15,751	41,000	41,000	41,000

582-543-780.24	Maintenance - Dam & Waterways	501	0	2,000	2,000	2,000
582-543-780.25	Maintenance - Hydro	380	143	1,500	1,500	1,500
582-543-801.00	Professional Services	50,112	10,945	56,100	57,222	58,366
582-543-820.00	Contracted Services	12,032	33,250	40,800	41,616	42,448
582-543-832.00	State Emmission Fee	2,594	1,326	6,000	6,000	6,000
582-543-850.00	Communications	1,969	2,118	3,000	3,000	3,000
582-543-860.00	Transportation & Travel	50	230	1,000	1,000	1,000
582-543-921.00	Utilities - Gas	0	0	0	0	0
582-543-930.00	Equipment Maintenance	28	1,082	2,040	2,081	2,122
582-543-941.00	Motor Pool Equip Rental	4,480	4,944	7,500	9,500	9,500
582-543-941.01	Data Processing	3,228	5,707	5,707	5,590	5,589
582-543-958.00	Education & Training	80	160	1,000	3,000	3,000
582-543-968.00	Depreciation	127,869	127,038	126,144	126,700	130,000
	<b>Powerhouse Expenditures Total:</b>	<b>9,056,250</b>	<b>8,521,358</b>	<b>12,364,363</b>	<b>13,444,785</b>	<b>18,013,972</b>
<b>Expenditures</b>	<b>Distribution</b>					
582-544-702.00	Payroll	0	0	0	0	0
582-544-703.00	Part-time Salaries	15,652	16,852	21,224	37,000	37,740
582-544-704.00	Overtime Salaries	1,201	2,802	1,020	1,040	1,061
582-544-704.05	Overtime - Overhead Lines	46,482	51,328	15,300	15,606	15,918
582-544-704.06	Overtime - Transformer & Dev	645	1,859	1,224	1,248	1,273
582-544-704.07	Overtime - Services	6,934	7,458	8,160	8,323	8,490
582-544-704.09	Overtime - St. Lights & Signs	567	0	1,020	1,040	1,061
582-544-704.10	Overtime - Security Lights	20	0	204	208	212
582-544-704.12	Overtime - Meter Reading	0	337	510	520	531
582-544-704.13	Overtime- Christmas Decoration	692	916	1,020	1,040	1,061
582-544-704.14	Overtime - Meter Shop	0	0	306	312	318
582-544-704.29	Overtime - Underground Lines	1,626	3,993	2,040	9,000	9,180
582-544-704.30	Overtime - Line Clearance	98	308	510	520	531
582-544-705.00	Station Labor	174,924	280,829	682,460	747,200	762,144
582-544-705.01	Other Fringe Benefits-taxable	34,365	36,985	29,765	25,292	25,292
582-544-710.05	Labor - Overhead Lines	307,826	199,513	0	0	0
582-544-710.06	Labor - Transformers & Devices	1,181	3,048	0	0	0
582-544-710.07	Labor - Services	3,446	7,067	0	0	0
582-544-710.09	Labor - St. Lights & Signals	32,404	22,103	0	0	0
582-544-710.10	Labor - Security Lights	8,002	5,672	0	0	0
582-544-710.11	Labor - Brooks Fountain	5,469	4,860	0	0	0
582-544-710.12	Labor - Meter Reading	45,804	45,936	49,953	49,880	50,878
582-544-710.13	Labor - Christmas Decorations	18,714	18,933	0	0	0
582-544-710.14	Labor - Meter Shop	57,442	58,365	59,532	60,716	61,930
582-544-710.29	Labor - Underground Lines	56,553	158,402	0	0	0
582-544-710.30	Labor - Line Clearance	18,522	2,688	0	0	0
582-544-710.31	Labor-Ketchum Park Restroom	0	0	0	0	0
582-544-710.32	Sherman/Wright Project	25,663	0	0	0	0
582-544-715.00	Social Security	63,376	66,420	66,880	73,359	74,788
582-544-716.00	Hospitalization	133,714	122,305	166,826	191,160	214,099
582-544-717.00	Life Insurance	818	892	873	1,452	1,452
582-544-718.00	Retirement - D/B	356,448	89,791	246,000	274,561	306,437

582-544-718.10	Retirement - D/C		26,952	35,000	40,145	40,948
582-544-720.00	Unemployment	0	0	0	0	0
582-544-721.00	Workers Compensation	12,522	14,804	12,773	12,901	13,030
582-544-727.02	Postage and Shipping	0	21	204	208	212
582-544-740.00	Operating Supplies	10,017	10,355	12,485	12,735	12,989
582-544-741.00	Uniforms	8,287	9,166	10,000	10,000	10,000
582-544-757.00	Fuels & Lubricants	0	628	0	0	0
582-544-760.00	Medical Services	1,399	1,024	1,144	1,167	1,190
582-544-761.00	Safety Supplies	4,099	11,158	13,525	13,796	14,071
582-544-776.00	Building Maintenance Supplies	0	0	0	0	0
582-544-777.00	Minor Tools and Equipment	14,747	7,413	15,000	15,000	15,000
582-544-780.05	Maint. - Overhead Lines	28,010	39,542	41,000	41,000	41,000
582-544-780.06	Maint.- Transformers & Devices	32,675	42,063	40,000	300,000	300,000
582-544-780.07	Maintenance - Services	5,883	9,141	10,000	10,000	10,000
582-544-780.08	Maintenance - Meters	14,749	6,648	15,000	15,000	15,000
582-544-780.09	Maintenance - St. Lights & Sig	53,785	22,435	50,000	50,000	50,000
582-544-780.10	Maintenance - Security Lights	23,966	12,720	11,000	11,000	11,000
582-544-780.11	Maintenance - Brooks Fountain	0	0	100	100	100
582-544-780.13	Maint. - Christmas Decorations	72	17	100	100	100
582-544-780.29	Maintenance- Underground Lines	23,678	36,618	30,000	30,000	30,000
582-544-801.00	Professional Services	1,560	922	5,100	5,202	5,306
582-544-820.00	Contracted Services	192,040	182,094	206,040	210,161	214,364
582-544-850.00	Communications	1,331	1,466	2,200	2,200	2,200
582-544-860.00	Transportation & Travel	3,284	5,947	5,000	5,000	5,000
582-544-930.00	Equipment Maintenance	906	1,233	2,040	2,081	2,123
582-544-932.00	Vehicle Maintenance	7	885	2,000	2,000	2,000
582-544-940.00	Rentals	70,822	83,397	83,822	94,445	94,445
582-544-941.00	Motor Pool Equip Rental	140,982	176,344	233,700	323,500	323,500
582-544-941.01	Data Processing	3,270	5,628	5,629	4,872	4,872
582-544-958.00	Education & Training	897	12,515	11,000	11,000	11,000
582-544-968.00	Depreciation	154,341	242,769	242,360	245,460	250,000
	<b>Distribution Expenditures Total:</b>	<b>2,221,917</b>	<b>2,173,567</b>	<b>2,451,049</b>	<b>2,968,550</b>	<b>3,053,846</b>
582-900-970.00	Capital Outlay	3,808	206,906	460,000	2,930,000	2,140,000
582-900-970.10	Powerhouse Engine Repair	0	0	0		0
582-900-970.20	Brewer Street Substation	0	0	0		0
582-900-970-21	Marshall Dam	102,019				
	<b>Capital Outlay Expenditures Total:</b>	<b>105,827</b>	<b>206,906</b>	<b>460,000</b>	<b>2,930,000</b>	<b>2,140,000</b>
	<b>Electric Expenditures Total:</b>	<b>14,156,490</b>	<b>13,430,480</b>	<b>17,765,801</b>	<b>22,132,003</b>	<b>25,741,622</b>
	<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(1,378,736)</b>	<b>604,159</b>	<b>484,699</b>	<b>(31,103)</b>	<b>5,159,678</b>

## ALLOCATED POSITIONS: ELECTRIC DEPARTMENT

	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Electric Utility	1.00	1.00	0.80	0.80	0.80
Assistant Director	0.00	0.00	0.00	1.00	1.00
Electric Utility Engineer	1.00	1.00	0.25	0.25	0.25
GIS Specialist	0.00	0.25	0.25	0.00	0.00
Environmental Coordinator	0.00	0.70	1.00	1.00	1.00
Receptionist/Cashier	0.15	0.00	0.00	0.00	0.00
Receptionist/Customer Service Representative	0.00	0.00	0.25	0.25	0.25
Maintenance Mechanic II/PH Operator	1.00	1.00	1.00	1.00	1.00
Maintenance Mechanic I/PH Operator	2.00	2.00	2.00	2.00	2.00
Operator II	0.00	0.00	1.00	1.00	1.00
Lead Operator	1.00	1.00	1.00	1.00	1.00
Lead Lineman	1.00	1.00	1.00	1.00	1.00
Senior Lineman	5.00	5.00	7.00	7.00	7.00
Apprentice Lineman	3.00	3.00	3.00	1.00	1.00
Meter Reader I	1.50	1.00	0.50	0.50	0.50
Meter Tech	1.00	1.00	1.00	1.00	1.00
Meter Serviceman	1.00	1.00	0.50	0.50	0.50
<b>Total</b>	<b>18.65</b>	<b>18.95</b>	<b>20.55</b>	<b>19.30</b>	<b>19.30</b>

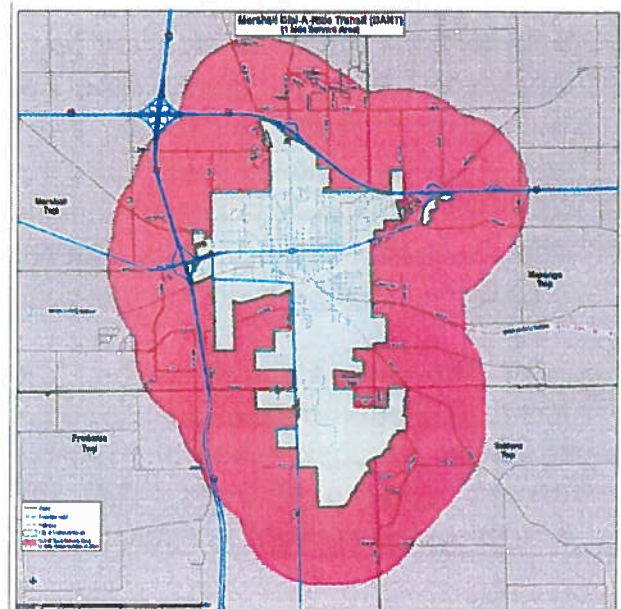
## Dial-A-Ride

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



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

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



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

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

	<b>Total Passengers</b>	<b>Senior Citizens</b>	<b>Senior Handicapped</b>	<b>Non-Senior Handicapped</b>
<b>DART</b>	25,783	5,458	6,062	1,562
<b>AMC</b>	5,155	1,244	214	174

*Ridership data based on 2018 MDOT Fiscal Year*

**Staff:** The department consists of a part-time manager, two part-time dispatchers, and seven part-time drivers. The two dispatchers are responsible for handling both AMC and DART services. Out of the seven part-time drivers, there are two that primarily drive for AMC and five that drive primarily for DART. All drivers must hold their CDL Class C with a Passenger Endorsement.

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

**Funding:** At the end of the FY2017, our City Council voted to approve the increase of our millage to the allowable .9393 mills after deciding the department should no longer be subsidized by our general fund. Revenues for FY2020 are projected to exceed operating expenses. DART and AMC budgets remain separate entities, and several AMC expenses are calculated from our cost allocation plan.



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

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

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

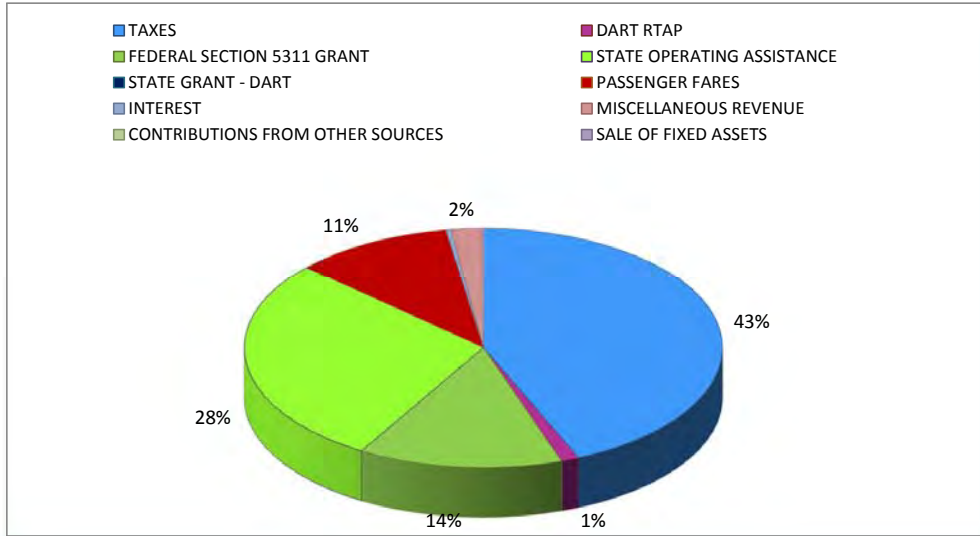


**City Goals:** Through increasing mobility options, the DART service directly pertains to Goal II of the City Goals: Quality of Life: "To achieve and sustain a concentrated effort to promote a vibrant community atmosphere in the Marshall area."

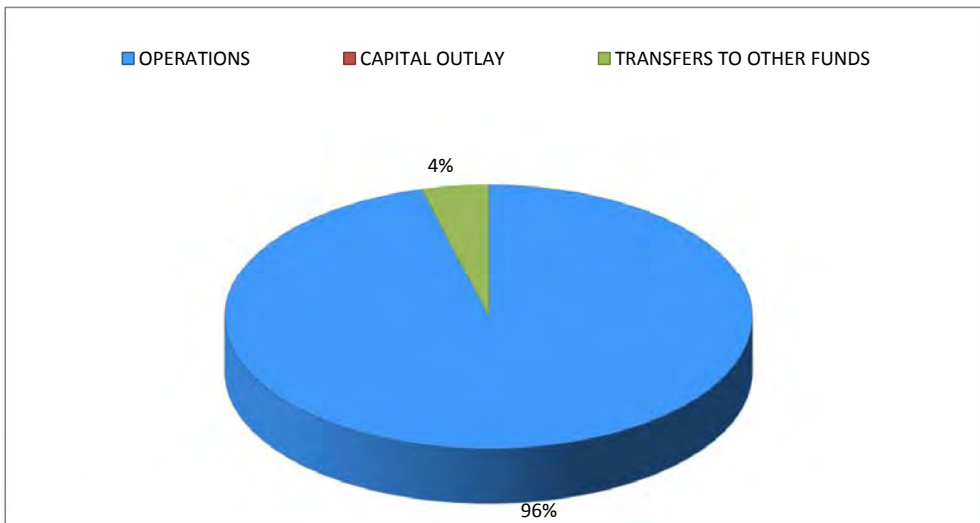
**Capital projects:** All replacement vehicles are purchased through state and federal funds. DART has one bus scheduled to be replaced in FY2020. This replacement bus will allow us to have less vehicle maintenance costs and provide a better and more reliable service to our customers. Staff is also looking into using other capital funding available through our MDOT project grants to replace our radio system that is over 18 years-old, well beyond the useful life of the equipment.

**Future projects:** There is a County-wide transportation feasibility study that is under way. Our goal is to keep both DART and AMC services running until a county-wide transit system could be approved for by voters.

FY 2020 DIAL-A-RIDE REVENUES		
TAXES	\$ 193,488	43%
DART RTAP	5,400	1%
FEDERAL SECTION 5311 GRANT	61,416	14%
STATE OPERATING ASSISTANCE	129,883	28%
STATE GRANT - DART	-	0%
PASSENGER FARES	48,000	11%
INTEREST	1,500	0%
MISCELLANEOUS REVENUE	9,692	2%
CONTRIBUTIONS FROM OTHER SOURCES	-	0%
SALE OF FIXED ASSETS	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 449,379</b>	<b>100%</b>



FY 2020 DIAL-A-RIDE EXPENDITURES		
OPERATIONS	\$ 459,653	96%
CAPITAL OUTLAY	-	0%
TRANSFERS TO OTHER FUNDS	19,590	4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 479,243</b>	<b>100%</b>



# City of Marshall

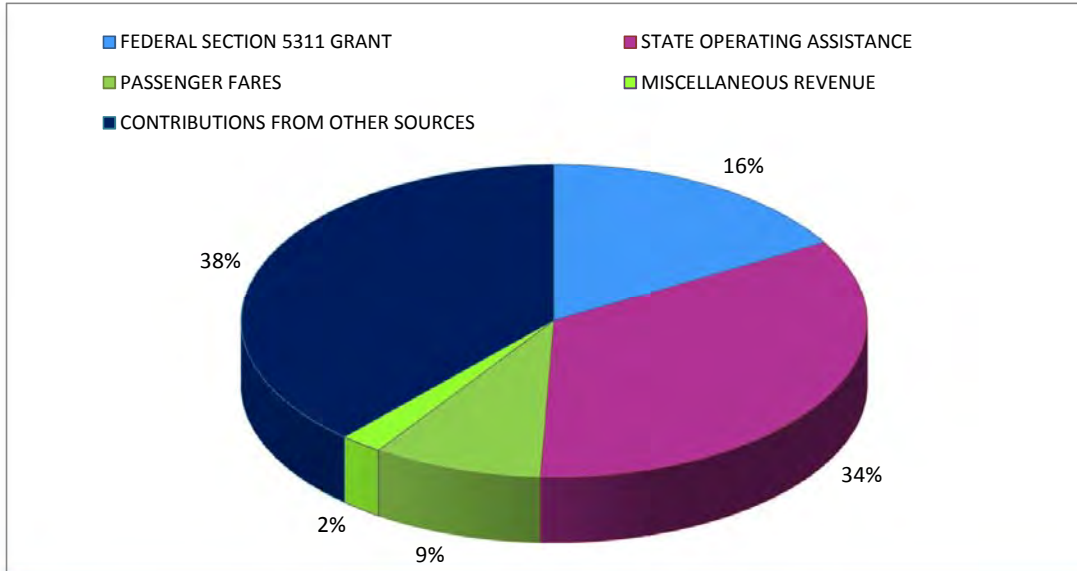
## DIAL-A-RIDE

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
		Actual	Actual	Adopted	Proposed	Projected
<b>Revenues</b>						
588-000-402.00	Current Property Taxes	90,041	174,250	183,688	187,545	191,484
588-000-404.00	Property Taxes - Prior Years	0	32	0	0	0
588-000-420.00	Delinquent Personal Prop Taxes	281	166	200	204	208
588-000-441.00	Local Community Stabilization Tax	12,100	6,074	12,000	5,687	5,806
588-000-445.00	Penalties & Int. on Taxes	420	592	50	52	53
588-000-529.01	DART RTAP	0	823	5,400	5,400	5,400
588-000-530.00	Federal Section 5311 Grant	56,504	60,515	62,923	61,416	61,416
588-000-570.00	State Operating Assistance	160,331	123,821	133,322	129,883	129,883
588-000-571.00	State Grant - DART	7,167	0	295,040	0	0
588-000-610.00	Passenger Fares	47,097	43,330	48,000	48,000	48,000
588-000-665.00	Interest	747	3,184	1,500	1,500	1,500
588-000-667.00	Rents	0	0	0	0	0
588-000-671.00	Miscellaneous Revenue	4,211	9,531	8,692	9,692	9,692
588-000-675.00	Contributions from Other Sources		4,138	10,000	0	0
588-000-681.00	Sales of Fixed Assets		3,719	8,500	0	0
588-000-699.00	Contributions - General Fund	72,613	0		0	0
	<b>DART Revenue</b>	<b>451,512</b>	<b>430,175</b>	<b>769,315</b>	<b>449,379</b>	<b>453,442</b>
<b>Expenditures</b>						
588-538-702.00	Payroll	69,244	40,435	36,801	0	0
588-538-702.01	Other Fringe Benefits-taxable	475	1,248	1,230	0	0
588-538-703.00	Part-time Salaries	51,348	68,625	92,934	123,040	125,501
588-538-703.82	Part-time Dispatch	29,647	20,436	25,706	26,745	27,280
588-538-704.00	Overtime Salaries	1,713	147	1,508	1,569	1,600
588-538-704.82	Overtime Dispatch	929	135	162	169	172
588-538-715.00	Social Security	12,332	9,765	12,113	11,592	11,823
588-538-716.00	Hospitalization	14,010	(1,150)	400	0	0
588-538-717.00	Life Insurance	113	119	120	0	0
588-538-718.00	Retirement - D/B	45,623	19,862	53,276	60,122	65,353
588-538-718.10	Retirement - D/C		3,850	4,580	0	0
588-538-718.01	Retiree Health Insurance	95,654	121,246	90,820	110,169	123,389
588-538-721.00	Workers Compensation	5,731	567	5,800	5,800	5,800
588-538-727.00	Office Supplies	1,175	456	692	706	720
588-538-740.00	Operating Supplies	2,512	997	1,683	1,717	1,751
588-538-755.00	Miscellaneous Supplies	0	0	0	0	0
588-538-757.00	Fuels & Lubricants	14,498	16,846	17,500	17,500	17,500
588-538-760.00	Medical Services	1,445	1,492	1,500	1,530	1,561
588-538-801.00	Professional Services	1,611	950	1,500	1,500	1,500
588-538-805.00	Administrative Costs	0	0	0	0	0
588-538-810.00	Dues & Memberships	700	700	700	700	700
588-538-820.00	Contracted Services	0	0	0	0	0
588-538-825.00	Insurance	5,310	6,325	5,400	5,454	5,509
588-538-850.00	Communications	1,618	1,112	879	878	878
588-538-860.00	Transportation & Travel	0	162	275	275	275
588-538-901.00	Advertising	569	3,333	3,500	3,500	3,500
588-538-930.00	Equipment Maintenance	2,835	4,006	4,100	4,182	4,266
588-538-931.00	Maintenance of Building		500	0	0	0
588-538-932.00	Vehicle Maintenance	19,112	27,634	26,400	26,928	27,467
588-538-933.00	Tires	2,742	1,939	3,000	3,060	3,121
588-538-940.00	Rentals	9,596	11,120	13,039	12,305	12,305
588-538-941.00	Motor Pool Equip Rental	0	224	250	250	250
588-538-941.01	Data Processing	4,225	3,719	4,253	6,254	6,254
588-538-958.00	Education & Training	0	0	4,150	2,150	2,150
588-538-958.01	EXP RTAP	0	607	2,000	2,000	2,000
588-538-964.00	Refund or Rebates	2,119	43	150	150	150
588-538-968.00	Depreciation	33,650	35,340	39,344	29,408	29,408
588-538-970.00	Capital Outlay	0	0	295,040	0	0
588-538-999.00	Transfers to Other Funds	17,748	16,279	19,590	19,590	19,590
	<b>Dial-A-Ride Expenditures Total:</b>	<b>448,284</b>	<b>419,069</b>	<b>770,395</b>	<b>479,243</b>	<b>501,773</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>3,228</b>	<b>11,106</b>	<b>(1,080)</b>	<b>(29,864)</b>	<b>(48,331)</b>

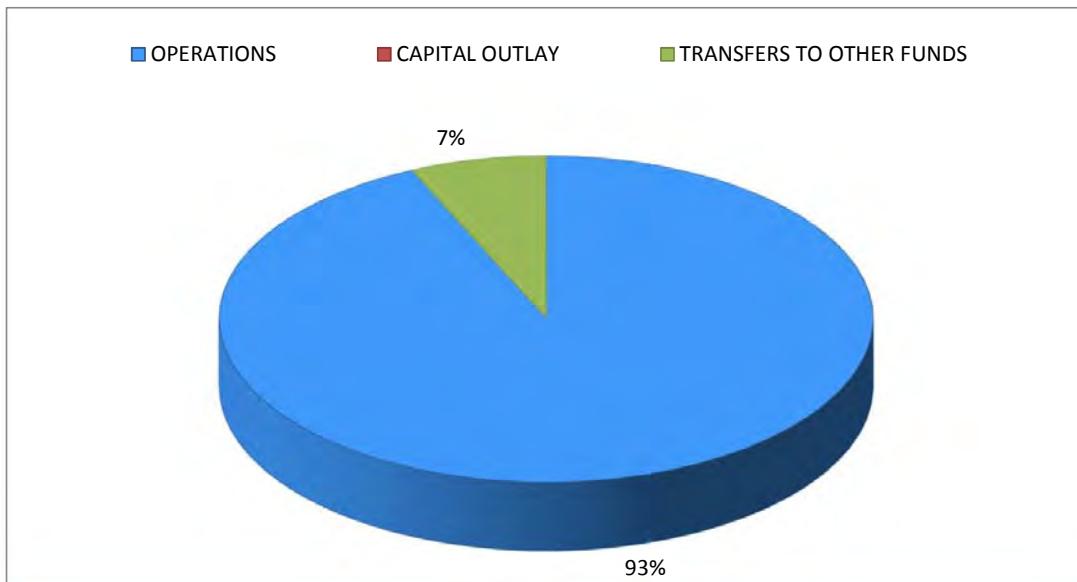
**ALLOCATED POSITIONS: DART**

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
DART Manager	1.00	1.00	1.00	0.75	0.75
Dispatcher/Bus Driver	1.00	0.00	0.00	0.00	0.00
Driver	1.00	1.00	0.00	0.00	0.00
Total	3.00	2.00	1.00	0.75	0.75

FY 2020 DART - AMC REVENUES		
FEDERAL SECTION 5311 GRANT	15,147	16%
STATE OPERATING ASSISTANCE	32,033	34%
PASSENGER FARES	8,000	9%
MISCELLANEOUS REVENUE	2,000	2%
CONTRIBUTIONS FROM OTHER SOURCES	35,000	38%
<b>TOTAL REVENUES</b>	<b>\$ 92,180</b>	<b>100%</b>



FY 2020 DART - AMC EXPENDITURES		
OPERATIONS	\$ 84,605	93%
CAPITAL OUTLAY	-	0%
TRANSFERS TO OTHER FUNDS	6,125	7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 90,730</b>	<b>100%</b>



# City of Marshall

## DIAL-A-RIDE - AMC

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
		Actual	Actual	Adopted	Proposed	Projected
<b>Revenues</b>						
588-541-529.01	DART RTAP	0	0	0	0	0
588-541-530.00	Federal Section 5311 Grant	4,535	10,174	15,519	15,147	15,147
588-541-570.00	State Operating Assistance	24,933	26,617	32,881	32,033	32,033
588-541-571.00	State Grant - DART	0	0	0	0	0
588-541-610.00	Passenger Fares	7,788	9,165	8,500	8,000	8,000
588-541-665.00	Interest	0	0	0	0	0
588-541-667.00	Rents	0	0	0	0	0
588-541-671.00	Miscellaneous Revenue		1,856	1,908	2,000	2,000
588-541-675.00	Contributions from Other Sources	45,000	30,000	33,748	35,000	35,000
588-541-699.00	Contributions - General Fund					
	<b>DART - AMC Revenue</b>	<b>82,256</b>	<b>77,812</b>	<b>92,556</b>	<b>92,180</b>	<b>92,180</b>
<b>Expenditures</b>						
588-541-702.00	Payroll	4,374	7,624	8,079	0	0
588-541-702.01	Other Fringe Benefits-taxable	88	252	270	0	0
588-541-702.82	Payroll Dispatch	0	0	0	0	0
588-541-703.00	Part-time Salaries	28,319	26,496	31,946	33,237	33,902
588-541-703.82	Part-time Dispatch	2,247	4,906	5,621	5,848	5,965
588-541-704.00	Overtime Salaries	219	245	335	349	356
588-541-704.82	Overtime Dispatch	4	0	81	84	86
588-541-715.00	Social Security	2,101	3,016	3,544	3,023	3,084
588-541-716.00	Hospitalization	515	39	80	0	0
588-541-717.00	Life Insurance	0	0	25	0	0
588-541-718.00	Retirement - D/B	383	0	0	0	0
588-541-718.10	Retirement - D/C		717	650	0	0
588-541-721.00	Workers Compensation	0	23	1,044	1,054	1,054
588-541-727.00	Office Supplies	0	15	150	150	153
588-541-740.00	Operating Supplies	105	239	500	500	510
588-541-757.00	Fuels & Lubricants	8,319	9,903	10,000	12,000	12,000
588-541-760.00	Medical Services	0	0	500	500	500
588-541-801.00	Professional Services	280	210	300	300	306
588-541-820.00	Contracted Services	0	0	0	0	0
588-541-825.00	Insurance	2,240	1,344	2,250	2,273	2,295
588-541-850.00	Communications	375	381	635	635	635
588-541-860.00	Transportation & Travel	0	0	0	0	0
588-541-901.00	Advertising	0	744	1,500	1,500	1,500
588-541-930.00	Equipment Maintenance	0	658	500	510	520
588-541-932.00	Vehicle Maintenance	863	10,321	4,750	8,000	8,160
588-541-933.00	Tires	0	1,174	1,500	1,500	1,530
588-541-940.00	Rentals	3,085	2,261	3,100	3,100	3,100
588-541-941.00	Motor Pool Equip Rental	0	0	0	0	0
588-541-941.01	Data Processing	1,359	835	1,400	1,400	1,400
588-541-958.00	Education & Training	0	0	0	0	0
588-541-968.00	Depreciation	9,296	7,238	8,642	8,642	8,642
588-541-970.00	Capital Outlay	0	0	0	0	0
588-541-999.00	Transfers to Other Funds	5,706	3,311	6,125	6,125	6,125
	<b>DART - AMC Expenditures Total:</b>	<b>69,878</b>	<b>81,952</b>	<b>93,527</b>	<b>90,730</b>	<b>91,823</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>12,378</b>	<b>(4,140)</b>	<b>(971)</b>	<b>1,450</b>	<b>357</b>

## WASTEWATER

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

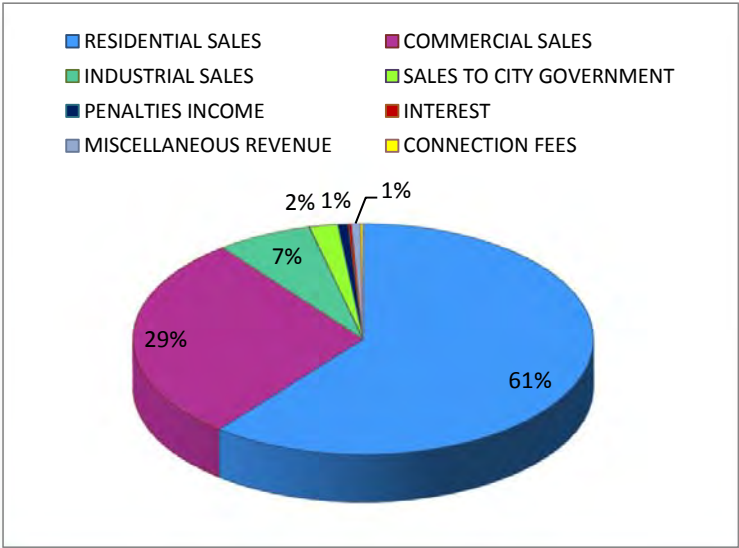
The Wastewater Department, in concert with the Water Department and Engineering, is in the process of establishing an NPDES permit-required Asset Management Program for the collection system and plant equipment. We have chosen to purchase and with assistance from Stantec (consulting engineer) implement a software package from Cityworks. Cityworks is a GIS based system that utilizes our existing GIS information.

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

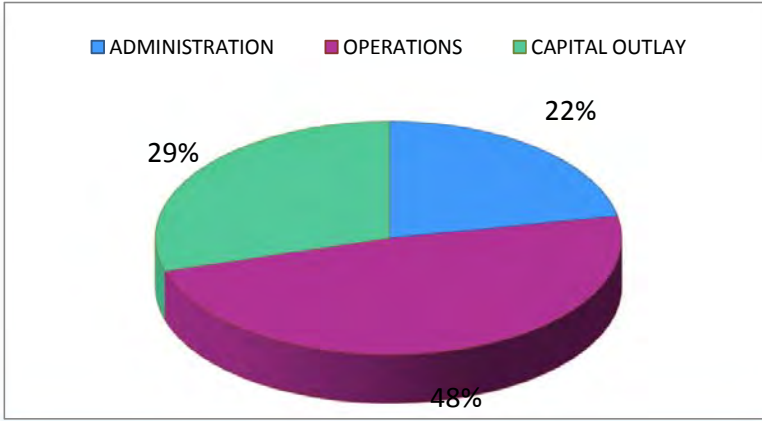
<b>Staff:</b>	<b>Title:</b>	<b>Licenses:</b>
Alec Egnatuk	Wastewater Superintendent	ABCD
Chad Hazel	Operator II-C	CD
Mark Strand	Operator I-C	CD
Curt Crow	Operator I	n/a
Ken Finney	Operator I	n/a



FY 2020 WASTEWATER REVENUES		
RESIDENTIAL SALES	1,225,968	61%
COMMERCIAL SALES	582,335	29%
INDUSTRIAL SALES	134,857	7%
SALES TO CITY GOVERNMENT	40,457	2%
PENALTIES INCOME	15,000	1%
INTEREST	4,200	0%
MISCELLANEOUS REVENUE	12,500	1%
CONNECTION FEES	4,000	0%
<b>TOTAL REVENUES</b>	<b>\$ 2,019,317</b>	<b>100%</b>



FY 2020 WASTEWATER EXPENDITURES		
ADMINISTRATION	\$ 620,415	22%
OPERATIONS	1,400,043	48%
CAPITAL OUTLAY	837,000	29%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,857,458</b>	<b>100%</b>



# City of Marshall

## Summary of Wastewater Debt

Fiscal Year	ISSUE: 7				ISSUE: 32				Total Sewer Debt		
	AUTH: Act 185				AUTH: Act 34						
Ending June 30	CUSIP: 129644				CUSIP: 572427						
	TYPE: Limited Tax				TYPE: Limited Tax						
PURPOSE: Water-34%, Sewer-66%											
DATED: June 25, 1996/Refunded 2006											
CALLABLE: 5/1/08 @ 100 - Refunded July 20, 2016											
Fund 590											
	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
	(5/1)		(5/1 & 11/1)		(6/1)		(6/1 & 12/1)				
2020	\$135,300	2.00%	\$2,706	\$138,006	\$20,000	3.00%	\$65,140	\$85,140	\$155,300	\$67,846	\$223,146
2021					\$150,000	3.00%	\$64,540	\$214,540	\$150,000	\$64,540	\$214,540
2022					\$155,000	3.00%	\$60,040	\$215,040	\$155,000	\$60,040	\$215,040
2023					\$155,000	3.00%	\$55,390	\$210,390	\$155,000	\$55,390	\$210,390
2024					\$160,000	3.00%	\$50,740	\$210,740	\$160,000	\$50,740	\$210,740
2025					\$165,000	3.00%	\$45,940	\$210,940	\$165,000	\$45,940	\$210,940
2026					\$170,000	3.00%	\$40,990	\$210,990	\$170,000	\$40,990	\$210,990
2027					\$175,000	3.00%	\$35,890	\$210,890	\$175,000	\$35,890	\$210,890
2028					\$180,000	3.00%	\$30,640	\$210,640	\$180,000	\$30,640	\$210,640
2029					\$185,000	3.10%	\$25,240	\$210,240	\$185,000	\$25,240	\$210,240
2030					\$195,000	3.20%	\$19,505	\$214,505	\$195,000	\$19,505	\$214,505
2031					\$200,000	3.25%	\$13,265	\$213,265	\$200,000	\$13,265	\$213,265
2032					\$205,000	3.30%	\$6,765	\$211,765	\$205,000	\$6,765	\$211,765
	<u>\$135,300</u>		<u>\$2,706</u>	<u>\$138,006</u>	<u>\$2,115,000</u>		<u>\$514,085</u>	<u>\$2,629,085</u>	<u>\$2,250,300</u>	<u>\$516,791</u>	<u>\$2,767,091</u>

# City of Marshall

Wastewater		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
		Actual	Actual	Adopted	Proposed	Projected
<b>Revenues</b>						
590-000-529.00	Federal Grants					
590-000-636.00	Residential Sales	1,007,460	1,103,230	1,207,850	1,225,968	1,225,968
590-000-644.00	Commercial Sales	512,117	569,070	573,729	582,335	582,335
590-000-645.00	Industrial Sales	122,288	142,687	132,864	134,857	134,857
590-000-648.00	Sales to City Government	37,422	37,742	39,859	40,457	40,457
590-000-660.00	Penalties Income	15,963	16,362	15,000	15,000	15,000
590-000-665.00	Interest	10,486	15,125	4,200	4,200	4,200
590-000-671.00	Miscellaneous Revenue	15,089	20,039	12,500	12,500	12,500
590-000-671.01	Connection Fees	23,700	26,100	4,000	4,000	4,000
<b>Wastewater Revenues Total:</b>		<b>1,744,525</b>	<b>1,930,355</b>	<b>1,990,002</b>	<b>2,019,317</b>	<b>2,019,317</b>
<b>Expenditures</b>						
<b>Administration</b>						
590-539-702.00	Payroll	87,326	82,030	92,525	98,595	100,567
590-539-702.01	Other Fringe Benefits-taxable	1,524	1,319	1,444	1,548	1,580
590-539-704.00	Overtime Salaries	39	31	0	0	0
590-539-715.00	Social Security	6,654	6,647	7,189	7,661	7,814
590-539-716.00	Hospitalization	31,909	33,819	23,350	26,050	29,176
590-539-717.00	Life Insurance	179	194	194	200	200
590-539-718.00	Retirement - D/B	51,666	(206,885)	79,542	89,763	97,573
590-539-718-10	Retirement - D/C		3,033	3,100	3,600	3,672
590-539-718.01	Retiree Health Insurance	68,033	66,216	68,544	86,629	97,024
590-539-721.00	Workers Compensation	367	1,095	378	382	386
590-539-727.00	Office Supplies	1,384	1,536	2,081	2,123	2,165
590-539-727.02	Postage and Shipping	8,202	6,005	6,324	6,450	6,579
590-539-740.00	Operating Supplies	0	0	0	0	0
590-539-760.00	Medical Services	169	74	204	208	212
590-539-801.00	Professional Services	11,616	37,412	5,100	5,202	5,306
590-539-803.00	Service Fee	143	406	500	500	500
590-539-804.00	BANK FEES	312	322	325	325	325
590-539-805.00	Administrative Costs	382	252	350	350	350
590-539-810.00	Dues & Memberships	500	215	750	750	750
590-539-820.00	Contracted Services	3,389	13,537	12,852	13,109	13,371
590-539-825.00	Insurance	21,480	28,298	22,129	22,350	22,574
590-539-850.00	Communications	719	0	0	0	0
590-539-860.00	Transportation & Travel	30	418	418	418	418
590-539-901.00	Advertising	0	61	0	0	0
590-539-930.00	Equipment Maintenance	372	279	500	510	520
590-539-940.00	Rentals	487	835	0	0	0
590-539-941.01	Data Processing	1,570	11,364	11,364	6,872	6,872
590-539-956.00	Bad Debt Expense	0	15,890	0	0	0
590-539-958.00	Education & Training	645	989	1,200	1,200	1,200
590-539-966.00	Amortization	3,322	3,323	1,074	1,074	1,075
590-539-968.00	Depreciation	1,700	1,700	1,700	1,700	1,700
590-539-995.00	Bond Interest Paid	76,978	60,967	71,284	67,846	64,540
590-539-999.00	Transfers to Other Funds	227,181	200,000	175,000	175,000	175,000
<b>Wastewater Administration Expenditures Total:</b>		<b>608,278</b>	<b>371,382</b>	<b>589,421</b>	<b>620,415</b>	<b>641,449</b>

# City of Marshall

Wastewater		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
		Actual	Actual	Adopted	Proposed	Projected
Expenditures	Operations					
590-545-702.00	Payroll	0	0	0	0	0
590-545-703.00	Part-time Salaries	5,539	67	9,325	9,325	9,512
590-545-704.00	Overtime Salaries	11,624	10,481	10,500	10,700	10,914
590-545-705.00	Station Labor	250,341	235,155	219,050	212,612	216,864
590-545-705.01	Other Fringe Benefits-taxable	4,682	5,034	3,740	2,775	2,775
590-545-710.12	Labor - Meter Reading	22,903	22,969	24,977	24,939	25,438
590-545-710.31	Labor - Ketchum Park Restroom	0	0	0	0	0
590-545-715.00	Social Security	21,358	18,360	20,471	19,917	20,311
590-545-716.00	Hospitalization	60,467	49,418	77,136	83,481	93,499
590-545-717.00	Life Insurance	328	320	357	594	594
590-545-718.00	Retirement - D/B	124,581	22,148	105,000	118,493	128,801
590-545-718.10	Retirement - D/C		10,313	17,230	11,690	11,924
590-545-721.00	Workers Compensation	2,005	2,799	2,045	2,065	2,086
590-545-727.02	Postage and Shipping	0	0	0	0	0
590-545-740.00	Operating Supplies	17,740	17,763	20,808	20,854	21,271
590-545-741.00	Uniforms	2,948	2,445	3,000	3,000	3,000
590-545-755.00	Miscellaneous Supplies	0	0	0	0	0
590-545-757.00	Fuels & Lubricants	603	0	500	500	500
590-545-760.00	Medical Services	0	0	0	0	0
590-545-761.00	Safety Supplies	197	239	1,040	1,431	1,460
590-545-776.00	Building Maintenance Supplies	1,161	419	1,040	1,061	1,082
590-545-777.00	Minor Tools and Equipment	1,028	910	1,000	1,000	1,000
590-545-780.01	Maintenance - Structures & Imp	3,569	1,960	5,000	5,000	5,000
590-545-780.15	Maintenance - Plant Equipment	21,400	21,670	20,000	20,000	20,000
590-545-780.16	Maintenance - Lift Stations	6,143	6,665	15,000	15,000	15,000
590-545-780.21	Maintenance - Meters		2,199	1,200	500	0
590-545-780.23	Maintenance - Sewer Lines	151	62	5,000	5,000	5,000
590-545-780.28	Maint. - Sewer Lines-Chemicals	0	0	7,500	7,500	7,500
590-545-780.30	Maintenance-SCADA	16,000	9,545	16,000	16,000	16,000
590-545-790.00	Chemical Cost	81,815	72,399	80,000	80,000	80,000
590-545-801.00	Professional Services	0	10	0	0	0
590-545-803.00	Service Fee	8,621	5,945	10,679	10,679	10,679
590-545-820.00	Contracted Services	64,388	57,537	70,988	72,408	73,856
590-545-850.00	Communications	267	0	0	0	0
590-545-860.00	Transportation & Travel	116	126	132	132	132
590-545-921.00	Utilities - Gas	2,603	4,186	3,000	3,000	3,000
590-545-922.00	Utilities-Elec, Water, Sewer	126,219	122,929	125,000	125,000	125,000
590-545-930.00	Equipment Maintenance	1,926	1,719	5,000	5,100	5,202
590-545-932.00	Vehicle Maintenance	0	0	0	0	0
590-545-940.00	Rentals		0	840	840	840
590-545-941.00	Motor Pool Equip Rental	15,903	12,579	66,715	81,000	81,000
590-545-941.01	Data Processing	6,253	0	0	2,372	2,372
590-545-958.00	Education & Training	2,225	(661)	3,000	3,000	3,000
590-545-968.00	Depreciation	418,626	417,490	414,325	423,075	423,075
		<b>1,303,730</b>	<b>1,135,200</b>	<b>1,366,598</b>	<b>1,400,043</b>	<b>1,427,687</b>

# City of Marshall

Wastewater		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
		Actual	Actual	Adopted	Proposed	Projected
	<b>Capital Outlay</b>					
590-900-970.00	Capital Outlay	215,000	46,895	124,000	837,000	425,000
	<b>Capital Outlay Expenditures Total:</b>	<b>215,000</b>	<b>46,895</b>	<b>124,000</b>	<b>837,000</b>	<b>425,000</b>
	<b>Wastewater Expenditures Total:</b>	<b>2,127,008</b>	<b>1,553,477</b>	<b>2,080,019</b>	<b>2,857,458</b>	<b>2,494,136</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(382,483)</b>	<b>376,878</b>	<b>(90,017)</b>	<b>(838,141)</b>	<b>(474,819)</b>

# City of Marshall

## Wastewater

FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Actual	Actual	Adopted	Proposed	Projected

### ALLOCATED POSITIONS: WASTEWATER

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Public Services	0.25	0.25	0.25	0.25	0.25
Wastewater Superintendent	1.00	1.00	1.00	1.00	1.00
GIS Specialist	0.25	0.25	0.25	0.33	0.33
IPP/Environmental Specialist	0.30	0.30	0.00	0.00	0.00
Equipment Operator	0.20	0.20	1.00	0.00	0.00
Operator II C	1.00	1.00	1.00	1.00	1.00
Operator I	3.00	3.00	3.00	3.00	3.00
Meter Reader II	0.25	0.25	0.25	0.25	0.25
Meter Tester/Service man	0.25	0.25	0.25	0.25	0.25
<b>Total</b>	<b>6.50</b>	<b>6.50</b>	<b>7.00</b>	<b>6.08</b>	<b>6.08</b>

## **WATER**

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

Water Superintendent – Aaron Ambler D-2, S2 certified

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

Utility Worker – John Huepenbecker D3, S3 certified

Utility Worker – Cindy Upright D4 certified

Utility Worker – Open Position

### **Water Production**

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

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

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



built into the operational budget. Costs are projected to rise with the addition of commercial/industrial accounts.

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

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

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

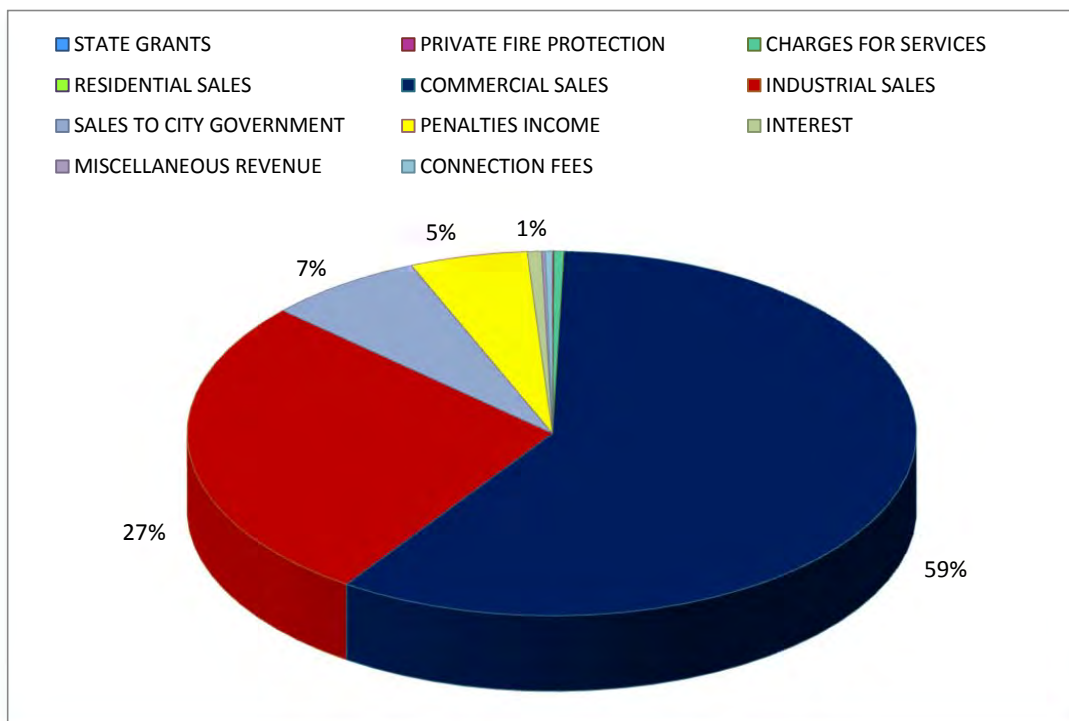
There are approximately 55 miles of water main, ranging from 4"-16", that feed water to the system. With the asset management inventory, we will get a better understanding of the age and condition of the system. All water mains are mapped on our GIS database and accessible to employees in the field for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

## **Budget**

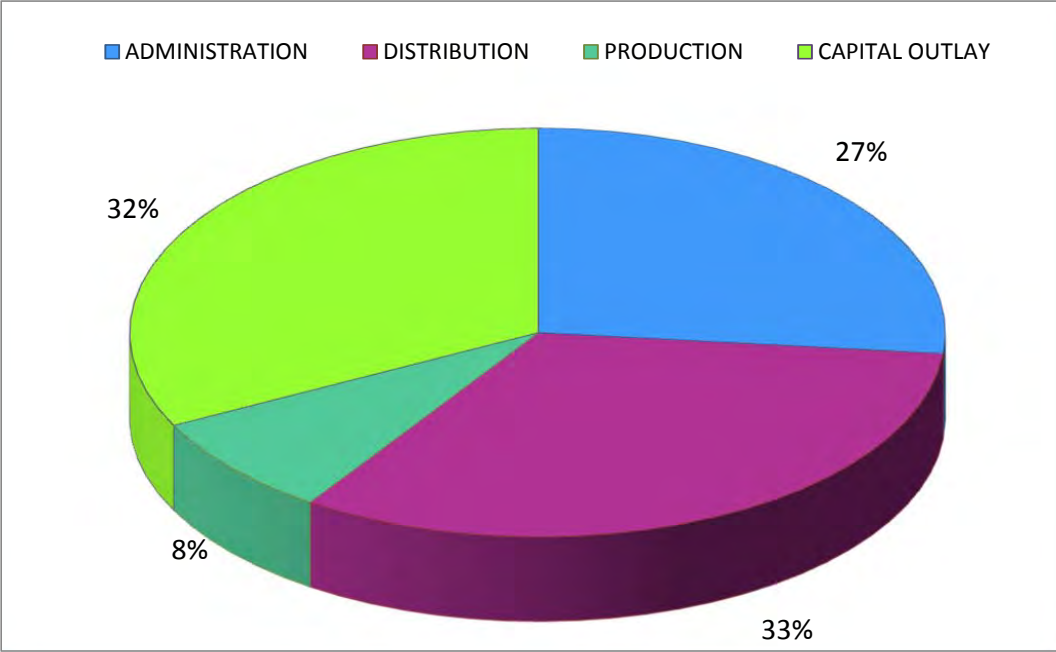
In the past 5 years we have seen an increase in operational costs to maintain distribution assets. Prior years, the budget would reflect reactionary status rather than future goals. Asset management will allow us to better track asset age, condition, criticality and plan for replacement. A rate study was completed by staff and the MRWA in 2016, at no cost, with rates going into effect January 1, 2017. After asset inventory and criticality is complete this process will have to be done again. Capital improvements and operational costs to maintain distribution and treatment assets will be reflected in the rates. The

## FY 2020 WATER REVENUES

STATE GRANTS	\$ 1,000	0%
PRIVATE FIRE PROTECTION	8,600	0%
CHARGES FOR SERVICES	-	0%
RESIDENTIAL SALES	1,100,790	59%
COMMERCIAL SALES	517,038	27%
INDUSTRIAL SALES	131,205	7%
SALES TO CITY GOVERNMENT	98,960	5%
PENALTIES INCOME	12,000	1%
INTEREST	3,000	0%
MISCELLANEOUS REVENUE	6,000	0%
CONNECTION FEES	20,000	1%
<b>TOTAL REVENUES</b>	<b>\$ 1,898,593</b>	<b>100%</b>



FY 2020 WATER EXPENDITURES		
ADMINISTRATION	\$ 713,599	27%
DISTRIBUTION	877,862	33%
PRODUCTION	216,869	8%
CAPITAL OUTLAY	870,000	32%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,678,330</b>	<b>100%</b>



## City of Marshall Summary of Water Debt

	ISSUE: 7 AUTH: Act 185 CUSIP: 129644 TYPE: Limited Tax PURPOSE: Water-34%, Sewer-66% DATED: June 25, 1996/Refunded 2006 CALLABLE: 5/1/08 @ 100 Refunded 7/20/16 Fund 591				ISSUE: 20 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Hanover Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591			
Fiscal Year	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	RATE	INTEREST	TOTAL
Ending June 30	(5/1)		(5/1 & 11/1)		(4/1)		(4/1 & 10/1)	
2020	\$69,700	2.00%	\$1,394	\$71,094	\$15,000	2.00%	\$2,875	\$17,875
2021					\$15,000	3.00%	\$2,575	\$17,575
2022					\$15,000	3.00%	\$2,125	\$17,125
2023					\$20,000	4.00%	\$1,600	\$21,600
2024					\$20,000	4.00%	\$800	\$20,800
2025								
2026								
2027								
2028								
2029								
2030								
2031								
2032								
	\$69,700		\$1,394	\$71,094	\$85,000		\$9,975	\$94,975

## City of Marshall Summary of Water Debt

	ISSUE: 21 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Mulberry Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				ISSUE: 22 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Aquifer Study & Well DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591				ISSUE: 29 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Water Main Improvements DATED: July, 2009 CALLABLE: 4/1/14 @ 100 Fund 591			
Fiscal Year	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
Ending June 30												
2020	\$10,000	2.00%	\$1,917	\$11,917	\$5,000	2.00%	\$958	\$5,958	\$65,000	4.00%	40,360	\$105,360
2021	\$10,000	3.00%	\$1,717	\$11,717	\$5,000	3.00%	\$858	\$5,858	\$70,000	4.00%	37,240	\$107,240
2022	\$15,000	3.00%	\$1,417	\$16,417	\$5,000	3.00%	\$708	\$5,708	\$70,000	4.00%	33,880	\$103,880
2023	\$15,000	4.00%	\$1,067	\$16,067	\$10,000	4.00%	\$533	\$10,533	\$75,000	4.00%	30,450	\$105,450
2024	\$15,000	4.00%	\$533	\$15,533	\$10,000	4.00%	\$267	\$10,267	\$75,000	4.00%	26,775	\$101,775
2025									\$80,000	4.00%	22,950	\$102,950
2026									\$85,000	4.00%	18,870	\$103,870
2027									\$90,000	4.00%	14,535	\$104,535
2028									\$95,000	4.00%	9,945	\$104,945
2029									\$100,000	4.00%	5,100	\$105,100
2030												
2031												
2032												
	\$65,000		\$6,651	\$71,651	\$35,000		\$3,324	\$38,324	\$805,000		\$240,105	\$1,045,105

## City of Marshall Summary of Water Debt

	ISSUE: 32				<b>Total Water Debt</b>		
Fiscal Year	AUTH: Act 34						
Ending June 30	CUSIP: 572427						
	TYPE: Limited Tax						
	PURPOSE: Water System Improvements						
	DATED: September 5, 2012						
	CALLABLE: Fund 591						
	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
	(6/1)		(6/1 & 12/1)				
2020	\$65,000	3.00%	\$36,785	\$101,785	\$229,700	\$84,289	\$313,989
2021	\$65,000	3.00%	\$34,835	\$99,835	\$165,000	\$77,225	\$242,225
2022	\$70,000	3.00%	\$32,885	\$102,885	\$175,000	\$71,015	\$246,015
2023	\$85,000	3.00%	\$30,785	\$115,785	\$205,000	\$64,435	\$269,435
2024	\$90,000	3.00%	\$28,235	\$118,235	\$210,000	\$56,610	\$266,610
2025	\$90,000	3.00%	\$25,535	\$115,535	\$170,000	\$48,485	\$218,485
2026	\$95,000	3.00%	\$22,835	\$117,835	\$180,000	\$41,705	\$221,705
2027	\$100,000	3.00%	\$19,985	\$119,985	\$190,000	\$34,520	\$224,520
2028	\$100,000	3.00%	\$16,985	\$116,985	\$195,000	\$26,930	\$221,930
2029	\$105,000	3.10%	\$13,985	\$118,985	\$205,000	\$19,085	\$224,085
2030	\$105,000	3.20%	\$10,730	\$115,730	\$105,000	\$10,730	\$115,730
2031	\$110,000	3.25%	\$7,370	\$117,370	\$110,000	\$7,370	\$117,370
2032	\$115,000	3.30%	\$3,795	\$118,795	\$115,000	\$3,795	\$118,795
	<u>\$1,195,000</u>		<u>\$284,745</u>	<u>\$1,479,745</u>	<u>\$2,254,700</u>	<u>\$546,194</u>	<u>\$2,800,894</u>

# City of Marshall

Water		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
<b>Summary of Dept Totals</b>						
<b>Revenues</b>						
591-000-540.00	State Grants	9,531	0	1,000	1,000	1,000
591-000-621.00	Private Fire Protection	8,024	8,619	8,600	8,600	8,600
591-000-626.00	Charges for Services	2,886	6,973	4,000	0	0
591-000-636.00	Residential Sales	1,008,382	1,050,550	1,089,891	1,100,790	1,122,806
591-000-644.00	Commercial Sales	482,155	515,877	511,919	517,038	527,379
591-000-645.00	Industrial Sales	120,948	133,357	129,906	131,205	137,765
591-000-648.00	Sales to City Government	92,341	77,363	97,980	98,960	100,939
591-000-660.00	Penalties Income	15,338	15,088	12,000	12,000	12,000
591-000-665.00	Interest	6,054	5,693	3,000	3,000	3,000
591-000-667.00	Rents	385	0	0	0	0
591-000-671.00	Miscellaneous Revenue	4,432	17,132	6,000	6,000	6,000
591-000-671.01	Connection Fees	9,480	418	20,000	20,000	20,000
591-000-681.00	Sales of Fixed Assets	1,111	0	0	0	0
<b>Water Revenues Total:</b>		<b>1,761,067</b>	<b>1,831,070</b>	<b>1,884,296</b>	<b>1,898,593</b>	<b>1,939,489</b>
<b>Expenditures</b>						
<b>Administration</b>						
591-539-702.00	Payroll	89,312	86,778	93,130	99,210	101,194
591-539-702.01	Other Fringe Benefits-taxable	2,024	1,719	1,800	1,748	1,777
591-539-704.00	Overtime Salaries	39	31	0	0	0
591-539-715.00	Social Security	6,764	6,751	7,262	7,723	7,877
591-539-716.00	Hospitalization	28,843	36,620	19,860	22,225	24,892
591-539-717.00	Life Insurance	179	194	194	200	200
591-539-718.00	Retirement - D/B	52,380	(23,730)	85,701	96,714	105,128
591-539-718.10	Retirement - D/C		3,033	3,100	3,567	3,638
591-539-718.01	Retiree Health Insurance	112,101	112,169	117,712	144,514	161,856
591-539-721.00	Workers Compensation	908	1,581	1,400	1,400	1,400
591-539-727.00	Office Supplies	1,628	1,250	2,111	2,153	2,196
591-539-727.02	Postage and Shipping	7,699	5,731	7,000	7,000	7,000
591-539-740.00	Operating Supplies	53	61	208	212	216
591-539-755.00	Miscellaneous Supplies	0	0	0	0	0
591-539-760.00	Medical Services	70	221	155	155	155
591-539-801.00	Professional Services	3,657	70,836	4,590	4,682	4,775
591-539-803.00	Service Fee	1,350	1,199	1,750	1,750	1,750
591-539-804.00	BANK FEES	312	322	300	300	300
591-539-805.00	Administrative Costs	452	249	400	400	400
591-539-810.00	Dues & Memberships	1,040	1,060	1,060	1,300	1,300
591-539-820.00	Contracted Services	16,197	25,858	19,432	19,821	20,217
591-539-825.00	Insurance	11,810	4,616	12,362	12,486	12,610
591-539-850.00	Communications	1,673	1,040	986	986	986
591-539-860.00	Transportation & Travel	465	383	466	410	410
591-539-901.00	Advertising	0	548	200	200	200
591-539-930.00	Equipment Maintenance	372	279	379	400	411
591-539-940.00	Rentals	584	440	440	440	440
591-539-941.01	Data Processing	1,047	8,749	8,749	4,505	4,505
591-539-956.00	Bad Debt Expense	0	7,525	0	0	0
591-539-958.00	Education & Training	0	205	1,300	1,500	1,500

# City of Marshall

Water		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
591-539-966.00	Amortization	3,309	3,309	(1,579)	3,309	3,309
591-539-986.01	CONTINGENCY	0	0	0	0	0
591-539-995.00	Bond Interest Paid	118,614	118,173	98,328	84,289	77,225
591-539-999.00	Transfers to Other Funds	270,044	225,240	190,000	190,000	190,000
	<b>Water Administration Expenditures Total:</b>	<b>732,926</b>	<b>702,440</b>	<b>678,796</b>	<b>713,599</b>	<b>737,867</b>
	<b>Distribution</b>					
591-544-702.00	Payroll	0	0	0	0	0
591-544-704.00	Overtime Salaries	89	3,035	7,171	7,710	7,864
591-544-704.07	Overtime - Services	2,613	4,085	0		0
591-544-704.08	Overtime - Meters	0	129	0		0
591-544-704.20	Overtime - Hydrants	418	239	0		0
591-544-704.22	Overtime - Towers	135	0	0		0
591-544-704.27	Overtime - Mains	784	6,951	0		0
591-544-705.00	Station Labor	54,655	58,366	140,200	144,808	147,704
591-544-705.01	Other Fringe Benefits-taxable	16,345	17,421	14,370	14,230	13,643
591-544-710.07	Labor - Services	35,820	38,373	0		0
591-544-710.08	Labor - Meters	5,011	10,698	0		0
591-544-710.12	Labor - Meter Reading	22,901	22,967	24,980	24,940	25,439
591-544-710.20	Labor - Hydrants	15,112	16,595	0		0
591-544-710.22	Labor - Towers	2,635	831	0		0
591-544-710.27	Labor - Mains	30,717	36,139	0		0
591-544-710.31	LABOR - KETCHUM PARK RESTROOM	0	0	0		0
591-544-715.00	Social Security	13,727	15,036	14,284	14,664	14,891
591-544-716.00	Hospitalization	51,486	44,575	69,121	54,322	60,841
591-544-717.00	Life Insurance	264	282	285	462	462
591-544-718.00	Retirement - D/B	92,777	26,144	80,700	91,070	98,993
591-544-718.10	Retirement - D/C		470	5,200	5,814	5,930
591-544-721.00	Workers Compensation	197	4,265	664	671	677
591-544-740.00	Operating Supplies	3,658	1,533	4,182	4,500	4,590
591-544-741.00	Uniforms	2,004	1,995	2,400	2,500	2,500
591-544-755.00	Miscellaneous Supplies	0	0	0	0	0
591-544-757.00	Fuels & Lubricants	0	0	0	0	0
591-544-760.00	Medical Services	0	0	0	0	0
591-544-761.00	Safety Supplies	130	723	500	510	520
591-544-777.00	MINOR TOOLS AND EQUIPMENT	676	1,191	1,500	2,000	2,000
591-544-780.00	Equipment Maintenance Supplies	18	467	452	461	470
591-544-780.07	Maintenance - Services	24,507	14,406	18,750	20,000	20,000
591-544-780.20	Maintenance - Hydrants	6,137	6,341	15,000	20,000	20,000
591-544-780.21	Maintenance - Meters	7,933	16,052	15,000	15,000	15,000
591-544-780.22	Maintenance - Towers	1,860	102	0	0	0
591-544-780.27	Maintenance - Mains	12,992	12,591	20,000	20,000	20,000
591-544-810.00	Dues & Memberships	0	0	0	0	0
591-544-820.00	Contracted Services	6,200	10,645	19,580	25,000	25,500
591-544-850.00	Communications	0	0	0	0	0
591-544-860.00	Transportation & Travel	0	0	0	0	0
591-544-901.00	Advertising	27	433	500	500	500
591-544-922.00	Utilities-Elec, Water, Sewer	1,220	1,808	1,400	1,400	1,400



# City of Marshall

Water		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
591-544-930.00	Equipment Maintenance	0	44	510	520	531
591-544-940.00	Rentals	6,553	10,107	9,371	10,123	10,123
591-544-941.00	Motor Pool Equip Rental	39,472	39,910	37,700	62,000	62,000
591-544-941.01	Data Processing	6,939	0	0	1,857	1,857
591-544-958.00	Education & Training	667	1,132	1,469	1,500	1,500
591-544-968.00	Depreciation	332,539	331,172	331,200	331,300	331,300
	<b>Water Distribution Expenditures Total:</b>	<b>799,218</b>	<b>757,253</b>	<b>836,489</b>	<b>877,862</b>	<b>896,235</b>
	<b>Production</b>					
591-546-704.00	Overtime Salaries	2,861	1,847	2,696	3,090	3,152
591-546-705.00	Station Labor	56,503	54,554	53,358	55,141	56,244
591-546-705.01	Other Fringe Benefits-taxable	0	0	0	0	0
591-546-715.00	Social Security	4,192	4,132	4,288	4,455	4,544
591-546-716.00	Hospitalization	15,025	13,494	18,405	20,001	22,401
591-546-717.00	Life Insurance	73	81	80	132	132
591-546-718.00	Retirement - D/B	21,424	0	0	0	
591-546-718.10	Retirement - D/C		5,853	5,640	5,823	5,940
591-546-721.00	Workers Compensation	266	1,310	271	274	276
591-546-727.02	Postage and Shipping	0	0	0	0	0
591-546-740.00	Operating Supplies	4,620	9,899	10,000	10,200	10,404
591-546-741.00	Uniforms	557	454	700	700	700
591-546-761.00	Safety Supplies	35	84	102	104	106
591-546-776.00	Building Maintenance Supplies	759	1,053	1,020	1,040	1,061
591-546-777.00	MINOR TOOLS AND EQUIPMENT	51	0	200	500	500
591-546-780.00	Equipment Maintenance Supplies	0	16	0	0	0
591-546-780.01	Maintenance - Structures & Imp	126	173	178	200	200
591-546-780.15	Maintenance - Plant Equipment	9,691	571	2,033	2,500	2,500
591-546-780.17	Maintenance - Pumps	75	370	850	1,000	1,000
591-546-780.18	Maintenance - Wells	16,186	16,738	18,000	18,000	18,000
591-546-780.19	Maintenance - Purification Eq.	1,455	1,809	4,000	4,000	4,000
591-546-780.30	MAINT - SCADA	1,598	3,209	3,500	3,500	3,500
591-546-790.00	Chemical Cost	19,180	17,721	23,460	23,929	24,408
591-546-801.00	Professional Services	0	0	825	842	858
591-546-820.00	Contracted Services	1,340	5,655	5,988	6,108	6,230
591-546-833.00	State fees	3,037	1,534	3,100	3,200	3,200
591-546-850.00	Communications	0	0	0	0	0
591-546-921.00	Utilities - Gas	1,886	2,175	2,000	2,000	2,000
591-546-922.00	Utilities-Elec, Water, Sewer	31,259	35,830	32,000	36,000	36,000
591-546-930.00	Equipment Maintenance	0	0	0	0	0
591-546-958.00	Education & Training	480	145	1,531	1,530	1,531
591-546-968.00	Depreciation	12,569	12,569	12,570	12,600	12,600
	<b>Production Expenditures Total:</b>	<b>205,248</b>	<b>191,276</b>	<b>206,795</b>	<b>216,869</b>	<b>221,487</b>
	<b>Capital Outlay</b>					
591-900-970.00	Capital Outlay	0	3,625	222,550	870,000	350,000
	<b>Capital Outlay Expenditures Total:</b>	<b>0</b>	<b>3,625</b>	<b>222,550</b>	<b>870,000</b>	<b>350,000</b>

## City of Marshall

Water		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	FY 2021 Projected
	<b>Water Expenditures Total:</b>	<b>1,737,392</b>	<b>1,654,594</b>	<b>1,944,630</b>	<b>2,678,330</b>	<b>2,205,589</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>23,675</b>	<b>176,476</b>	<b>(60,334)</b>	<b>(779,737)</b>	<b>(266,100)</b>

# City of Marshall

<b>Water</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
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## ALLOCATED POSITIONS: WATER DEPARTMENT

Job Description	FY 2017 FTE's	FY 2018 FTE's	FY 2019 FTE's	FY 2020 FTE's	FY 2021 FTE's
Director of Public Services	0.25	0.25	0.25	0.25	0.25
Water Superintendent	1.00	1.00	1.00	1.00	1.00
Water Department Foreman	1.00	1.00	1.00	0.00	0.00
GIS Specialist	0.25	0.15	0.25	0.33	0.33
IPP/Environmental Specialist	0.25	0.25	0.00	0.00	0.00
Operator II	1.00	1.00	1.00	1.00	1.00
Utility Worker	2.00	2.00	2.00	3.00	3.00
Meter Reader II	0.25	0.25	0.25	0.25	0.25
Meter Tester/Serviceman	0.25	0.25	0.25	0.25	0.25
<b>Total</b>	<b>6.25</b>	<b>6.15</b>	<b>6.00</b>	<b>6.08</b>	<b>6.08</b>

## **DATA PROCESSING FUND**

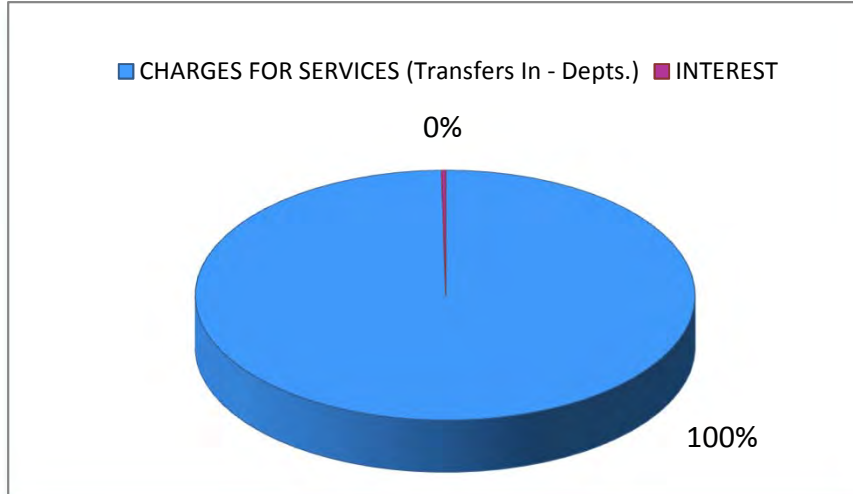
The Data Processing Fund is an internal service fund used to account for the costs associated with the maintenance and development of the City's local area network (LAN), the phone system, and several software programs. Each department is charged a monthly fee for each personal computer they have attached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

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

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

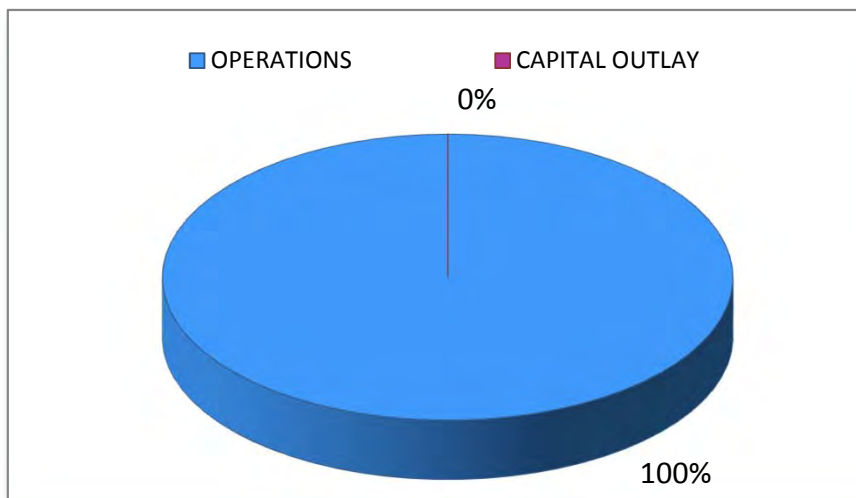
## FY 2020 DATA PROCESSING

CHARGES FOR SERVICES (Transfers In - Depts.)	\$ 183,753	100%
INTEREST	500	0%
<b>TOTAL REVENUES</b>	<b>\$ 184,253</b>	<b>100%</b>



## FY 2020 DATA PROCESSING EXPENDITURES

OPERATIONS	\$ 175,139	100%
CAPITAL OUTLAY	-	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 175,139</b>	<b>100%</b>



## City of Marshall

<b>Data Processing</b>		<b>FY 2017 Actual</b>	<b>FY 2018 Actual</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Proposed</b>	<b>FY 2021 Projected</b>
<b>Revenues</b>						
636-000-588.00	Contributions from Local Unit - Grant		8,100			
636-000-626.00	Charges for Services	151,889	169,765	184,290	183,753	183,753
636-000-665.00	Interest	1,487	1,359	500	500	500
636-000-673.00	Sale of Fixed Assets					
636-000-693.00	Gain\Loss - Sale of Fixed Assets	(401)				
	<b>Data Processing Revenues Total:</b>	<b>152,975</b>	<b>179,224</b>	<b>184,790</b>	<b>184,253</b>	<b>184,253</b>
<b>Expenditures</b>						
636-539-727.00	Office Supplies	96	350	510	500	510
636-539-728.00	Equipment & Supplies	10,383	21,194	23,000	28,600	29,172
636-539-740.00	Operating Supplies	6,213	518	5,000	5,100	5,202
636-539-801.00	Professional Services	33,282	40,134	44,000	44,000	44,880
636-539-820.00	Contracted Services	33,205	27,531	31,000	31,620	32,252
636-539-930.00	Equipment Maintenance	23,586	35,307	29,287	30,000	30,600
636-539-968.00	Depreciation	20,111	18,031	18,050	18,050	18,050
636-539-970.00	Capital Outlay	2,012	19,356	40,000	0	0
636-539-999.00	Transfers to Other Funds	17,269	17,269	17,269	17,269	17,269
	<b>Data Processing Expenditures Total:</b>	<b>146,157</b>	<b>179,690</b>	<b>208,116</b>	<b>175,139</b>	<b>177,935</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>6,818</b>	<b>(466)</b>	<b>(23,326)</b>	<b>9,114</b>	<b>6,318</b>

## **Motor Pool**

### **Description of Services:**

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

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

### **Objectives:**

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

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

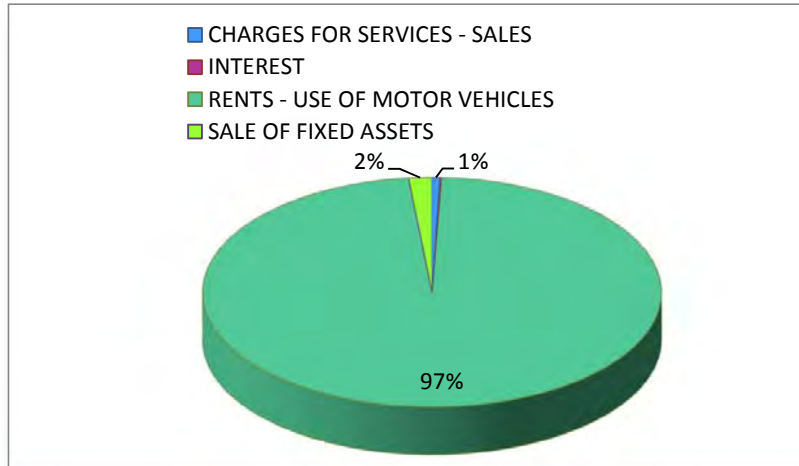
Our goal is to maintain our vehicles and equipment to the highest standards possible using all available diagnostic tools and best practices.

### **Challenges:**

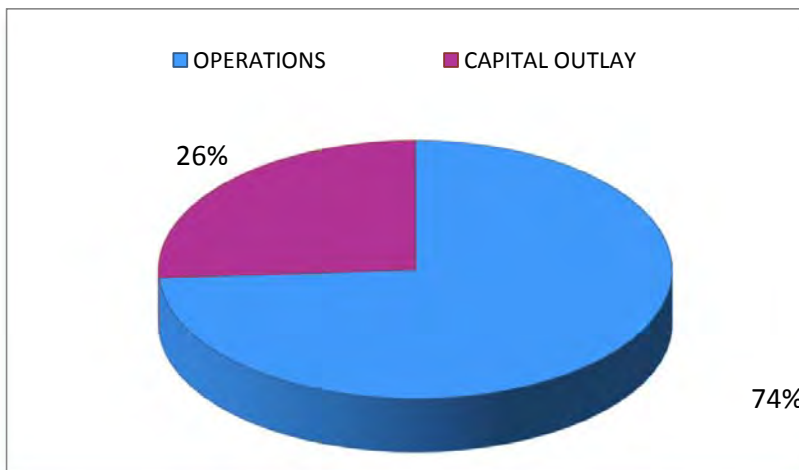
As vehicle maintenance costs rise we are looking at alternatives to lower those costs. One alternative is a cooperative service agreement with the City of Battle Creek that we believe when fully implemented will cut costs dramatically.

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

FY 2020 MOTOR POOL REVENUES		
CHARGES FOR SERVICES - SALES	6,000	1%
INTEREST	1,100	0%
RENTS - USE OF MOTOR VEHICLES	1,064,000	97%
SALE OF FIXED ASSETS	17,670	2%
TRANSFER FROM OTHER FUNDS - STORAGE	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 1,088,770</b>	<b>100%</b>



FY 2020 MOTOR POOL EXPENDITURES		
OPERATIONS	\$ 841,922	74%
CAPITAL OUTLAY	296,500	26%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,138,422</b>	<b>100%</b>





# City of Marshall

## Summary of Motor Pool Installment Purchase Agreement Debt

Fiscal Year	ISSUE: 37				ISSUE: Purchase Lease #2				Total Motor Pool Debt		
	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	RATE	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
Ending June 30	(2/7)		(2/7)		4/15		4/15				
2020	\$131,954		\$20,287	\$152,241	\$87,958	3.88%	\$14,467	\$102,425	\$219,912	\$34,754	\$254,666
2021	\$136,757		\$15,484	\$152,241	\$91,371	3.88%	\$11,054	\$102,425	\$228,128	\$26,538	\$254,666
2022	\$141,735		\$10,506	\$152,241	\$94,916	3.88%	\$7,509	\$102,425	\$236,651	\$18,015	\$254,666
2023	\$146,894		\$5,347	\$152,241	\$98,599	3.88%	\$3,826	\$101,825	\$245,493	\$9,173	\$254,666
2024											
2025											
2026											
	<u>\$557,340</u>		<u>\$51,624</u>	<u>\$608,964</u>	<u>\$372,844</u>		<u>\$36,856</u>	<u>\$409,100</u>	<u>\$930,184</u>	<u>\$88,480</u>	<u>\$1,018,664</u>

## City of Marshall

		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Motor Pool</b>		<b>Actual</b>	<b>Actual</b>	<b>Adopted</b>	<b>Proposed</b>	<b>Projected</b>
<b>Revenues</b>						
661-000-583.00	Conbtributions-Hwys & Streets	286	0	0	0	0
661-000-642.00	Charges for Services - Sales	0	0	6,000	6,000	6,000
661-000-665.00	Interest	1,561	1,103	1,100	1,100	1,100
661-000-667.00	Rents	588,058	646,995	815,000	1,064,000	1,083,152
661-000-671.00	Miscellaneous Revenue	1,371	0	0	0	0
661-000-681.00	Sales of Fixed Assets	11,376	22,236	15,000	15,000	15,000
661-000-693.00	Gain\Loss - Sale of Fixed Assets	0	14,650	2,670	2,670	2,670
661-000-699.00	Transfers from Other Funds	0	0	23,423	0	0
	<b>Motor Pool Revenues Total:</b>	<b>602,652</b>	<b>684,984</b>	<b>863,193</b>	<b>1,088,770</b>	<b>1,107,922</b>
<b>Expenditures</b>						
661-898-702.00	Payroll	58,228	2,427	55,746	56,617	57,749
661-898-702.01	Other Fringe Benefits-taxable	386	540	555	450	450
661-898-703.00	Part-time Salaries	1,772	3,802	3,185	4,100	4,182
661-898-704.00	Overtime Salaries	1,416	1,120	1,680	1,700	1,734
661-898-715.00	Social Security	4,608	4,464	4,679	4,809	4,905
661-898-716.00	Hospitalization	6,386	6,436	6,965	7,405	8,294
661-898-717.00	Life Insurance	58	60	60	60	60
661-898-718.00	Retirement - D/B	23,713	6,542	24,350	27,177	30,332
661-898-718.00	Retirement - D/C	0	4,672	4,955	5,832	5,775
661-898-718.01	Retiree Health Insurance	14,384	14,317	19,354	24,495	27,434
661-898-720.00	Unemployment	0	0	0	0	0
661-898-721.00	Workers Compensation	1,368	828	1,398	1,412	1,426
661-898-740.00	Operating Supplies	6,253	7,064	6,242	6,367	6,494
661-898-741.00	Uniforms	659	646	900	900	900
661-898-757.00	Fuels & Lubricants	85,146	94,687	85,190	85,190	85,190
661-898-760.00	Medical Services	166	81	204	208	212
661-898-761.00	Safety Supplies	33	0	0	0	0
661-898-776.00	Building Maintenance Supplies	2,249	2,528	3,060	3,121	3,184
661-898-777.00	Minor Tools & Equipment	1,149	1,651	1,500	1,500	1,500
661-898-780.00	Equipment Maintenance Supplie	52,859	60,300	55,661	56,774	57,910
661-898-801.00	Professional Services		15	204	208	212
661-898-810.00	Dues & Memberships	180	180	220	220	220
661-898-820.00	Contracted Services	3,714	2,209	2,000	13,056	13,317
661-898-825.00	Insurance	59,076	58,939	62,327	62,950	63,580
661-898-850.00	Communications	654	856	800	800	800
661-898-860.00	Transportation & Travel		882	1,150	1,150	1,150
661-898-901.00	Advertising	133	268	200	200	200
661-898-921.00	Utilities - Gas	5,714	7,799	7,200	7,200	7,200
661-898-922.00	Utilities-Elec, Water, Sewer	17,583	17,170	18,500	18,500	18,500
661-898-930.00	Equipment Maintenance	67,488	71,901	75,949	73,152	74,615
661-898-931.00	Maintenance of Building	2,934	4,445	6,120	10,842	11,059
661-898-940.00	Rentals		826	827	827	827
661-898-941.00	Motor Pool Equip Rental		0	6,400	6,800	6,800
661-898-941.01	Data Processing	3,878	3,343	3,343	3,300	3,300
661-898-958.00	Education & Training	844	0	500	500	500
661-898-968.00	Depreciation	270,126	263,864	256,200	282,000	282,000
661-898-970.00	Capital Outlay	3,143	2,120	42,012	296,500	283,000
661-898-990.00	Debt Service	0	0	0	0	0
661-898-995.00	Bond Interest Paid	1,158	14,822	24,922	34,755	26,538
661-898-999.00	Transfers to Other Funds	37,345	37,345	37,345	37,345	37,345
	<b>Motor Pool Expenditures Total:</b>	<b>734,803</b>	<b>699,149</b>	<b>821,903</b>	<b>1,138,422</b>	<b>1,128,894</b>
<b>Excess of Revenues Over (Under) Expenditures</b>		<b>(132,151)</b>	<b>(14,165)</b>	<b>41,290</b>	<b>(49,652)</b>	<b>(20,972)</b>

<b>ALLOCATED POSITIONS: MOTOR POOL</b>					
<b>Job Description</b>	<b>FY 2017 FTE's</b>	<b>FY 2018 FTE's</b>	<b>FY 2019 FTE's</b>	<b>FY 2020 FTE's</b>	<b>FY 2021 FTE's</b>
DPW Superintendent	0.15	0.15	0.15	0.15	0.15
Receptionist	0.25	0.00	0.00	0.00	0.00
Mechanic	1.00	1.00	1.00	1.00	1.00
Assistant Mechanic	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.40</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>

## **STATISTICAL SECTION**

## City of Marshall Statistical Section

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

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

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

CITY OF MARSHALL, MICHIGAN

Table A-1

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

	2009	2010	2011	2012	2013	2014*	2015	2016	2017**	2018
<b>Governmental activities</b>										
Net investment in capital assets	\$ 13,738,175	\$ 13,551,965	\$ 13,960,325	\$ 13,632,575	\$ 12,672,273	\$ 15,176,566	\$ 21,390,237	\$ 23,338,239	\$ 23,386,578	\$ 22,198,207
Restricted	775,833	793,141	772,879	787,803	2,422,083	2,182,533	4,086,071	2,292,920	2,415,504	2,694,704
Unrestricted	3,267,007	2,769,352	2,239,903	2,174,819	2,155,568	(3,815,329)	(5,137,373)	(4,322,028)	(17,105,118)	(16,958,677)
<b>Total governmental activities net position</b>	<u>\$ 17,781,015</u>	<u>\$ 17,114,458</u>	<u>\$ 16,973,107</u>	<u>\$ 16,595,197</u>	<u>\$ 17,249,924</u>	<u>\$ 13,543,770</u>	<u>\$ 20,338,935</u>	<u>\$ 21,309,131</u>	<u>\$ 8,696,964</u>	<u>\$ 7,934,234</u>
<b>Business-type activities</b>										
Net investment in capital assets	\$ 8,401,227	\$ 7,964,028	\$ 8,378,716	\$ 8,876,689	\$ 7,186,806	\$ 9,411,751	\$ 9,538,687	\$ 11,447,031	\$ 10,180,090	\$ 12,732,553
Restricted	4,346,482	4,948,057	4,347,200	5,285,471	5,511,602	2,862,097	843,583	844,514	770,975	1,169,433
Unrestricted	11,143,627	12,700,071	14,338,174	12,825,500	12,538,534	9,553,805	11,752,693	1,733,727	(5,873,464)	(7,799,181)
<b>Total business-type activities net position</b>	<u>\$ 23,891,336</u>	<u>\$ 25,612,156</u>	<u>\$ 27,064,090</u>	<u>\$ 26,987,660</u>	<u>\$ 25,236,942</u>	<u>\$ 21,827,653</u>	<u>\$ 22,134,963</u>	<u>\$ 14,025,272</u>	<u>\$ 5,077,601</u>	<u>\$ 6,102,805</u>
<b>Total primary government</b>										
Net investment in capital assets	\$ 22,139,402	\$ 21,515,993	\$ 22,339,041	\$ 22,509,264	\$ 19,859,079	\$ 24,588,317	\$ 30,928,924	\$ 34,785,270	\$ 33,566,668	\$ 34,930,760
Restricted	5,122,315	5,741,198	5,120,079	6,073,274	7,933,685	5,044,630	4,929,654	3,137,434	3,186,479	3,864,137
Unrestricted	14,410,634	15,469,423	16,578,077	14,900,319	14,694,102	5,738,476	6,615,320	(2,588,301)	(22,978,582)	(24,757,858)
<b>Total primary government net position</b>	<u>\$ 41,672,351</u>	<u>\$ 42,726,614</u>	<u>\$ 44,037,197</u>	<u>\$ 43,482,857</u>	<u>\$ 42,486,866</u>	<u>\$ 35,371,423</u>	<u>\$ 42,473,898</u>	<u>\$ 35,334,403</u>	<u>\$ 13,774,565</u>	<u>\$ 14,037,039</u>

Source: City of Marshall Finance Department

\* Restated Due to GASB 68

\*\* Restated Due to GASB 75

CITY OF MARSHALL, MICHIGAN

Table A-2

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

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Expenses</b>										
Governmental activities:										
General government	\$ 1,681,749	\$ 1,901,417	\$ 1,907,279	\$ 2,035,070	\$ 1,536,135	\$ 1,180,247	\$ 1,927,654	\$ 2,375,248	\$ 2,888,618	\$ 3,217,359
Public safety	2,450,835	2,624,281	2,722,997	2,675,567	2,662,719	2,680,317	3,151,608	3,608,123	4,178,752	3,936,316
Public works	1,992,259	1,713,933	1,877,076	1,954,109	1,980,187	2,337,102	2,331,817	2,145,946	2,360,788	2,044,894
Parks and recreation	644,071	484,408	623,244	599,982	591,491	588,463	593,371	599,585	577,100	570,898
Community/economic development	182,485	138,669	151,077	167,198	148,806	154,714	202,552	146,387	116,746	140,500
Interest on long-term debt	158,971	325,155	135,294	121,582	178,430	138,467	318,524	296,478	265,533	248,324
Subtotal governmental activities	<u>7,110,370</u>	<u>7,187,863</u>	<u>7,416,967</u>	<u>7,553,508</u>	<u>7,097,768</u>	<u>7,079,310</u>	<u>8,525,526</u>	<u>9,171,767</u>	<u>10,387,537</u>	<u>10,158,291</u>
Business-type activities:										
Electric	12,388,402	12,804,410	12,118,033	12,352,835	13,118,049	12,432,134	12,301,471	17,440,376	12,221,708	11,653,138
Wastewater	1,308,655	1,214,436	1,310,960	1,343,044	1,453,850	1,329,436	1,600,776	1,760,453	1,689,523	1,353,468
Water	1,201,031	1,309,664	1,287,914	1,219,040	1,326,138	1,329,071	1,333,100	1,549,304	1,467,345	1,438,552
Public transit	428,501	428,624	401,678	385,992	397,214	398,912	416,893	533,012	494,707	481,432
Public housing	442,605	489,195	521,490	584,902	532,270	565,450	618,134	626,970	564,916	609,052
Fiber to the Premise	-	-	-	-	-	-	-	-	135,729	419,049
Subtotal business-type activities	<u>15,769,194</u>	<u>16,246,329</u>	<u>15,640,075</u>	<u>15,885,813</u>	<u>16,827,521</u>	<u>16,055,003</u>	<u>16,270,374</u>	<u>21,910,115</u>	<u>16,573,928</u>	<u>15,954,691</u>
<b>Total primary government expenses</b>	<u>22,879,564</u>	<u>23,434,192</u>	<u>23,057,042</u>	<u>23,439,321</u>	<u>23,925,289</u>	<u>23,134,313</u>	<u>24,795,900</u>	<u>31,081,882</u>	<u>26,961,465</u>	<u>26,112,982</u>
<b>Program revenues</b>										
Governmental activities:										
Charges for Services:										
General Government	197,666	752,660	1,248,330	1,173,148	362,535	346,127	536,501	526,366	617,103	535,441
Public Safety	-	-	-	-	-	-	56,895	219,946	287,850	219,709
Public Works	-	-	-	-	-	-	82,703	89,057	128,518	110,252
Parks & Recreation	207,941	213,405	212,962	217,355	207,822	209,400	205,607	208,262	185,244	198,028
Community Development	-	-	-	-	-	-	41,429	13,286	14,373	13,191
Operating grants and contributions	1,468,297	1,034,464	1,311,931	1,426,002	1,317,998	1,799,614	985,757	1,360,797	1,700,557	2,033,744
Capital grants and contributions	-	-	91,257	-	308,299	28,658	8,068,221	861,121	-	-
Subtotal governmental activities	<u>1,873,904</u>	<u>2,000,529</u>	<u>2,864,480</u>	<u>2,816,505</u>	<u>2,196,654</u>	<u>2,383,799</u>	<u>9,977,113</u>	<u>3,278,835</u>	<u>2,933,645</u>	<u>3,110,365</u>
Business-type activities:										
Charges for Services, Grants and Contributions										
Electric	14,078,379	14,189,257	13,303,892	12,260,940	12,271,455	13,129,478	13,597,667	11,819,594	12,421,717	12,573,684
Wastewater	1,263,518	1,239,442	1,360,653	1,433,183	1,550,497	2,256,421	1,565,950	1,530,627	1,734,039	1,915,230
Water	1,429,141	1,294,364	1,451,374	1,261,023	1,431,091	1,534,055	1,560,798	1,577,947	1,755,013	1,834,575
Public transit	397,758	481,598	259,904	299,264	240,024	291,195	383,125	338,098	357,567	323,689
Public housing	613,620	622,401	553,654	562,688	563,818	565,867	618,300	896,406	878,634	958,293
Fiber to the Premise	-	-	-	-	-	-	-	-	-	38,483
Subtotal business-type activities	<u>17,782,416</u>	<u>17,827,062</u>	<u>16,929,477</u>	<u>15,817,098</u>	<u>16,056,885</u>	<u>17,777,016</u>	<u>17,725,840</u>	<u>16,162,672</u>	<u>17,146,970</u>	<u>17,643,954</u>
<b>Total primary government program revenues</b>	<u>\$ 19,656,320</u>	<u>\$ 19,827,591</u>	<u>\$ 19,793,957</u>	<u>\$ 18,633,603</u>	<u>\$ 18,253,539</u>	<u>\$ 20,160,815</u>	<u>\$ 27,702,953</u>	<u>\$ 19,441,507</u>	<u>\$ 20,080,615</u>	<u>\$ 20,754,319</u>
<b>Net (expense)/revenues</b>										
Governmental activities	\$ (5,236,466)	\$ (5,187,334)	\$ (4,552,487)	\$ (4,737,003)	\$ (4,901,114)	\$ (4,695,511)	\$ 1,451,587	\$ (5,892,932)	\$ (7,453,892)	\$ (7,047,926)
Business-type activities	2,013,222	1,580,733	1,289,402	(68,715)	(770,636)	1,722,013	1,455,466	(5,747,443)	573,042	1,689,263
<b>Total primary government net (expenses) revenues</b>	<u>\$ (3,223,244)</u>	<u>\$ (3,606,601)</u>	<u>\$ (3,263,085)</u>	<u>\$ (4,805,718)</u>	<u>\$ (5,671,750)</u>	<u>\$ (2,973,498)</u>	<u>\$ 2,907,053</u>	<u>\$ (11,640,375)</u>	<u>\$ (6,880,850)</u>	<u>\$ (5,358,663)</u>

continued...

CITY OF MARSHALL, MICHIGAN

Table A-2

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

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>CITY OF MARSHALL, MICHIGAN</b>										<b>Schedule 2 Unaudited</b>
<b>Change in Net Position (Accrual Basis of Accounting)</b> Last Ten Fiscal Years										
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>General revenues and other changes</b>										
Governmental activities:										
Property taxes	\$ 3,512,925	\$ 3,639,562	\$ 3,487,465	\$ 3,400,641	\$ 3,352,166	\$ 3,768,238	3,672,699	3,713,910	3,814,806	3,822,332
Grants and contributions not restricted to specific programs	726,066	625,155	610,106	639,043	627,376	645,432	653,948	647,700	678,605	698,620
Unrestricted investment earnings	129,880	16,266	3,148	11,760	8,912	6,890	19,120	19,200	40,139	69,369
Gain (Loss) on Sale of Capital Assets	-	-	72,609	70,729	2,937	46,366	(278,809)	-	-	22,078
Other	-	-	-	-	-	-	-	-	-	-
Transfers	785,066	239,794	237,808	236,925	1,143,440	1,235,502	1,276,620	1,284,794	2,124,207	1,672,797
Subtotal governmental activities	<u>5,153,937</u>	<u>4,520,777</u>	<u>4,411,136</u>	<u>4,359,098</u>	<u>5,134,831</u>	<u>5,702,428</u>	<u>5,343,578</u>	<u>5,665,604</u>	<u>6,657,757</u>	<u>6,285,196</u>
Business-type activities:										
Property Taxes	103,966	107,787	102,461	99,887	94,849	94,396	91,882	93,691	102,840	181,114
Unrestricted investment earnings	64,325	265,514	49,650	29,323	970,211	21,691	22,111	26,379	32,943	60,816
Gain (Loss) on Sale of Capital Assets	-	6,580	247,959	-	(178,079)	-	14,471	-	-	766,808
Other	-	-	-	-	-	-	-	-	-	-
Transfers	(785,066)	(239,794)	(237,808)	(236,925)	(1,143,440)	(1,235,502)	(1,276,620)	(1,284,794)	(2,124,207)	(1,672,797)
Subtotal business-type activities	<u>(616,775)</u>	<u>140,087</u>	<u>162,262</u>	<u>(107,715)</u>	<u>(256,459)</u>	<u>(1,119,415)</u>	<u>(1,148,156)</u>	<u>(1,164,724)</u>	<u>(1,988,424)</u>	<u>(664,059)</u>
<b>Total primary government general revenues</b>	<u>4,537,162</u>	<u>4,660,864</u>	<u>4,573,398</u>	<u>4,251,383</u>	<u>4,878,372</u>	<u>4,583,013</u>	<u>4,195,422</u>	<u>4,500,880</u>	<u>4,669,333</u>	<u>5,621,137</u>
<b>Change in net position</b>										
Governmental activities	(82,529)	(666,557)	(141,351)	(377,905)	233,717	1,006,917	6,795,165	(227,328)	(796,135)	(762,730)
Business-type activities	1,396,447	1,720,820	1,451,664	(176,430)	(1,027,095)	602,598	307,310	(6,912,167)	(1,415,382)	1,025,204
<b>Total primary government change in net position</b>	<u>\$ 1,313,918</u>	<u>\$ 1,054,263</u>	<u>\$ 1,310,313</u>	<u>\$ (554,335)</u>	<u>\$ (793,378)</u>	<u>\$ 1,609,515</u>	<u>\$ 7,102,475</u>	<u>\$ (7,139,495)</u>	<u>\$ (2,211,517)</u>	<u>\$ 262,474</u>

concluded.

Source: City of Marshall Finance Department



CITY OF MARSHALL, MICHIGAN

Table A-3

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

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>General Fund</b>										
Nonspendable	\$ 116,527	\$ 39,487	\$ 38,530	\$ 105,373	\$ 77,186	\$ 33,049	\$ 44,757	\$ 83,788	\$ 1,087,598	\$ 1,087,160
Restricted	-	-	-	-	-	-	1,778,715	-	-	-
Committed	547,464	524,796	560,089	560,089	560,089	735,594	163,014	185,450	184,490	184,000
Unassigned	1,261,838	1,315,574	1,653,876	1,705,362	2,192,258	839,801	2,640,174	1,800,039	928,304	1,394,704
<b>Total general fund</b>	<b>\$ 1,925,829</b>	<b>\$ 1,879,857</b>	<b>\$ 2,252,495</b>	<b>\$ 2,370,824</b>	<b>\$ 2,829,533</b>	<b>\$ 1,608,444</b>	<b>\$ 4,626,660</b>	<b>\$ 2,069,277</b>	<b>\$ 2,200,392</b>	<b>\$ 2,665,864</b>
<b>All Other Governmental Funds</b>										
Nonspendable	24,202	14,728	475,731	487,746	327,004	328,494	360,458	364,687	376,438	377,644
Restricted	169,060	1,257,545	559,297	643,073	2,115,425	1,854,039	1,946,898	1,928,233	2,039,066	2,317,060
Committed	1,032,080	76,528	212,824	201,989	152,197	265,120	140,250	127,171	339,059	147,140
<b>Total all other governmental funds</b>	<b>\$ 1,225,342</b>	<b>\$ 1,348,801</b>	<b>\$ 1,247,852</b>	<b>\$ 1,332,808</b>	<b>\$ 2,594,626</b>	<b>\$ 2,447,653</b>	<b>\$ 2,447,606</b>	<b>\$ 2,420,091</b>	<b>\$ 2,754,563</b>	<b>\$ 2,841,844</b>

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

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Table A-4

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

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Revenue</b>										
Property taxes	\$ 3,512,925	\$ 3,639,562	\$ 3,487,465	\$ 3,400,641	\$ 3,352,166	\$ 3,768,238	\$ 3,672,699	\$ 3,713,910	\$ 3,814,806	\$ 3,822,332
Licenses and permits	34,633	35,117	61,282	41,394	50,050	104,559	123,507	135,298	154,236	216,119
Intergovernmental	1,536,871	1,366,748	1,324,937	1,718,070	1,444,400	1,724,191	9,637,134	2,779,687	2,101,157	2,496,885
Charges for services	320,646	339,129	350,782	387,488	391,519	350,833	357,153	551,026	598,347	592,638
Fines and forfeitures	50,328	69,736	66,186	113,861	128,788	100,135	56,895	55,654	66,563	24,814
Investment earnings	113,413	20,180	16,594	32,037	16,883	13,761	19,120	19,200	38,522	66,676
Other	657,492	292,871	597,100	346,975	500,974	720,855	456,372	404,870	691,947	463,086
<b>Total revenue</b>	<b>6,226,308</b>	<b>5,763,343</b>	<b>5,904,346</b>	<b>6,040,466</b>	<b>5,884,780</b>	<b>6,782,572</b>	<b>14,322,880</b>	<b>7,659,645</b>	<b>7,465,578</b>	<b>7,682,550</b>
<b>Expenditures</b>										
General government	1,705,119	1,119,515	869,675	1,222,585	1,972,898	1,699,623	1,674,114	2,054,008	2,496,542	2,470,220
Public safety	2,241,007	2,445,258	2,560,189	2,504,409	2,552,181	2,575,066	2,852,751	3,040,070	3,211,194	2,872,453
Public works	829,809	778,047	868,755	891,416	834,956	829,025	1,385,688	1,383,425	1,481,661	1,470,182
Highways and streets	400,635	305,912	227,098	182,133	181,679	283,544	-	-	-	-
Community development	137,716	96,799	106,995	121,126	103,562	99,855	191,161	134,469	104,064	140,500
Culture and recreation	474,752	351,566	480,477	461,359	460,439	463,674	463,145	507,962	469,366	472,191
Debt service:										
Principal	596,746	402,231	417,580	439,073	364,905	355,000	495,000	492,773	2,076,185	647,140
Interest and other charges	189,560	323,817	146,302	118,213	101,660	122,391	239,424	297,101	250,902	248,874
Bond Issuance Costs	-	-	-	-	58,020	-	37,275	-	32,782	-
Capital outlay	507,626	71,039	257,219	335,312	528,865	2,973,015	10,606,331	3,619,529	545,248	535,648
<b>Total expenditures</b>	<b>7,082,970</b>	<b>5,894,184</b>	<b>5,934,290</b>	<b>6,275,626</b>	<b>7,159,165</b>	<b>9,401,193</b>	<b>17,944,889</b>	<b>11,529,337</b>	<b>10,667,944</b>	<b>8,857,208</b>
Revenues over (under) expenditures	(856,662)	(130,841)	(29,944)	(235,160)	(1,274,385)	(2,618,621)	(3,622,009)	(3,869,692)	(3,202,366)	(1,174,658)
<b>Other financing sources (uses)</b>										
Issuance of bonds / long-term debt	-	-	63,825	-	1,825,000	-	5,325,000	400,000	1,470,000	-
Premium on bonds	-	-	-	-	26,472	-	173,558	-	19,132	-
Sale of capital assets	-	-	-	201,520	-	15,057	-	-	-	-
Transfers in	1,106,856	413,969	575,216	514,153	1,355,328	1,438,770	1,661,141	1,891,677	3,007,109	2,554,699
Transfers out	(348,253)	(205,641)	(337,408)	(277,228)	(211,888)	(203,268)	(519,521)	(1,006,883)	(828,288)	(827,288)
<b>Total other financing sources (uses)</b>	<b>758,603</b>	<b>208,328</b>	<b>301,633</b>	<b>438,445</b>	<b>2,994,912</b>	<b>1,250,559</b>	<b>6,640,178</b>	<b>1,284,794</b>	<b>3,667,953</b>	<b>1,727,411</b>
<b>Net change in fund balance</b>	<b>\$ (98,059)</b>	<b>\$ 77,487</b>	<b>\$ 271,689</b>	<b>\$ 203,285</b>	<b>\$ 1,720,527</b>	<b>\$ (1,368,062)</b>	<b>\$ 3,018,169</b>	<b>\$ (2,584,898)</b>	<b>\$ 465,587</b>	<b>\$ 552,753</b>
Debt service as a percentage of noncapital expenditures	11.96%	12.47%	9.93%	9.38%	7.04%	7.43%	10.01%	9.99%	22.99%	10.77%

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table B-1**

**Taxable and Estimated Actual Value of Property  
Last Ten Fiscal Years**

As of Dec. 31,	FYE June 30,	Residential (1)		Commercial (1)		Industrial (1)		Utility		Total		(2) Total Direct Tax Rate
		Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	Taxable Value	Estimated Actual Value	
2017	2018	\$ 129,289,499	\$ 306,267,400	\$ 41,893,918	\$ 112,751,800	\$ 29,636,539	\$ 75,629,400	\$ 2,461,152	\$ 4,941,200	203,281,108	499,589,800	19.5415
2016	2017	126,837,660	294,034,800	41,423,975	106,609,200	33,813,213	86,241,400	2,505,119	5,018,400	204,579,967	491,903,800	19.0862
2015	2016	126,638,972	292,882,000	39,386,893	98,290,980	50,108,403	120,615,600	2,419,716	4,847,600	218,553,984	516,636,180	18.9862
2014	2015	124,599,214	284,523,200	39,547,803	97,879,200	47,124,743	114,202,400	2,277,213	4,572,400	213,548,973	501,177,200	19.0862
2013	2014	126,770,173	278,727,900	47,608,965	112,412,200	42,502,565	91,783,800	2,805,420	5,662,200	219,687,123	488,586,100	19.0862
2012	2013	130,379,679	279,414,900	47,317,444	110,927,484	38,281,232	95,792,472	2,480,653	4,961,306	218,459,008	491,096,162	16.8862
2011	2012	136,530,496	301,750,600	53,082,869	113,507,598	36,262,417	91,800,800	1,941,829	4,061,000	227,817,611	511,119,998	16.8862
2010	2011	135,275,254	300,975,500	57,379,499	130,611,800	41,044,660	105,672,800	2,340,476	4,771,400	236,039,889	542,031,500	16.8862
2009	2010	142,443,237	321,713,012	57,822,583	139,672,008	47,490,702	124,682,400	1,809,064	3,708,400	249,565,586	589,775,820	16.7634
2008	2009	142,443,237	329,642,392	54,402,936	130,930,646	41,624,506	106,696,472	1,663,135	3,419,000	240,133,814	570,688,510	16.7634

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

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

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table B-2**

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

<b>Fiscal Year Ended June 30,</b>	<b>City Direct Rates</b>				<b>Overlapping Rates</b>								
	<b>City</b>	<b>Leaf, Brush and Trash Pickup</b>	<b>Dial-A-Ride</b>	<b>Recreation</b>	<b>Marshall Public Schools</b>	<b>State Education Tax</b>	<b>Calhoun County Intermediate School Dist.</b>	<b>County</b>	<b>Marshall Library</b>	<b>Kellogg Community College</b>	<b>Marshall Ambulance Authority</b>	<b>Total Homestead</b>	<b>Total Non-Homestead</b>
2018	17.1629	0.5000	0.9393	0.9393	26.0500	6.0000	6.2057	6.4713	1.6711	3.6136	0.7000	52.2532	70.2532
2017	17.1629	0.5000	0.4840	0.9393	26.0500	6.0000	6.2057	6.4713	1.6711	3.6136	0.5000	51.5979	69.5979
2016	17.1629	0.4000	0.4840	0.9393	26.0500	6.0000	6.2057	6.4713	1.9911	3.6136	0.5000	51.8179	69.8179
2015	17.1629	0.5000	0.4840	0.9393	25.8800	6.0000	6.2057	6.4713	2.0711	3.6136	0.5000	51.8279	69.8279
2014	17.1629	0.5000	0.4840	0.9393	25.8800	6.0000	6.2057	6.4713	2.0671	3.6136	0.4819	51.8058	69.8058
2013	15.4629	-	0.4840	0.9393	25.8800	6.0000	6.2057	6.3713	2.0711	3.7106	0.4831	49.6080	67.6080
2012	15.4629	-	0.4840	0.9393	25.8800	6.0000	6.2057	6.3713	2.0711	3.7106	0.4831	49.6080	67.6080
2011	15.4629	-	0.4840	0.9393	26.0000	6.0000	6.2057	6.3713	2.0661	3.7106	0.4831	49.7230	67.7230
2010	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0711	3.7106	0.4925	47.0646	65.0646
2009	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0711	3.7106	0.4925	47.0646	65.0646

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table B-3**

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

<b>Taxpayer</b>	<b>FY2018</b>			<b>FY2009</b>		
	<b>(1) Taxable Valuation</b>	<b>Rank</b>	<b>% of Total City Taxable Value</b>	<b>(1) Taxable Valuation</b>	<b>Rank</b>	<b>% of Total City Taxable Value</b>
Tenneco	\$ 9,726,794	1	4.78%	\$ 6,362,800	2	2.65%
Consumers Energy	3,315,357	2	1.63%	-	-	-
KC Holding Co (K-Mart)	2,355,477	3	1.16%	1,778,257	10	0.74%
Joseph Campbell	1,516,200	4	0.75%	9,200,582	1	3.83%
Financing VI-Healthcare	1,359,556	5	0.67%	-	-	-
Bostik Ink	1,315,463	6	0.65%	3,372,711	6	1.40%
Stag Marshall LLC	1,279,500	7	0.63%	-	-	-
Ella Em Brown Charitable C	1,258,586	8	0.62%	-	-	-
Walden Pond Inv.	1,187,800	9	0.58%	-	-	-
Loves Travel Stops	1,098,363	10	0.54%	-	-	-
Autocam Corp	-	-	-	3,898,600	3	1.62%
Marshall Brass Co.	-	-	-	3,478,123	4	1.45%
Tri-State MI Assoc	-	-	-	3,383,265	5	1.41%
Borg Warner	-	-	-	3,271,920	7	1.36%
Stelmi America	-	-	-	2,623,902	8	1.09%
State Farm Insurance	-	-	-	2,187,685	9	0.91%
	<u>\$ 24,413,096</u>		<u>12.01%</u>	<u>\$ 39,557,845</u>		<u>16.47%</u>

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

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table B-4**

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

(1) Fiscal Year Ended June 30,	(2) Taxes Levied for the Fiscal Year	Collections to March 1st of Fiscal Year of the Levy		Delinquent Collections	Total Collections to Date	
		Amount	% of Levy		Amount	% of Levy
2018	\$ 3,874,249	\$ 3,871,090	99.92%	\$ 1,099	\$ 3,872,189	99.95%
2017	3,777,564	3,766,035	99.69%	5,046	3,771,081	99.83%
2016	3,988,294	3,974,085	99.64%	7,773	3,981,858	99.84%
2015	3,973,980	3,965,617	99.79%	5,547	3,971,164	99.93%
2014	4,079,395	4,064,069	99.62%	9,611	4,073,680	99.86%
2013	4,030,907	4,026,677	99.90%	2,749	4,029,426	99.96%
2012	3,847,025	3,843,336	99.90%	917	3,844,253	99.93%
2011	3,983,452	3,974,060	99.76%	2,367	3,976,427	99.82%
2010	4,136,283	4,123,480	99.69%	6,077	4,129,557	99.84%
2009	4,025,403	4,010,552	99.63%	12,563	4,023,115	99.94%

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

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

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Table C-1

Ratios of Outstanding Debt by Type  
Last Ten Fiscal Years

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
<b>Governmental activities</b>										
General obligation bonds	\$ 3,435,000	\$ 3,150,000	\$ 2,850,000	\$ 2,540,000	\$ 4,030,000	\$ 3,675,000	\$ 8,505,000	\$ 8,030,000	\$ 7,465,000	\$ 6,855,000
Installment contracts	497,600	355,369	146,532	598,552	460,920	350,567	237,024	502,427	327,512	1,451,077
Insurance premium/discount(net)	(128,434)	(116,854)	(105,271)	(93,690)	30,900	28,963	193,642	184,763	175,876	166,989
<b>Total governmental activities</b>	3,804,166	3,388,515	2,891,261	\$ 3,044,862	\$ 4,521,820	\$ 4,054,530	\$ 8,935,666	\$ 8,717,190	\$ 7,968,388	\$ 8,473,066
<b>Business-type activities</b>										
General obligation bonds	6,055,000	6,960,000	6,405,000	5,815,000	8,940,000	8,245,000	7,535,000	6,795,000	9,640,000	8,790,000
Revenue bonds	990,001	740,000	680,000	620,000	555,000	490,000	420,000	345,000	265,000	-
Installment contracts	996,075	947,070	720,000	720,000	720,000	-	-	280,368	186,912	-
Insurance premium/discount (net)	(24,669)	(22,743)	(20,819)	(18,894)	82,262	74,470	66,677	58,884	443,195	408,311
<b>Total business-type activities</b>	8,016,407	8,624,327	7,784,181	7,136,106	10,297,262	8,809,470	8,021,677	7,479,252	10,535,107	9,198,311
<b>Total primary government outstanding debt</b>	<b>\$ 11,820,573</b>	<b>\$ 12,012,842</b>	<b>\$ 10,675,442</b>	<b>\$ 10,180,968</b>	<b>\$ 14,819,082</b>	<b>\$ 12,864,000</b>	<b>\$ 16,957,343</b>	<b>\$ 16,196,442</b>	<b>\$ 18,503,495</b>	<b>\$ 17,671,377</b>
Total taxable value	\$ 406,249,284	\$ 249,565,586	\$ 236,039,889	\$ 227,817,611	\$ 218,459,008	\$ 219,687,123	\$ 213,548,973	\$ 218,553,984	\$ 204,579,967	\$ 203,281,108
Ratio of total debt to taxable value	2.91%	4.81%	4.52%	4.47%	6.78%	5.86%	6.77%	7.41%	9.04%	8.69%
Total population	7,459	7,459	7,086	7,088	7,040	7,035	7,035	7,094	7,088	7,094
Total debt per capita	\$ 1,585	\$ 1,695	\$ 1,506	\$ 1,436	\$ 2,091	\$ 1,815	\$ 2,392	\$ 2,283	\$ 2,611	\$ 2,491
% of personal income	43.46%	44.16%	39.25%	37.43%	53.43%	46.39%	61.15%	58.40%	72.68%	63.29%
Personal Income per capita	\$ 27,200	\$ 27,200	\$ 27,200	\$ 27,200	\$ 27,733	\$ 27,733	\$ 27,733	\$ 27,733	\$ 25,458	\$ 27,920

**CITY OF MARSHALL, MICHIGAN**

**Table C-2**

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

<b>Year</b>	<b>Governmental General Obligation Bonds</b>	<b>Business-type General Obligation Bonds</b>	<b>Total</b>	<b>Amounts Available in Debt Service Funds</b>	<b>Net General Bonded Debt Outstanding</b>	<b>% of Total Personal Income</b>	<b>% of Actual Taxable Value of Property</b>	<b>Per Capita</b>
2018	\$6,855,000	\$ 8,790,000	\$ 15,645,000	\$ (317,645)	\$ 15,327,355	7.74%	7.54%	\$ 2,161
2017	7,640,876	10,083,195	17,724,071	(318,145)	17,405,926	9.65%	8.51%	2,456
2016	8,214,763	6,853,884	15,068,647	(1,000)	15,067,647	8.70%	6.89%	2,124
2015	8,698,642	7,601,677	16,300,319	-	16,300,319	9.04%	7.63%	2,317
2014	3,703,963	8,319,470	12,023,433	(9,404)	12,014,029	6.66%	5.47%	1,708
2013	4,060,900	9,022,262	13,083,162	(29,365)	13,053,797	7.23%	5.98%	1,854
2012	2,446,310	5,796,106	8,242,416	(108,631)	8,133,785	4.48%	3.57%	1,148
2011	2,744,729	6,384,181	9,128,910	(123,823)	9,005,087	4.96%	3.82%	1,271
2010	3,033,146	6,937,257	9,970,403	(123,779)	9,846,624	5.99%	3.95%	1,320
2009	3,306,566	6,030,331	9,336,897	(123,458)	9,213,439	5.61%	3.84%	1,235
2008	3,774,985	6,438,406	10,213,391	(124,484)	10,088,907	6.14%	4.26%	1,353

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



**CITY OF MARSHALL, MICHIGAN**

**Table C-3**

**Computation of Net Direct and Overlapping Governmental Activities Debt  
As of June 30, 2018**

		<u>Gross Amount Outstanding</u>	<u>Self-Supporting or Paid by Benefited Entity</u>	<u>Net Amount Outstanding</u>
<b>Direct debt</b>				
General obligation bonds (1)		\$15,645,000	\$ -	\$ 15,645,000
Installment contracts		<u>1,451,077</u>	<u>-</u>	<u>1,451,077</u>
<b>Net direct debt</b>		<u>\$17,096,077</u>	<u>\$ -</u>	<u>17,096,077</u>
	<b>City Share of Debt (2)</b>			
<b>Overlapping debt</b>				
Marshall School District	29.86%	45,875,000		13,698,275
Calhoun County	5.82%	53,755,250		3,128,556
Marshall District Library	37.41%	-		-
Kellogg Community College	5.82%	15,120,000		879,984
<b>Net overlapping debt</b>				<u>17,706,815</u>
<b>Net direct and overlapping debt</b>				<u>\$ 34,802,892</u>

(1) Governmental activity debt only

(2) Based on Taxable Value of the City of Marshall (\$203,281,108) compared to Taxable Value of the entire taxing jurisdiction.

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

**CITY OF MARSHALL, MICHIGAN**

**Table C-4**

**Legal Debt Margin  
Last Ten Fiscal Years**

**Legal debt margin calculation for fiscal 2018**

Assessed value (including IFT values)	\$ 249,794,900
Debt limit (10% of assessed value)	24,979,490
Less: net debt applicable to limit	<u>(18,503,495)</u>
<b>Legal debt margin</b>	<b><u>\$ 6,475,995</u></b>

<u>Year</u>	<u>Debt Limit</u>	<u>Total Net Debt Applicable to Limit</u>	<u>Legal Debt Margin</u>	<u>Total Net Debt Applicable to Limit as a Percentage of Debt Limit</u>
2018	\$ 24,979,490	\$ 18,503,495	\$ 6,475,995	74.07%
2017	24,595,190	18,257,025	6,338,165	74.23%
2016	25,831,809	16,196,442	9,635,367	62.70%
2015	25,058,860	16,957,343	8,101,517	67.67%
2014	24,429,305	12,864,000	11,565,305	52.66%
2013	24,554,808	14,819,082	9,735,726	60.35%
2012	25,556,000	10,180,968	15,375,032	39.84%
2011	27,101,575	10,675,442	16,426,133	39.39%
2010	29,448,791	12,012,842	17,435,949	40.79%
2009	28,534,426	11,870,573	16,663,853	41.60%

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

City of Marshall

Table C-5

Pledged-Revenue Coverage  
Last Ten Fiscal Years

<u>Fiscal Year Ended June 30,</u>	<u>(1) Gross Revenue</u>	<u>(2) Operating Expenses</u>	<u>Net Revenue Available for Debt Service</u>	<u>Total Debt Service Requirement</u>	<u>Coverage</u>
<b>Water Revenue Bonds (3)</b>					
2018	-	-	-	n/a	n/a
2017	-	-	-	n/a	n/a
2016	-	-	-	n/a	n/a
2015	-	-	-	n/a	n/a
2014	-	-	-	n/a	n/a
2013	-	-	-	n/a	n/a
2012	-	-	-	n/a	n/a
2011	-	-	-	n/a	n/a
2010	1,300,062	823,711	476,351	999	476.83
2009	1,438,252	751,432	686,820	1,049	654.74
<b>Sewer Revenue Bonds (4)</b>					
2018	-	-	-	n/a	n/a
2017	-	-	-	n/a	n/a
2016	-	-	-	n/a	n/a
2015	-	-	-	n/a	n/a
2014	-	-	-	n/a	n/a
2013	-	-	-	n/a	n/a
2012	-	-	-	n/a	n/a
2011	-	-	-	n/a	n/a
2010	1,236,775	844,425	392,350	196,811	1.99
2009	1,266,569	873,076	393,493	197,330	1.99
<b>Electric Revenue Bonds (5)</b>					
2018	12,567,283	12,199,033	368,250	96,570	3.81
2017	12,414,551	11,541,197	873,354	95,860	9.11
2016	11,834,418	11,055,268	779,150	95,860	8.13
2015	13,611,884	11,776,240	1,835,644	94,890	19.34
2014	13,144,054	13,561,207	(417,153)	93,625	(4.46)
2013	13,228,258	11,608,613	1,619,645	95,350	16.99
2012	12,224,904	11,762,521	462,383	93,475	4.95
2011	13,102,431	11,475,571	1,626,860	96,430	16.87
2010	13,208,622	12,190,994	1,017,628	94,178	10.81
2009	12,587,675	11,710,294	877,381	96,721	9.07

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

(2) Excludes depreciation expense.

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

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

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

Source: City of Marshall Finance Department

**CITY OF MARSHALL, MICHIGAN**

**Table D-1**

**Demographic and Economic Statistics  
Last Ten Years**

<b>Year</b>	<b>(2) Population</b>	<b>(1) Total Personal Income (in thousands)</b>	<b>Per Capita Personal Income</b>	<b>(2) Unemployment Rate</b>
2018	7094	\$ 198,064	\$ 27,920	3.60%
2017	7088	\$ 180,446	\$ 25,458	4.80%
2016	7094	\$ 173,243	\$ 24,421	4.40%
2015	7035	\$ 180,300	\$ 25,629	5.40%
2014	7035	\$ 180,300	\$ 25,629	7.60%
2013	7040	\$ 180,428	\$ 25,629	7.90%
2012	7088	\$ 181,658	\$ 25,629	9.30%
2011	7086	\$ 181,607	\$ 25,629	11.40%
2010	7459	\$ 164,270	\$ 22,023	11.50%
2009	7459	\$ 164,270	\$ 22,023	7.50%

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

(2) Source: Homefacts.com as of 6/30/2018.

Sources:

United State Census - Quick Facts Marshall (City)

CITY OF MARSHALL, MICHIGAN

Table D-2

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

Employer	2018			2009		
	Employees	Rank	Percentage of Total	Employees	Rank	Percentage of Total
Oaklawn Hospital	1,000	1	18.72%	644	1	12.91%
Tenneco Auto.	1,000	2	18.72%	427	5	8.56%
Marshall Schools	270	3	5.05%	185	6	3.71%
Eaton Auto.	210	4	3.93%	467	4	9.36%
Marshall Excelsior	200	5	3.74%	*		
Autocam Corp.	89	10	1.67%	99	10	1.99%
Michigan Kitchen Distributors	140	6	2.62%	*		
Oaklawn Medical Group	126	7	2.36%	*		
Medilodge of Marshall	107	8	2.00%	*		
Tribal Manuf.	100	9	1.87%	*		
Progressive Dynamics	89	10	1.67%	104	9	2.09%
City of Marshall	86	11	1.61%	97	11	1.95%
State Farm Insurance				569	2	11.41%
Lear Corporation				530	3	10.63%
Joseph Campbell				167	7	3.35%
Marshall Brass				160	8	3.21%
	<u>3,417</u>		<u>63.95%</u>	<u>3,449</u>		<u>69.16%</u>
<b>Estimated total city employment</b>	<u>5,343</u>			<u>4,987</u>		

\* Not available.

Source: City of Marshall - MAEDA

**CITY OF MARSHALL, MICHIGAN**

**Table E-1**

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

**Full Time Equivalent Employees as of June 30**

<b>Function/Program</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
General Government	8.0	7.5	7.4	7.1	6.7	10.0	14.5	12.8	11.4	10.3
Community & Economic Development	2.0	1.6	1.6	1.6	1.1	1.2	2.0	2.2	0.8	2.0
Public Safety (Police & Fire)	22.0	21.0	21.0	22.0	21.0	21.0	21.0	24.0	22.0	21.0
Transportation	3.5	3.1	3.1	3.1	3.0	3.0	3.0	3.0	3.0	1.0
Public Works										
Streets & Roads	7.0	6.8	6.7	6.7	6.4	9.0	11.0	9.9	9.9	12.0
Marshall House Apartments	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Electric	17.0	19.3	19.3	19.4	21.7	20.7	16.4	17.2	17.2	17.7
FiberNet									2.0	4.7
Wastewater	7.0	7.3	7.3	6.2	7.3	7.3	9.5	6.5	6.2	6.5
Water	6.5	6.5	6.6	6.6	6.6	6.6	6.6	5.3	5.3	6.2
Parks and Recreation	4.0	4.0	3.0	3.0	3.0	3.3	4.0	4.3	4.3	3.5
<b>Total</b>	<b>80</b>	<b>80</b>	<b>79</b>	<b>79</b>	<b>80</b>	<b>85</b>	<b>91</b>	<b>88</b>	<b>85</b>	<b>88</b>

Source: City of Marshall

**CITY OF MARSHALL, MICHIGAN**

**Table E-2**

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

<b>Function/Program</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Election Data (Even Election Years)</b>										
Registered Voters	-	5,303	-	5,460	-	5,452	5,544	5,659	5,027	5,622
Voters (at the polls or absentee) [November Elections]	-	2,502	-	3,444	-	2,331	N/A	3,546	N/A	3,125
Percent Participating	-	47.2%	-	63.1%	-	42.8%	N/A	62.7%	N/A	55.6%
<b>Police</b>										
Traffic citations	*	*	1,478	2,254	614	614	920	1,050	621	462
Arrests	696	745	835	959	688	701	525	491	526	455
Crime Rate (U.S. Ave 283.7)	241.0	160.0	170.2	136.1	136.1	136.1	169.6	191.1	151.4	N/A
Calls for service	10,802	5,256	6,438	5,189	4,886	4,886	6,947	5,703	3,246	N/A
<b>Community &amp; Economic Development</b>										
Building Inspections Performed	473	454	398	456	1,188	207	172	93	151	140
Building Permits Issued	63	83	79	80	121	118	75	118	114	106
Dollar Value of Building Permits Issued ( e )	\$ 1,922,000	\$ 3,050,000	\$ 1,836,000	\$ 435,000	\$ 4,644,157	\$ 18,765,867	\$ 1,082,500	\$ 2,626,625	\$ 4,506,000	\$ 6,112,000
<b>Public Services</b>										
Energy Billed (kwh)	103,128,220	107,889,673	110,017,513	108,939,712	104,163,961	106,021,809	104,812,021	104,502,417	106,734,000	105,521,658
Water Pumped (gallons)	360,434,816	338,743,821	288,841,299	311,443,072	292,166,800	290,089,956	263,810,557	282,870,000	272,120,000	288,960,000
Water Treated (gallons)	587,790,000	837,180,000	549,780,000	489,780,000	488,730,000	517,870,000	508,440,000	536,010,000	679,680,000	731,610,000
Expenditures on Major Street const. & preserv.	321,913	167,097	162,097	134,120	298,409	311,912	368,205	282,995	644,488	699,754
Expenditures on Local Street const. & preserv.	196,644	236,251	236,251	300,161	293,215	673,732	234,230	371,630	437,494	486,633
<b>Recreation</b>										
Programs Offered	71	80	61	56	55	63	71	119	129	131
Youth Participation in Rec. Activity	3,567	3,529	2,372	2,380	2,521	1,833	1,854	2,715	2,582	2,142
Adult Participation in Rec. Activity	1,865	2,038	2,204	1,850	1,895	1,811	1,619	2,375	2,481	2,542
Senior Participation in Rec. Activity	2,802	3,529	1,321	127	50	55	46	243	237	217
Family Participation in Rec. Activity	1,058	559	1,704	1,705	1,504	1,645	1,747	1,253	1,108	925

e = estimated

(1) switch to consolidated dispatch

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Table E-3

Capital Asset Statistics by Function/Program  
Last 5 Fiscal Years

Function/Program	2018	2017	2016	2015	2014
<b>Police</b>					
Police department building	1	1	1	1	1
Vehicle patrol units	6	7	7	7	7
<b>Fire (1)</b>					
Number of stations serving City	1	1	1	1	1
Fire units serving City:					
Fire engines	2	2	2	2	1
Ladder trucks	1	1	1	1	1
Rescue vehicles	1	1	1	1	1
Brush trucks	1	1	1	1	1
Utility vehicles	1	1	1		
<b>Public Works</b>					
City streets:					
Miles of major streets	14.38	14.38	14.38	14.38	14.38
Miles of local streets	25.76	25.76	25.76	25.76	25.70
Miles of Trunkline	16.00	16.00	16.00	16.00	16.00
Miles of sidewalks	34.00	34.00	34.00	34.00	34.00
Number of Street Lights	1,375	1,375	1,375	1,375	1,375
Sewer:					
Miles of sanitary mains	49.40	49.40	49.40	49.40	49.35
Miles of storm sewers	38.10	38.10	38.10	38.10	38.05
Treatment capacity	2.62/mgd	2.62/mgd	2.62/mgd	2.62/mgd	2.62/mgd
Water:					
Miles of water mains	59.10	59.10	59.10	59.10	59.07
Number of fire hydrants	500.00	500.00	496.00	496.00	496.00
Treatment capacity	3.86/mgd	3.86/mgd	3.86/mgd	3.86/mgd	3.86/mgd
<b>Parks and Recreation</b>					
Parks:					
City	7	7	6	6	6
Skate	1	1	1	1	1
Park acreage	236	236	235	235	235
Play structures	4	3	3	3	2
Pavilions	5	5	4	4	4
Adult Softball Fields	2	2	2	2	2
Youth Softball Fields	2	2	2	2	2
Sand Volleyball Courts	3	3	3	3	3

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

Source: City of Marshall Finance Department



**BUDGET:**

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

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

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

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

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

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

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

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

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

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

REVENUES:

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

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

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

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

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

EXPENDITURES:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fund balance may be accessed under the following conditions.

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

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

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

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

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

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

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

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

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

**SPECIAL REVENUE FUNDS      1.2 Debt Service Ratio**

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

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

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

**INTERNAL SERVICE FUNDS 1.2 Debt Service Ratio**

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

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

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

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

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

**COMPONENT UNITS 1.2 Debt Service Ratio**

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

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

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

# INVESTMENT POLICY

Adopted: February 16, 2016

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

## **II. Scope**

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

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

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

## **III. Investment Objectives**

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

### Safety

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

### Liquidity

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

### Return on Investment

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

## **IV. Prudence**

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

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

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

**V. Delegation of Authority**

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

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

**VI. Ethics and Conflicts of Interest**

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

**VII. Authorized Financial Dealers and Institutions**

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

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



**VIII. Authorized and Suitable Investments**

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

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

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

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

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

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

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

**IX. Diversification**

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

**X. Pooling of Cash**

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

**XI. Maximum Maturities**

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

**XII. Collateralization, Safekeeping and Custody**

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

**XIII. Accounting**

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

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

**XIV. Investment Performance and Reporting**

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

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

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

**XV. Internal Controls**

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

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

**XVI. Investment Policy Adoption**

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

**GLOSSARY**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 1. **General Debt Policy**

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

## 2. **Taxpayer Equity**

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

### 3. Uses

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

### 4. Decision Analysis

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

#### 4.1.a Debt Analysis

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

#### 4.1.b Financial Analysis

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

#### 4.1.c Governmental and Administrative Analysis

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

#### 4.1.d Economic Analysis

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

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

### 5. **Debt Planning**

5.1 Unlimited-tax general obligation bond borrowing should be planned and the details of the plan should be included in the City's Capital Improvement Plan.

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

### 6. **Communication and Disclosure**

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



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

## 7. **General Obligation Bonds**

- 7.1 Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating, maintenance and depreciation costs associated with the project.
- 7.2 Generally, bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed. The City will attempt to keep the average maturity of general obligation bonds at or below 25 years. The City will limit the total of its general obligation debt to 10% of the City's assessed value.
- 7.3 Whenever possible, the City will finance capital projects by using self-supporting revenue bonds. Revenue bonds assure the greatest degree of equity because those who benefit from a project and those who pay for a project are most closely matched.

## 8. **Limited Tax General Obligation Debt**

- 8.1 Limited tax general obligation bonds should be considered only when constraints preclude the practice of voter approved general obligation bonds. As a precondition to the issuance of limited tax general obligation bonds, all alternative methods of financing should have been investigated. Consideration should always be given to provide a pledge of facility revenue to accompany the basic pledge of limited tax revenues.
- 8.2 Limited tax general obligation bonds should only be issued under certain conditions:
- 8.2.a A project to be financed will generate positive net revenues, i.e., additional revenues generated by the project will be greater than the debt service requirements. The net revenues should be positive over the life of the bonds, and be positive each year if possible. The City recognizes that net revenues may not be positive in the early years of certain projects, but should be positive within a reasonable time period of five to seven years. These calculations will be made on a conservative basis so that the potential for a long-term net decrease in general fund revenues is

minimized.

8.2.b Matching fund monies are available which may be lost if not applied for in a timely manner.

8.2.c Catastrophic conditions.

**9. Debt Coverage**

9.1 It is City policy that each utility or enterprise should provide adequate debt service coverage. This coverage is outlined in detail within the City’s Fund Balance/Net Position Policy. An example of the debt coverage calculation is below.

*EXAMPLE*

<u>Debt Coverage Example:</u>	
Operating Revenues	\$14,000,000
Operating Investment Income	<u>800,000</u>
Total Operating Revenue	\$14,800,000
Operating Expenses	\$11,500,000
Less: Depreciation and Amortization	<u>1,000,000</u>
Net Expenses	\$10,500,000
Net Revenue Available for Debt Service	\$ 4,300,000 (1*)
Principal	\$ 1,500,000
Interest	<u>2,000,000</u>
Total Debt Service	\$ 3,500,000 (2*)
Debt Coverage Ratio (1* divided by 2*)	1.23

**10. Short Term Financing/Capital Lease Debt**

10.1 Short-term financing or capital lease debt will be considered to finance certain equipment and rolling stock purchases when the aggregate cost of equipment to

be purchased exceeds \$100,000. Adequate funds for the repayment of principal and interest must be included in the requesting service area's approved budget.

- 10.2 The term of short-term financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed ten years.

City Council recognizes the importance of a CIP policy to guide capital programming because: 1) it provides a better understanding of the basis for a CIP, 2) it raises issues that should be discussed, and 3) it provides more specific guidance to the City Manager as well as to the departments that propose capital improvements. This policy is intended to be the basis for deliberation and debate. Both policies and priorities change over time as new components of the master plan are adopted.

- 1) The Capital Improvements Program plays an increasingly significant role in the implementation of the master plan, providing the link between planning and budgeting for capital projects. Nearly all of the capital improvement project requests will evolve, over time, from a component of the master plan. All City departments will be asked to take a more active role in the planning process so that master plan components are consistently reviewed when planning for capital improvements.
- 2) The Capital Improvements Program will continue to evolve by adding features each year to gradually improve its quality and sophistication. Greater attention will be devoted to more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing debt strategy.
- 3) Projects first will be evaluated in relation to each other before consideration is given to available financing. Projects will be prioritized as a matter of implementing the goals and objectives of adopted plans and policies, not as a matter of available funds.
- 4) Capital projects that encourage private economic investment in the City will be considered relative to components of the master plan.
- 5) Projects that maintain the existing infrastructure normally will take precedence over projects that create or expand facilities.
- 6) The City must develop sources of revenue to pay for capital expenditures that do not use, or compete for, resources from the General Fund.
- 7) A successful capital improvements program cannot be achieved without the understanding and support of the taxpayers and voters. A more comprehensive effort to involve the public in the process will ensure that their concerns, preferences, and priorities are considered.
- 8) The Capital Improvements Program must strive to provide for services equally among all residents of the City and to focus on those projects that provide the most benefit to the entire community.
- 9) Projects that are necessary to protect against a clear and immediate risk to public health or public safety should be regarded as highest priority.



**ADMINISTRATIVE REPORT**  
**February 19, 2019 – City Council Meeting**

**TO:** Honorable Mayor and City Council Members

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

**SUBJECT:** Adoption of the Six Year Capital Improvement Program July 1, 2019 – June 30, 2025

**BACKGROUND:** For several years Council has been presented with a Capital Improvement Program (CIP) which is the *guide* for future capital improvements for the City of Marshall. Through the CIP process the ground work has been laid to ensure that capital improvements are identified and prioritized. The resources to provide those needs are also analyzed. The proposed CIP is published on the City's website, on the Finance Department's home page, and was included in the Council packet for the January 22, 2019 Council meeting.

The Marshall City Planning Commission held a public hearing at its January 9, 2019 regular meeting. The Planning Commission's role is to review the CIP to make certain it addresses any priorities included in the Master Plan for Future Land Use. No public comments were heard on the CIP. The Planning Commission accepted and recommended Council approval of the CIP.

Council scheduled a public hearing on January 22, 2019 to receive comments on the proposed Capital Improvement Program on February 19, 2019. Following the public hearing, Council will be asked to adopt the CIP as presented or with any changes Council deems necessary.

**RECOMMENDATION:** After hearing comments at the public hearing, it is recommended that Council approve the July 1, 2019 through June 30, 2025 Capital Improvement Program.

**FISCAL EFFECTS:** None at this time.

**ALTERNATIVES:** As suggested by Council.

**CITY GOAL CLASSIFICATION: GOAL AREA IV – INFRASTRUCTURE**

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

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Respectfully submitted,

Jon B. Bartlett  
Finance Director

Tom Tarkiewicz  
City Manager

FUND	Department	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2019-2020 Expenditure	2020-2021 Expenditure	2021-2022 Expenditure	2022-2023 Expenditure	2023-2024 Expenditure	2024-2025 Expenditure	City Expenditure	Other Funds or Grant Share	Total Expenditure	Council - C Planning Council PC
295	Airport	Terminal Building Construction	1	50	General Fund 5%, FAA Allocation 90%, State 5%	The existing terminal building, due to it's age, requires improvements to maintain the use of the building.	\$17,500						\$17,500	\$627,000	\$644,500	PC
295	Airport	Pavement Marking and Crack Sealing	1	10	General Fund 5%, FAA Allocation 90%, State 5%	Replacement of pavement markings and crack sealing as necessary			\$2,000			\$2,000	\$4,000	\$76,000	\$80,000	C
295	Airport	Purchase Snow Removal Equipment	4	30	General Fund 5%, FAA Allocation 90%, State 5%	Purchase snow removal equipment for the airport. The airport does not have any dedicated equipment on site for snow removal. This equipment will help airport personnel keep pavements clear of snow and better serve the airport users.					\$7,500		\$7,500	\$142,500	\$150,000	C
295	Airport	Rehabilitate North Apron Design	2	18	General Fund 5%, FAA Allocation 90%, State 5%	Design for Construction and Rehab of North Apron					\$1,250		\$1,250	\$23,750	\$25,000	C
295	Airport	Rehabilitate North Apron	2	18	General Fund 5%, FAA Allocation 90%, State 5%	Construction and Rehab of North Apron					\$12,750		\$12,750	\$242,250	\$255,000	C
295	Airport	Airport Master Plan (ALP Update)	1	10	General Fund 5%, FAA Allocation 90%, State 5%	Update the Airport Master Plan and Update the ALP		\$9,000					\$9,000	\$171,000	\$180,000	C
295	Airport	Land Acquisition	4	N/A	General Fund 5%, FAA Allocation 90%, State 5%	This project is to acquire approximately 29 acres of property in easement. The property is located at the approach end of runway 28 and is needed for approach protection and future development of the RPZ control.				\$7,750			\$7,750	\$147,250	\$155,000	PC
<b>TOTAL</b>							<b>\$17,500</b>	<b>\$9,000</b>	<b>\$2,000</b>	<b>\$7,750</b>	<b>\$21,500</b>		<b>\$59,750</b>	<b>\$1,429,750</b>	<b>\$1,489,500</b>	

711	Cemetery	Cemetery Water Distribution System	1	20	Cemetery Trust Fund	Replacing the current water distribution system will eliminate line breaks which will result in reduced water usage as a result of the leaks.	\$10,000	\$12,000	\$12,000	\$12,000			\$46,000		\$46,000	C
711	Cemetery	Cemetery Road Paving Project	2	20	Cemetery Trust Fund	Finishing the drives in the cemetery will provide a clean and solid surface during inclement weather for those visiting their loved ones during a funeral service.	\$15,000	\$18,000	\$18,000	\$18,000			\$69,000		\$69,000	C
711	Cemetery	Cemetery Expansion to Meet Future Demand	2	150	Cemetery Trust Fund	Cemetery has four sections left holding 600 spaces for purchase. The number available will shrink exponentially as families begin having trouble finding blocks of spaces available for family plots. This will drive many to seek alternate locations.	\$30,000	\$50,000					\$80,000		\$80,000	PC
<b>TOTAL</b>							<b>\$55,000</b>	<b>\$80,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$0</b>		<b>\$195,000</b>	<b>\$0</b>	<b>\$195,000</b>	

101	City Hall	Replace HVAC Units at City Hall	1	20	General Fund	Replace HVAC for 2nd floor FY20 - Replace HVAC Unit for MAEDA FY21	\$10,000	\$10,000					\$20,000		\$20,000	C
101	PSB	Repair parking lot at PSB	2	15	General Fund	Mill and replace asphalt parking lot and driveway at PSB	\$80,000						\$80,000		\$80,000	C
101	PSB	HVAC Replacement	2	30	General Fund	Replace two roof top HVAC units at PSB that are 30 years old.	\$20,000						\$20,000		\$20,000	C
101	PSB	Replace carpet on 1st and 2nd floor	3	15	General Fund	Replace approx. 9,786 sq. ft. of carpet on the 1st and 2nd floors of PSB including lobby and hallways.		\$12,000	\$12,000	\$12,000			\$36,000		\$36,000	C
101	Streets	City Parking Lot Restoration	2	6	General Fund	Crackfill, Seal, and Stripe City Parking Lots	\$15,000	\$15,000	\$15,000				\$45,000		\$45,000	C
101	Cemetery	Cemetery Roads Restoration	3	30	General Fund	Place, Grade, and Compact 400 Cubic Yards of Road Gravel in Cemetery	\$5,000						\$5,000		\$5,000	C
101	Cemetery	Pave Drive into Cemetery	2	30	General Fund	Drive into Cemetery is failing. Pulverize existing asphalt, grade, compact, and place 4" of new asphalt	\$40,000						\$40,000		\$40,000	C
101	Cemetery	Re-Seed Williamson Addition Grass	3	50	General Fund	Scarify and drill grass seed in Williamson Addition			\$10,000	\$10,000	\$10,000		\$30,000		\$30,000	C
<b>TOTAL</b>							<b>\$170,000</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$22,000</b>	<b>\$10,000</b>		<b>\$276,000</b>	<b>\$0</b>	<b>\$276,000</b>	

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207	MRLEC	Parking Lot Sealing and Stripping	1	5	MRLEC Operations	Seal and Stripe MRLEC Parking Lots - Lease agreement states that parking lot will be repainted every 5 years		\$7,500					\$7,500		\$7,500	C

298	Downtown Development Authority	Downtown Bumpout Project	3	30	DDA Revenues	Installation of bumpouts on Michigan Ave. at six intersections. This will coincide with the Michigan Ave. repaving project by MDOT	\$100,000						\$100,000		\$100,000	PC
298	Downtown Development Authority	Downtown Parking Study	3	5	DDA Revenues	With increased commercial and residential occupancy, the demand for parking has increased.	\$30,000						\$30,000		\$30,000	C
298	Downtown Development Authority	Downtown East Side Restroom Building	3	50	DDA Revenues	Construction of a restroom building near East Michigan Ave. and Hamilton St.	\$125,000						\$125,000		\$125,000	PC
298	Downtown Development Authority	Wayfaring signage	3	15	DDA Fund & grants	Installation of directional signs in the downtown	\$50,000						\$50,000		\$50,000	C
<b>TOTAL</b>							<b>\$305,000</b>						<b>\$305,000</b>		<b>\$305,000</b>	

296	LDFA	Oliver Drive Extension	4	25	LDFA reserves and possible Bond	Extend Oliver Dr to Udell Property		\$400,000					\$400,000		\$400,000	PC
296	LDFA	Additional Land Purchase	3	100	LDFA reserves and possible Bond	Purchase of additional land for industrial park expansion.	\$1,000,000						\$1,000,000		\$1,000,000	C
<b>TOTAL</b>							<b>\$1,000,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$1,400,000</b>	<b>\$0</b>	<b>\$1,400,000</b>	

588	DART	Bus Replacement	1	7	Fully funded by State and Federal Funds	Replace Bus # 11 & Bus # 13		\$0		\$0			\$0	\$235,040	\$235,040	C
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636	Data Processing	Server Upgrade	2	7	Fund Reserve	Purchase a server and required licenses to replace older outdated server							\$0		\$0	C
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570	FiberNet	FiberNet Outside System Plant Installation	1	30	Inter-Fund Loans	Within the Marshall City limits, engineer and construct the fiber backbone, laterals/spurs, services, and the associated electronic equipment to provide ultra high speed (data only) internet service availability to all City residential, commercial, and industrial customers.	\$100,000						\$100,000		\$100,000	C
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582	Electric	Replace Hospital Circuit Underground exit cables at the South Substation	1	40 yrs	Electric Fund	Underground electric cable has a normal life expectancy of 40 years. Substation exits are a critical component of the electric system. The High School Circuit out of the South Substation is the normal electric source to the high school, Oaklawn Hosp. and 250 residential customers in Northeast Marshall and is over 40 years old. The cables should be replaced before cable failures start to develop.	\$200,000						\$200,000		\$200,000	C
582	Electric	Replace Tie 1 and 2 underground cable	2	40 years	Electric Fund	A portion of the two main express feeder cables from Pearl St. Substation to the Powerhouse are underground and in a duct system. They have been in service for 35 years and have met their life expectancy. The feeder cables are the main source of power to the city's electric load and are the connection to the grid for the city's internal generation. Because they are a critical component of the electric system the cables should be modernized.		\$700,000	\$700,000				\$1,400,000		\$1,400,000	C
582	Electric	Repair Brick (re-tuck joints & seal)	1	50	Electric Fund	General maintenance of the brick structures. This is a historical site.		\$70,000					\$70,000		\$70,000	C

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582	Electric	Replace Windows	3	50	Electric Fund	Existing windows are the original single pane steel framed and not energy efficient. Many of the window sills and frames are deteriorated to the point that water is coming in and further damaging the building.			\$50,000	\$50,000			\$100,000		\$100,000	C
582	Electric	Michigan Pure Med (MPM) Phase II	1	35	Electric Fund - Revenue Bond	Engineer, design, and contract a new 30 MVA 138/12.5 KV transformer addition and two new 7.2/12.5 KV distribution circuits	\$2,500,000						\$2,500,000		\$2,500,000	PC
582	Electric	Michigan Pure Med (MPM) Phase III	1	50	Electric Fund - Revenue Bond	Engineer, design, and construct a new 100 MVA electric substation in the industrial park for the phase 3 & 4 expansion of the MPM facility			\$2,000,000	\$3,000,000	\$1,000,000		\$6,000,000		\$6,000,000	PC
582	Electric	Powerhouse Fuel Spill Containment	2	50	Electric Fund	Install permanent concrete fuel spill containment at powerhouse. Existing portable matting is deteriorated and difficult to use	\$40,000						\$40,000		\$40,000	C
582	Electric	Pearl St. Substation 7.2/12.5 KV Upgrade	2	50	Electric Fund - Revenue Bond	Modernize obsolete 7.2/12.5 KV cubicle breaker and bus systems with open-air system to improve operations and increase safety	\$1,000,000						\$1,000,000		\$1,000,000	C
582	Electric	Pole Replacement and Line Reconstruction	2	50	Electric Fund	Most of the older poles in the City of Marshall are Creosote treated poles and have a life expectancy of 30 - 40 years. Creosote, is not environmentally acceptable by today's standards. In most recent history, the City has purchased Pentac and CCA treated poles. Many of the poles in the City of Marshall's electric system are older than 60 years and are in need of replacement. The plan is to replace several poles and conductor (if needed) per year to get the poles in the system more environmentally friendly and safe.	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$240,000		\$240,000	C
582	Electric	Kalamazoo River Dam Project	1	50	Electric Fund - Bond	The FERC is requiring that all trees, stumps and root system systems be removed from the earthen embankment between the spillway's. This will require a geotechnical investigation be completed to determine to what extent the embankment must be excavated and replaced. Project expenditures will be determined by City Council	Unknown						\$0		\$0	PC
582	Electric	Circuit Upgrade	2	50	Electric Fund	Partial Conversion of 4kv System to 12kv. This will relieve the heavily loaded 4kv system and reduce line losses.	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000		\$1,500,000	C
<b>TOTAL</b>							<b>\$4,030,000</b>	<b>\$1,060,000</b>	<b>\$3,040,000</b>	<b>\$3,340,000</b>	<b>\$1,290,000</b>	<b>\$290,000</b>	<b>\$13,050,000</b>	<b>\$0</b>	<b>\$13,050,000</b>	

210	Farmer's Market	Farmer's Market Pavillion	4	25	Farmer's Market/Grants	Pavillion to cover a portion of the Farmer's Market area in the Green St. parking lot		\$0					\$0	\$150,000	\$150,000	PC
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101	Fire	Structural Fire Fighting Protective Clothing Purchase	1	10	General Fund	With our turn-out gear being quickly outdated and non-compliant, it is imperative to set up a program to not only keep our fire fighters in current gear but to lessen the financial burden of having to make a one time purchase. This CIP should be placed in perpetuity so as to keep up with the ever changing standards and rules for protective clothing.	\$5,000		\$5,000		\$5,000		\$15,000		\$15,000	C
<b>TOTAL</b>							<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$15,000</b>	

536	Marshall House	Apartment Remodeling	2	15	Marshall House Fund - HUD Reserves	Remove old and replace with new cabinets, countertops and floor coverings with vinyl base. Current items from original construction in 1979. Based on 4 units/year	\$88,000	\$88,000	\$88,000				\$264,000		\$264,000	C
536	Marshall House	Sidewalk Replacement	3	40	Marshall House Fund	Allowance for replacement of deteriorated concrete sidewalk (10% replacement)				\$29,400			\$29,400		\$29,400	C
536	Marshall House	Front Entry Phone & Video Upgrade	3	30	Marshall House Fund	Upgrade of secured front door phone entry system to include enhanced video identification. Install new phone panel and security pod scanner for entry into the building. Install video screens in each unit for visual identification of caller or visitor							\$0	\$150,000	\$150,000	C
536	Marshall House	Window Repair/Water Infiltration	3	40	Marshall House Fund	Replace and Repair the flashing on all windows			\$250,000	\$250,000			\$500,000		\$500,000	C
536	Marshall House	Ceiling Tiles & Lights	2	25	Marshall House Fund	Replace suspended ceiling tiles and lighting fixtures in common areas	\$36,000						\$36,000		\$36,000	C
536	Marshall House	Hallway Flooring	2	10	Marshall House Fund	Replace the flooring in hallways and elevator lobby area	\$14,500						\$14,500		\$14,500	C



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536	Marshall House	Exercise Equipment	3	12	Marshall House Fund	Purchase new treadmills and cross training equipment for the 4th floor exercise room. Current equipment is old donated equipment that is in poor working condition and some equipment is unsafe to use.	\$10,000						\$10,000		\$10,000	C
536	Marshall House	Renovation of Salon	4	20	Marshall House Fund	The salon and its equipment have long outlived its estimated useful lifespan.	\$12,000						\$12,000		\$12,000	C
536	Marshall House	Replace Pole Mounted Lighting on walkways	2	30	Marshall House Fund	Replace inefficient pole mounted lighting along pedestrian walkways				\$32,000			\$32,000		\$32,000	C
536	Marshall House	All Season Room	2	40	Marshall House Fund	Convert the screened in porch to a three-seasons room	\$30,000						\$30,000			C
536	Marshall House	Replace Water Softeners	3	10	Marshall House Fund	The water softeners will be exceeding their useful lifespan in fifteen years and will need to be replaced.			\$8,000				\$8,000		\$8,000	C
<b>TOTAL</b>							<b>\$190,500</b>	<b>\$88,000</b>	<b>\$346,000</b>	<b>\$311,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$935,900</b>	<b>\$150,000</b>	<b>\$1,055,900</b>	

661	Motor Pool	Powerwash and Paint DPW Garage	3	20	Motorpool - General Fund	Powerwash, prime, and paint DPW garage	\$8,000						\$8,000		\$8,000	C
661	Motor Pool	2020 Purchases	3	Variable	Motor Pool	M-3 Police Vehicle, John Deere Tractor, Ford Pickup, Ford HD Pickup, F-450	\$170,000						\$170,000		\$170,000	C
661	Motor Pool	2021 Purchases	3	Variable	Motor Pool	Three (3) Zero Turn Mowers, M-4 Police Vehicle, WW Pickup, Powerhouse Pickup, M-1 Police Vehicle, M-2 Police Vehicle, Forklift, Ford F-450, Pool Vehicle.		\$165,000					\$165,000		\$165,000	C
661	Motor Pool	2022 Purchases	3	Variable	Motor Pool	M-5 Police Vehicle, Three (3) Ford Pickups, One Zero Turn Mower			\$132,000				\$132,000		\$132,000	C
661	Motor Pool	2023 Purchases	3	Variable	Motor Pool - Lease to Own	Purchase of several vehicles for replacement of aging vehicles. Also includes several large vehicles using a 5 yr lease to own				\$880,000			\$880,000		\$880,000	C
661	Motor Pool	2024 Purchases	3	Variable	Motor Pool	Purchase several vehicles					\$79,000		\$79,000		\$79,000	C
661	Motor Pool	2025 Purchases	3	Variable	Motor Pool	Purchase several vehicles						\$210,000	\$210,000		\$210,000	C
661	Motor Pool	Repair Parking Lot at DPW Garage	2	15	Motor Pool	Crack-fill, sealcoat, and stripe asphalt parking lot at DPW Garage		\$12,000					\$12,000		\$12,000	C
<b>TOTAL</b>							<b>\$178,000</b>	<b>\$177,000</b>	<b>\$132,000</b>	<b>\$880,000</b>	<b>\$79,000</b>	<b>\$210,000</b>	<b>\$1,656,000</b>	<b>\$0</b>	<b>\$1,656,000</b>	

101	Parks	Shearman Park Senior Exercise Equipment	3	20	General Fund/ Misc Grants	Purchase and install senior exercise equipment							\$0	\$15,000	\$15,000	C
101	Parks	Phase V Riverwalk Design	4	30	Local Grants 100%	Design the next phase of Kalamazoo Riverwalk extending from Kalamazoo Ave. westerly to Pearl St. sub-station area.					\$0		\$0	\$37,500	\$37,500	PC
101	Parks	Ketchum Park Sub Project #1 - Overlook & Slope Restoration	1	40	Various Grants	Main Park Overlook Structure and Bank Restoration. TBD by Master Plan	\$0						\$0	\$675,000	\$675,000	PC
101	Parks	Ketchum Park Project 2 (Sidewalks & additional sitework)	3	40	Various Grants	TBD by Master Plan	\$0						\$0	\$25,000	\$25,000	PC
101	Parks	Ketchum Park Project 3	3	40	Grants	TBD by Master Plan				\$0			\$0	\$150,000	\$150,000	PC
<b>TOTAL</b>							<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$902,500</b>	<b>\$902,500</b>	

101	Police	Vehicle Changeover	2	5	General Fund	To Equip new vehicles with graphics, lights, sirens, radios, and other equipment	\$28,000	\$28,000	\$28,000				\$84,000		\$84,000	C
101	Police	Bullet Resistant Vest Replacement	2	5	General Fund	Department policy is to replace BR Vests every five years	\$5,500	\$5,500					\$11,000	\$10,000	\$21,000	C
101	Police	Radar/Laser Speed Detection	2	8	General Fund	Current radar units are non-repairable and have reached their useful life	\$6,300						\$6,300		\$6,300	C
<b>TOTAL</b>							<b>\$39,800</b>	<b>\$33,500</b>	<b>\$28,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$101,300</b>		<b>\$111,300</b>	

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208	Recreation	Replacement of Athletic Field Light System	2	30	Recreation Fund	The current lights on diamond #1 & #2 are approaching the end of their expected life. The entire system should be replaced.						\$200,000	\$200,000		\$200,000	C
208	Recreation	Canoe/Kayak Trailer and Storage Systems	4	5	Enbridge Grant/Rec Fund	Three 2 person kayaks, 18 ft. trailer, 1 garage door opener	\$6,400						\$6,400		\$6,400	C
208	Recreation	Seal Coating Athletic Field Parking Lot & Pathways. Striping of Parking Lot	2	3-5	Recreation Fund	Seal Coating Athletic Field Parking Lot & Pathways is considered routine maintenance. Seal Coated Sept. 2013.	\$20,000						\$20,000		\$20,000	C
208	Recreation	Roofing - Athletic Field Concession/Restroom Building	3	25	Recreation Fund	Replacement of shingles on Concession/Restroom Building.				\$15,000			\$15,000		\$15,000	C
208	Recreation	Outdoor Basketball Courts	4	20+	Recreation Fund	This project will encompass a new full size outdoor basketball court on the south side of the Athletic Field. This will include excavating & leveling, base, blacktop courts, (2) hoops, nets and striping court lines.					\$25,000		\$25,000		\$25,000	PC
208	Recreation	Re-Crown Diamonds	2	2	Recreation Fund	Laser re-crown, New batters boxes, New pitching mounds					\$45,000		\$45,000		\$45,000	C
208	Recreation	Dug-Outs, Diamond #3 & #4	3	25	Recreation Fund	Dug-outs for diamonds #3 & #4 can provide additional safety and protection to players while separating from spectators which is desired for tournament/league play. This will add a professional element to the facility and may help to expand programming/rentals. POSTPONE PROJECT FROM FY 16 & FY 17 TO FY 19 & FY 20	\$30,000		\$15,000				\$45,000		\$45,000	C
208	Recreation	Athletic Field Fencework	2	30	Recreation Fund	Improve and replace existing fencework and backstops at the Athletic Field. Current fencing is old and in bad shape		\$20,000			\$0		\$20,000		\$20,000	C
<b>TOTAL</b>							<b>\$56,400</b>	<b>\$20,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$70,000</b>	<b>\$200,000</b>	<b>\$376,400</b>	<b>\$0</b>	<b>\$376,400</b>	

202	Major Streets	Maintenance - Crack Filling	2	5	Act 51	Crack Filling	\$11,000	\$9,500		\$12,000	\$12,000	\$12,000	\$56,500		\$56,500	C
202	Major Streets	Full Depth Milling and Resurfacing	2	15	Act 51	Full depth mill and resurface	\$130,000		\$40,000	\$50,000	\$50,000	\$50,000	\$320,000		\$320,000	C
202	Major Streets	2" Milling and Resurfacing	2	15	Act 51	2" mill and overlay	\$106,400						\$106,400	\$425,600	\$532,000	C
203	Local Streets	Maintenance - Crack Filling	2	5	Act 51	Crack Filling	\$7,000	\$6,000	\$5,000	\$6,000	\$6,000	\$6,000	\$36,000		\$36,000	C
203	Local Streets	Full Depth Milling and Resurfacing	2	15	Act 51	Full depth mill and resurface		\$50,000								C
203	Local Streets	1.5" Milling and Resurfacing	2	15	Act 51	1.5" Mill and Resurface		\$157,000	\$87,000	\$80,000	\$80,000	\$80,000	\$484,000		\$484,000	C
<b>TOTAL</b>							<b>\$254,400</b>	<b>\$222,500</b>	<b>\$132,000</b>	<b>\$148,000</b>	<b>\$148,000</b>	<b>\$148,000</b>	<b>\$1,002,900</b>	<b>\$425,600</b>	<b>\$1,428,500</b>	

590	Wastewater	I & I Study (Inflow and Infiltration)	2	15	Wastewater Fund	An I & I Study will determine where the infiltration and inflow areas are in the City's Sewer System. This will allow us to budget in the future the repairs of the City's sewers.	\$65,000						\$65,000		\$65,000	C
590	Wastewater	Water Meter Upgrade	3	30	Revenue Bonds	Change out and upgrade all water meters in the city. New meters will be read automatically.	\$700,000						\$700,000		\$700,000	C
590	Wastewater	Channel Monster Cartridge Replacement	2	5	Wastewater Fund	It is recommended by the manufacturer to replace the cutter cartridge in the Channel Monster every five years.		\$40,000					\$40,000		\$40,000	C
590	Wastewater	Muffin Monster cartridge replacement	2	5	Wastewater Fund	It is recommended by the manufacturer to replace the cutter cartridge in the in-line Muffin Monster every five years. We have three of these units.				\$40,000			\$40,000		\$40,000	C

FUND	Department	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2019-2020 Expenditure	2020-2021 Expenditure	2021-2022 Expenditure	2022-2023 Expenditure	2023-2024 Expenditure	2024-2025 Expenditure	City Expenditure	Other Funds or Grant Share	Total Expenditure	Council - C Planning Council PC
590	Wastewater	Sewer Lining	1	30	Wastewater Fund	Project will line sewers which have experienced failure and root penetration. FY18 TBD FY20 TBD	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$360,000		\$360,000	C
590	Wastewater	New Sludge Thickening/De-watering Process	3	20	Wastewater Fund	The current equipment will be 20 years old and the polymer agent used in the process is no longer produced. A suitable replacement is not expected. We have enough polymer to last about 4 years. With a new system, Class A biosolids may be				\$500,000			\$500,000		\$500,000	C
590	Wastewater	Clarifier Rehabilitation	3	25	Wastewater Fund - Possible Bonds	Rehabilitate concrete and steel structures in each of 4 clarifiers do to age and corrosion. Rehab/Replace clarifier drive mechanisms due to age and wear. Coat all concrete surfaces with marine grade coating.		\$325,000	\$325,000		\$325,000	\$325,000	\$1,300,000		\$1,300,000	C
<b>TOTAL</b>							<b>\$825,000</b>	<b>\$425,000</b>	<b>\$385,000</b>	<b>\$600,000</b>	<b>\$385,000</b>	<b>\$385,000</b>	<b>\$3,005,000</b>	<b>\$0</b>	<b>\$3,005,000</b>	

591	Water	Line water main on Cosmopolitan	2	50	Water Fund - Bond	The project will be fire hydrant replacement and water main lining using new technology.		\$200,000					\$200,000		\$200,000	C
591	Water	Water Main S. Marshall Ave.	3	100	Water Fund	Replace existing 4' cast iron with 8' pipe on S. Marshall between Green St. and Raymond.						\$465,000	\$465,000		\$465,000	C
591	Water	New 600k Water Tower	2	50	Water Fund -Bond	Install new 600,000 gallon water tower at the MRLEC site. Contingent on Oaklawn property development	\$0						\$0		\$0	PC
591	Water	Water Main replacement Jefferson St	1	100	Water Fund	Replace 2 sections of 4' cast iron on Jefferson St between Mansion and Michigan - also between Hanover and Green		\$150,000					\$150,000		\$150,000	C
591	Water	Water Main installation Eagle St.	1	30	Water Fund	Replace existing 4' cast iron with 8' pipe. Eagle St. between Hanover and Michigan.	\$150,000						\$150,000		\$150,000	C
591	Water	Replace aging 6" water main on W. Prospect	1	100	Water Fund - Bond	Replace aging 6" water main on W. Prospect between Kalamazoo and Mulberry and from between Linden and Verona.				\$360,000			\$360,000		\$360,000	C
591	Water	Water meter change out	3	20	Water Fund-Bonding -DWRP	Phase 1 would be to change out meter larger than 1 1/2 ". Phase 2 & 3 would be to change out meters smaller than 1'	\$700,000						\$700,000		\$700,000	C
<b>TOTAL</b>							<b>\$850,000</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$360,000</b>	<b>\$0</b>	<b>\$465,000</b>	<b>\$2,025,000</b>	<b>\$0</b>	<b>\$2,025,000</b>	

**GENERAL FUND TOTALS**

<b>\$214,800</b>	<b>\$70,500</b>	<b>\$70,000</b>	<b>\$22,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$392,300</b>	<b>\$902,500</b>	<b>\$1,304,800</b>
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## Glossary of Governmental Financial Terms

The Annual Budget contains terminology that is unique to public finance reporting and budgeting. To assist the reader of the Annual Budget, this budget glossary is included.

### A

**Accounts Payable.** Amounts owed to others for goods and services received and assets acquired.

**Accounts Receivable.** Amounts due from others for goods furnished and services rendered. Such amounts include reimbursements earned and refunds receivable.

**Accrual Basis of Accounting:** A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Activity.** A specific line of work carried on by a governmental unit in order to perform its function as specified by constitutional, statutory, or administrative fiat which specific expenses/expenditures are recorded.

**Ad Valorem:** According to value. "A method of taxation using the value of the item taxed to determine the amount of tax.

**Allocation.** A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities or objects.

**Allotment.** A portion of an appropriation set aside for use during a certain period or for a particular purpose.

**American Municipal Power, Inc.(AMP).** A corporation established to provide sources of power to participating organizations.

**Appropriation.** An authorization granted by the constitution or City Council to make expenditures or to incur obligations for a specific purpose. An appropriation is usually limited in amount and as to the time when it may be spent, normally calendar or fiscal year.

**Appropriation Line Item (ALI).** The specific purpose of appropriations as authorized by law and accounted for within its fund.

**Assessed Valuation:** The estimated value placed upon real and personal property by the assessor. In Michigan, the assessed value is required to be at 50% of true cash value.

**Asset.** Any item of economic value owned by a governmental unit. The item may be physical in nature (tangible) or a right to ownership (intangible) that is expressed in terms of cost or some other value.

**Audit.** The examination of some or all of the following items: documents, records, reports, systems of internal control, accounting procedures, and other evidence, for one or more of the following purposes: (a) determining the propriety, legality, and mathematical accuracy of proposed or consummated transactions; (b) ascertaining whether all transactions have been recorded; and (c) determining whether transactions are accurately reflected in the accounts and in the statements drawn therefrom in accordance with accepted accounting principles.

NOTE: The term "audit" is sometimes applied to the examination of a single transaction; for example, the audit of an invoice; that is, the checking of an invoice and supporting evidence for the purpose of approving the invoice for payment and properly reflecting the transaction in the accounts. This is referred to as preaudit. On the other hand, even a limited special audit involves the examination of documents, records, reports, systems of internal control, and other evidence. The term "audit" is, thus, of little significance when used without a modifier.

## B

**Balanced Budget.** A budget in which revenue and use of fund balance/fund equity is equal to or greater than expenses/expenditures in a fiscal period.

**Baseline Revenue.** Total revenue excluding revenue derived from one-time revenue items and tax structure changes. One-time revenue items typically include such things as an accounting change that results in a one-time revenue gain during the period when the change is implemented or a one-time transfer of revenue from one fund to another fund. Tax structure changes include tax rate increases or decreases, and additions to or subtractions from the base of a tax.

**Budget.** A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. NOTE: The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to City Council for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the legislature. The term is also sometimes confused with the budget document.

**Budget Year.** The fiscal year for which the budget is being considered; the fiscal year following the current year.

## C

**CAFR.** See Comprehensive Annual Financial Report.

**Capital Outlay.** A disbursement of money which results in the acquisition of or addition to fixed assets, i.e., land acquisition, building and construction, infrastructure improvements, and renovation.

**Carry-Forward.** A portion or total of the unspent balance of an appropriation that is made available for expenditure in the succeeding fiscal year.

**CIP:** Abbreviation for Capital Improvement Plan.

**Comprehensive Annual Financial Report (CAFR).** The official annual financial report of the City.

**Consumer Price Index (CPI).** A measure of the average change in prices over time in a fixed market basket of goods and services typically purchased by consumers. The CPI for all urban consumers covers about 80% of the total population.

**Cost-Benefit Analysis.** An analytical technique that compares the social costs and benefits of proposed programs or policy actions. All losses and gains experienced by society are included and measured in dollar terms. The net benefits created by an action are calculated by subtracting the

losses incurred by some sectors of society from the gains that accrue to others. Alternative actions are compared to choose one or more that yield the greatest net benefits, or ratio of benefits to costs.

The inclusion of all gains and losses to society in cost-benefit analysis distinguishes it from cost-effectiveness analysis, which is a more limited view of costs and benefits.

**Cost-Effectiveness Analysis.** An analytical technique used to choose the most efficient method for achieving a program or policy goal. The costs of alternatives are measured by their requisite estimated dollar expenditures. Effectiveness is defined by the degree of goal attainment, and may also (but not necessarily) be measured in dollars. Either the net effectiveness (effectiveness minus costs) or the cost effectiveness ratios of alternatives are compared. The most cost-effective method chosen may involve one or more alternatives.

**Countercyclical.** Actions aimed at smoothing out swings in economic activity. Countercyclical actions may take the form of monetary and fiscal policy (such as countercyclical revenue sharing or jobs programs). Automatic (built-in) stabilizers have a countercyclical effect without necessitating changes in governmental policy.

**Current Year.** The fiscal year in progress.

## D

**Debt Service:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Deficit.** The excess of liabilities and reserves of a fund over its assets.

**Department:** An administration or financial division of the City. Departments within the budget are City Manager, Public Works, Clerk, etc.

**Depreciation:** A noncash expense that reduces the value of an asset as a result of use, age, or obsolescence. Most assets lose their value over time and must be replaced at the end of their useful life.

**Downtown Development Authority (DDA) .** A tax increment finance authority (TIFA) that is permitted to collect a portion of the tax that is applicable to units located within the Downtown Development District.

## E

**Encumbrance.** A commitment related to unperformed contracts for goods and services which is recognized as a reservation of fund balance for financial reporting purposes.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedule for these services are established from time to time, to ensure that revenues are adequate to meet all necessary expenditures.

**Equipment.** Durable goods such as computers, desks, chairs, or cars.

**Expenditures.** Payments against appropriations that reduce the cash balance after legal requirements have been met. A fiscal year's expenditures are payments actually made in that fiscal year, regardless of the City's fiscal year in which the appropriations were reserved or encumbered for such payments.

## F

**FTE.** See Full-time Equated Position.

**FY.** Abbreviation for fiscal year.

**Fiscal Year (FY).** A 12-month accounting period that may not coincide with the calendar year. For the City of Marshall, the fiscal year begins July 1 and ends June 30. The year's title comes from the date that it ends, thus the fiscal year beginning July 1, 2015 and ending June 30, 2016 is fiscal year 2016.

**Fixed Charges.** Repetitive expenditures of which the amounts are more or less constant. These may repeat at various intervals, weekly, monthly, annually, etc. Examples are insurance premiums, contributions to pensions, and land and building rentals.

**Full-time Equated (FTE) Position.** Full-time equated (FTE) position in the classified service of City government. One full-time equated position is based on 2,080 work hours (26 two-week pay periods times 80 hours).

**Fund.** In governmental accounting a fund may be described as representing a distinct phase of the activities of government and is controlled by a self-balancing group of accounts in which all of the financial transactions of the particular phase are recorded. NOTE: A fund is both a sum of resources and an independent accounting entity. A self-balancing group of accounts must be provided for each fund to show the assets and other resources, on one hand, and obligations, surplus, and other credits, on the other. Accounts must also be set up to permit the identification of revenues and expenditures and receipts and disbursements with the fund to which they apply. Although the General Fund is available for all legally authorized purposes, the definition also applies to it, for the fund can be used for governmental purposes only and expenditures cannot be made from it without legal authorization.

**Fund Balance.** Net position of a governmental fund (difference between assets, liabilities, deferred outflows of resources, and deferred inflows of resources).

## G

**GAAP:** Abbreviation for Generally Accepted Accounting Principles.

**Grant.** In governmental terminology, a contribution to or from a unit of government for specific or general purposes. This may take the form of donations, bequests, payments to or for local units, aid, reimbursements, etc.

**General Fund (GF).** The City General Fund covers all appropriation, expenditure and receipt transactions, except those for which special or statutory requirements demand separate fund accounting. Most of the traditional City services are included in the General Fund.

The accounts of the General Fund reflect the major share of the City's fiscal transactions. It is the predominant element in the annual budget review and enactment from the viewpoints of both appropriations and taxes. This is evidenced by the frequent identification of the "General" Fund with



the City of Marshall as a whole. The General Fund is financed by what are defined as general purpose and restricted revenues. General purposes are self-explanatory. Restricted revenues are those resources that, by statute, charter, ordinance, contract or agreement, are reserved to specific purposes, and expenditures that are limited by the amount of revenue realized.

**GF.** Abbreviation for General Fund.

**GFOA:** Abbreviation for Government Finance Officers Association.

## H

**Headlee Amendment.** Sections 25-34 (Article IX) provisions of the Michigan Constitution of 1963; also known as the Tax Limitation Amendment of 1978.

## I

**Internal Service Fund.** Internal service funds are those employed to finance industrial, commercial, and service activities of the City, the expenses of which are to be met by operating income; or to finance supply inventories for City departments. An example of an internal service fund would be Motor Pool, which owns and maintains various vehicles and equipment and rents such vehicles and equipment to City departments based on a predetermined rate schedule.

## L

**Lapse.** Appropriated amounts that are unspent or unobligated at the end of a fiscal year; appropriations are automatically terminated at the end of a fiscal year unless otherwise provided by law, or a purchase order is left open into the next fiscal year.

**Liabilities.** Amounts owed for items received, services rendered, expenses incurred, assets acquired, construction performed (regardless of whether invoices have been received), and amounts received but as yet unearned. Included are amounts owed for goods in the hands of contractors under the constructive delivery concept (when the records of the agency provide such information), and amounts owed under grants, pensions, awards, and other indebtedness not involving the furnishing of goods and services. The two classifications occurring most frequently are the following- Long Term (payment due in excess of the current fiscal year); and Short Term (payment due in the current year).

**Liabilities - Current:** Liabilities that will be due within a short time (usually one year or less) and that are to be paid out of current assets. Includes all amounts owed on the basis of invoices or other evidence of receipt of goods and services, other amounts owed for the purchase of goods and services even if not "due and payable", and deferred income (received but not earned).

**Local Development Finance Authority (LDFA).** A tax increment finance authority (TIFA) created to allow for the collection of a portion of the tax collected within the taxing district.

### **LONG-TERM AND UNFUNDED LIABILITIES:**

Liabilities that will not be due for a comparatively long time (usually more than one year). However, as they come within the one-year range, and are to be paid, such liabilities become current. Includes bonded debt, notes payable, and liabilities that will not become obligations until a later time (e.g., accrued annual leave in the case of appropriation accounts).

**Line Item.** An entry in an appropriations act which provides for expenditure authorization to an individual general ledger account.



**Lump Sum Appropriation.** An appropriation made for a stated purpose, or for a named department or program without specifying further the amounts that may be spent for specific activities or for particular objects of expenditure.

## M

**Management Plan.** A document developed by a department consisting of program descriptions, financial needs, program alternatives, and performance data; used to develop the Manager's budget proposal.

**Michigan South Central Power Agency (MSCPA).** An Agency consisting of five member municipalities organized to provide power to those member's customers. Marshall is a 24% owner in the Agency.

**Millage:** A rate of taxation expressed as mills per dollar.

**Municipal Employee's Retirement System (MERS).** The retirement system that covers all active City employees.

## N

**Negative Appropriations.** An appropriation consisting of negative dollar amounts which has as its purpose the reduction of appropriation expenditures of funds that have already been appropriated.

## O

**Obligations.** Amounts that the City may be required legally to meet out of its resources at a particular date.

**Operating Budget.** A budget that applies to all outlays other than capital outlays.

**Operating Expenditures.** In the City's accounting procedures, all charges incurred during a fiscal period for supplies, materials, services, grants-in-aid, debt service, and capital outlay that will affect the fund surplus or deficit of that period. It is immaterial whether payment has been made. The benefits of such expenditures may extend into subsequent periods.

**Outlays.** Obligations are generally liquidated when checks are issued or cash disbursed. Such payments are called outlays. In lieu of the issuance of checks, obligations also may be liquidated (and outlays may occur) by the maturing of interest coupons in the case of some bonds, or by the issuance of bonds or notes (or increases in the redemption value of bonds outstanding).

## P

**Personal Services.** Expenditures for payroll, including fringe benefits and related services such as consultants, physicians, and temporary services.

**Prior Year.** The fiscal year immediately preceding the current year.

**Program.** A narrower, more targeted focus on a specific aspect of the general objective addressed by a Department's program series. There are various numbers of programs grouped under each Department's program series.

## R

**Reserves.** While the City operates on the principle that unspent appropriation balances are canceled at the end of the fiscal year, certain provisions create deviations from this general rule. These exceptions include appropriations for capital additions, repair and alternations; special projects; and purchase orders on which the City is obligated, but on which delivery has not been made at June 30. In addition, included are amounts received from certain revenue sources that, by law, may be used only for specified purposes.

**Restricted Funds/ Restricted Revenue.** Appropriated funding earmarked by ordinance or by budget resolution to finance a specific activity or group of related activities.

**Revenue.** The income attributable to a designated fiscal accounting period that will affect the balance (surplus) or deficit resulting from the operations of that period. Certain items earned during that period are also considered revenue of that period even though the cash is not received until a subsequent period.

## S

**SEV:** Abbreviation for State Equalized Value.

**Special Program.** A regular recurring activity that is segregated in the accounts to control a special annual appropriation, or to establish a control for reporting purposes.

**Special Revenue Funds.** These are funds used to finance particular activities from the receipts of specific taxes or other revenue. Such a fund is created by ordinance or statute to provide certain activities with definite and continuing revenues. After the fund is created, it usually continues year after year until discontinued or revised by resolution. Accounting transactions are treated the same as they are in the General Fund.

## T

**Taxes.** Sums imposed by a government authority upon persons or property to pay for government services.

**Tax Increment Financing Authority (TIFA).** An authority established by City Council for the purpose of benefiting a specific district of the City of Marshall. The district may issue debt and is entitled to receive a portion of the taxes collected on parcels located within the district.

**Taxable Value:** This is a value used as a base for levying property taxes. Taxable values may only be increased by 5% or the rate of inflation, whichever is lower.

**Transfer.** An authorized transfer of funds between line items of a budget act. Appropriation transfers are categorized as either a transfer-in or a transfer-out.

**Transfer Request.** A request submitted to the Council to transfer funds between appropriation line-items within a fund.

**Trust and Agency Funds.** Trust funds consist of assets received and held by the City in a capacity similar to that of a trustee. Agency funds consist of money received by the City as agent for other governmental units. Most of the trust funds are of the expendable type, i.e.; the total resources are available for expenditure in accordance with provisions of the trust or other restrictions. Most trust and agency funds have receipts and make expenditures and it is necessary to set up accounts to

show the kind of receipts and the nature of expenditures. At the end of a fiscal period, receipts and expenditures are closed out and the difference is used to increase or decrease the fund balance. All receipts and expenditures of trust and agency funds are of a nonoperating nature.

## **W**

**Work Project.** A one-time, nonrecurring undertaking for the purpose of accomplishing a specific objective, the appropriation for which remains available until the work is completed. This does not include Work Orders.

A work project shall meet all of the following criteria:

- (a) The work project shall be for a specific purpose.
- (b) The work project shall contain a specific plan to accomplish its objective.
- (c) The work project shall have an estimated completion cost.
- (d) The work project shall have an estimated completion date.

## **Y**

**Year-End Closing.** The period necessary for all accounting transactions to be completed from the previous fiscal year until the Comprehensive Annual Financial Report (CAFR) is audited and published within 6 months after the end of the fiscal year.

## **Z**

**Zero-Base Budgeting.** A process emphasizing management's responsibility to plan, budget, and evaluate. Zero-base budgeting provides for analysis of alternative methods of operation and various levels of effort. It places new programs on an equal footing with existing programs by requiring that program priorities be ranked, thereby providing a systematic basis for allocating resources.