

City of Marshall, Michigan

FY 2016 Adopted Budget



Jack Reed, Mayor

Council Members:

Ward One, Kari Schurig

Ward Two, Nick Metzger

Ward Three, Brent Williams

Ward Four, Michael McNeil

Ward Five, Joe Caron

At-Large, Kathy Miller

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CITY OF MARSHALL ANNUAL REPORT

FY 2014

Tom Tarkiewicz, City Manager

Natalie Dean, Director of Community Services

Carl Fedders, Director of Public Services

Ed Rice, Director of Electric Utilities

James Schwartz, Director of Public Safety

Ken Swisher, Director of Finance

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COMMUNITY SERVICES

The 2014 Community Services Department includes Planning & Zoning, Code Enforcement, Building Inspection, Marshall House, Recreation Departments and Dial-a-Ride.

Building Inspection

The Building Inspection Department is staffed by the Director of Community Services, with inspection scheduling help from the PSB receptionist. The City has 4 contracted inspectors for the respective trades of Building, Electric, Mechanical, and Plumbing.

In 2014, the Building Department issued 133 building permits city-wide for projects of all shapes and sizes. This included major construction projects, such as the new Marshall Regional Law Enforcement Center and Fire Station, Oaklawn Hospital's north parking lot, and the addition to Dr. Vandermuelen's office on Winston Drive.

Marshall Regional Law Enforcement Center (MRLEC) on Old US 27 North and Marshall City Fire Department on Arms Street



Oaklawn Hospital's new north parking lot



Planning & Zoning

The Planning & Zoning Department is staffed by the Director of Community Services and the PSB receptionist assists with minutes at meetings and with other administrative tasks. The Director prepares information for and serves as staff liaison to the Planning Commission, Zoning Board of Appeals, and the Joint Planning Commission.

In addition to the passage of the site plans for the major building projects of 2014, updates to the City's Master Plan also began. A "Community Open House" was held in November, and an online survey was offered; both had numerous responses! The information gathered will be used to update the Master Plan in response to community desires and good planning.

The City of Marshall was accepted into the Redevelopment Ready Communities Program-RRC (offered through the Michigan Economic Development Corporation) in March of 2014. Also, a Rental Rehabilitation Project (offered through the Michigan State Housing Development Authority) was completed at 121 1/2 W. Michigan Avenue for the construction of two affordable apartment units owned by Mark & Deb Stuart.

New apartments created from vacant space at 121 ½ W. Michigan via the MSHDA Rental Rehabilitation Grant



Marshall House

The Marshall House staff consists of 3 full-time employees and 1 part-time receptionist. Since the 1970's, this building has been a 100-unit, city-owned and HUD subsidized, senior living facility.

In September of 2014, the Marshall House staff underwent their first Real Estate Assessment Center Inspection under the Department of Housing and Urban Development. The inspection was focused on building integrity, unit maintenance and health and safety issues. The Marshall House passed the inspection with a rating of "Successful". The team members worked hard to learn the inspection process and prepare the building for the inspection with a newly hired maintenance person in three months' time.

Updates to the Marshall House are on-going. They completed apartment renovations to nine units in 2014. These renovations included complete flooring, appliance, cabinetry, interior doors, lighting, heating element replacements, the addition of crown molding and repainting of the units. The original units were built in the late 1970's and now they are completely transformed and upgraded beautifully.

Updated Marshall House Apartment



On December 5th, after months of planning, the Marshall House staff pulled off a surprise Christmas party for our tenants with the help from the community. The evening was a great success and tenants were thrilled with the attention that they received. Wonderful relationships with the community were developed to integrate our tenants into the community of Marshall.

Marshall House residents enjoying their Christmas Party



Recreation Department

The Recreation Department consists of three full time employees and multiple seasonal helpers, as needed for the various annual activities. The Marshall community has benefited greatly from having the variety of programming that has been provided at minimal costs.

Throughout 2014, the Recreation Department staff strived to adapt and modify programs in an effort to keep in tune to the needs and desires of the Marshall community. On Valentine's Day 618 Dad/Daughter duos hit the dance floor. 2014 was a record breaking year for this special event that has been offered since 1987!



The Summer "FUN" Playground students accomplished two major Community Service Projects: Funding for Veteran markers at Oakridge Cemetery and the Renovation of the Hughes School atrium gardens. In 2014, the Recreation Department also developed NEW Youth Programming: "Lil' Artist" a 3-5 year old Art Class, a Girls Volleyball Clinic for ages 4-10 and Indoor Soccer for 1st – 4th grade students.



In May of 2014, the Recreation Department made the commitment to further grow Family/Outdoor Programming with the purchase of 8 canoes and 8 kayaks. The purchase was in preparation for upcoming community floats and programs to be offered soon!

Dial-a-Ride

The Dial-a-Ride department consists of a part-time administrator, 6 part-time and 3 full-time drivers. Dial-a-Ride continued to serve the Marshall Community in 2014 by providing transportation to residents for shopping trips, health appointments, and school trips. This service was available from 7:00 a.m.-6:00 p.m., Monday through Friday.

On October 1, 2014, Dial-a-Ride implemented a new, accessible bus service to the citizens of Albion and Marshall. The new service, known as “The Albion-Marshall Connector”, currently operates 3 days a week for the purpose of providing increased access to medical care and other services offered in both communities. The “Connector” is funded by the New Freedom federal grant, the City of Albion, user fees, and various philanthropic organizations from both Albion and Marshall. This new service operates on Monday, Wednesday, and Friday, between the hours of 8:00 a.m. – 5:00 p.m. and is a one year pilot program. The bus shown below is provided through the New Freedom Grant.



Department of Public Works

Streets

2014 began with a Polar Vortex that dropped 106 inches of snow on Calhoun County and brought well below average temperatures. The Department of Public Works Crew worked a number of 15 hour days to clear roads, parking lots, and sidewalks.

In addition to snow removal, the department evaluates street trees taking into consideration the health of the tree, potential property damage, and public safety. Sometimes it becomes clear that a tree must come down. Our employees have many hours of training from the top forestry experts in the field on roping, rigging, and cutting in the safest manner. On July 1st, the City of Marshall saw straight line winds in excess of 70 miles an hour. The storm resulted in a number of trees that sustained damage and reinforced the importance of quality tree maintenance. The cleanup effort was cut in half as management elected to deployed new equipment, methods, and procedures to aid in the resulting brush pick up.



Oakridge Cemetery

Originally developed in 1839, the Oakridge Cemetery property is 65 acres in size and comprised of four developed sections. Oakridge Cemetery has approximately 11,000 burials and is one of the oldest and historic operating cemeteries in Michigan.

The severe winter presented challenges for the cemetery crew but only one burial service was postponed due to weather. Our crews kept the roads open and burial areas cleared without any damage to headstones or infrastructure. Dale Holmes of the Public Works Department spent the most time clearing snow in the cemetery and his thirty years of experience and expertise as an equipment operator were evident.

Staff also invested in the leather bound cemetery record books that are approaching 100 years old. A book binding shop in Grand Rapids was able to rebind a number of the most used books and equipment was purchased to maintain the records for the future.



Motorpool

Motor Pool is responsible for the purchase and maintenance of approximately 100 City vehicles and equipment. That includes equipment used in our snow fighting efforts. The city is responsible for sidewalk maintenance in the Downtown area as well as walkways on Green and Mansion Street. This past winter found the limits of our equipment relating to sidewalk maintenance. Staff was using a small zero turn with snow blower that did not have a cab, exposing the operator to harsh winter conditions which could not make it through the deep snow. We were forced to upgrade to meet the challenge. Motor Pool purchased a John Deere 1575 multi-purpose maintenance machine that includes a broom, snow blower for heavy snow, and a 72 inch mower deck for summer use.

The Vector truck is an example of the type of equipment maintained and used by the employees of the Department of Public Works and represents the most important and costly piece of equipment in the DPW fleet. The Vector is primarily used for cleaning sanitary and storm sewer lines. It uses a powerful jet stream of water to dislodge any impediments in the sewer pipe, forcing debris into the manhole where it can be vacuumed out and discharged at the Waste Water Plant.

Water Department

Like other departments the colder than normal temperatures caused some additional work as the water department had to respond to a number of frozen water lines. In response, a piece of equipment was developed and built to help the residents impacted by this situation that thawed the water lines.

The Water Department was also busy in 2014 with upgrades to the Water Treatment Plant. The addition of Variable Frequency Drives (VFD) to two of our wells has allowed us to save on energy costs as well as protect the water system from water main breaks. The VFDs allow the motors on the Well Pumps to open slowly and increase pressure on the system in a controlled manner. This prevents the water from causing breaks in the distribution mains. Before we installed the VFDs, the Water Department upgraded the SCADA system. This is our control center for the Water Treatment Plant which allows us to turn pumps on and off, see the levels of our water towers, obtain critical information about our water use and report emergency calls directly to employees.



Wastewater

2014 has been one of change for the Wastewater plant. Because of new additions to the staff, much effort was made in terms of training. The staff was able to begin with our plan to implement some major housekeeping projects such as removing decommissioned equipment and piping. Staff also began the process of upgrading the lift stations around Lyon Lake. The project will replace the pumps that are over 20 years old with new pumps over the next two years. The new pumps have a feature that allows mixing of the wet well prior to pumping to help minimize debris accumulation and damage to the City's infrastructure.



Environmental

Krazy for the Kazoo

Through the implementation of Krazy for the Kazoo – a River Clean Up and Conservation Day event, 140 volunteers worked together as a community towards our mission of preserving, protecting, and enhancing Marshall's natural resources. Our goal was to provide an opportunity for volunteers to come together to express their commitment to environmental protection and make a real tangible difference. Our primary goals were to encourage our community to appreciate the Kalamazoo River as a beautiful natural resource in our community, to get some real work done within a specified time frame, while at the same time educating the public about watershed issues and the value of caring for natural resources. These goals were met. Specific tasks that were completed: In-river and river bank collection of trash at nine different area designations along two miles of the Kalamazoo River and Rice Creek. We collected 15 yards of trash weighing approximately 0.5 tons. This brings the total to 18 tons removed from the banks of the Kalamazoo River and Rice Creek by volunteers over the past 12 years. Items collected included six tires, two bicycles, a car seat, construction debris, glass bottles, paper, plastic, etc. The following benefits were achieved: The Kalamazoo River and Rice Creek were cleaned and the public gained a positive appreciation for the value of these beautiful natural resources and an understanding about their personal impact within this part of the Kalamazoo River Watershed, through their participation, the public received education about water quality issues and their role in caring for water resources, participants felt a connection to and pride in Marshall's natural resources, working outside with adult role models young people learned first-hand the value of community service and saw how their efforts can make a difference.



Kanoe the Kazoo

We worked with Community partners to host Kanoe the Kazoo (KTK). The events focus is to educate participants about the value of the Kalamazoo River as a natural resource and the potential threats to the health of the river ecosystem. Together 170 people participated in two different floats on the Kalamazoo River (Albion – 70, Marshall to Battle Creek – 100). Many participants were first timers at KTK which means we exposed a lot of new people to recreation on the Kalamazoo River. In addition, the summer long advertising of the event also reminds residents and visitors that we have this beautiful recreation resource. The new ingress and egress points have really opened up this recreational opportunity.



Public Services Building Landscaping

The front of the Public Services Building received some much needed attention to landscaping. Old, overgrown plants were removed and a mix of perennial and annual plants were added along with a new birdbath and bird houses.

Greening of Marshall & Urban Forestry Management

The department has been actively engaged in the management of Marshall's urban forest. Working together with the Marshall Area Conservation Committee, over 700 trees have been planted along Marshall streets, in local parks and in Oakridge Cemetery. 100% of funding for these trees was raised by the MACC and the trees are planted by volunteers in partnership with the City of Marshall. In addition to planting, we work with volunteers to provide continuing health assessments of the trees and care including watering, mulching and pruning. An Urban Forestry Management plan is being developed to assure that the City's urban forest is well planned and maintained for the future. Procedures are being developed to address tree planting, tree removal and tree inventory. Marshall has been a Tree City USA for 18 years.

Ten new trees were planted in the fountain circle. Funding for the trees was provided by memorial donations for Tim Sykora. Several trees in the Fountain Circle had recently been removed due to disease and injury and several more will need to be removed in the near future. The addition of these new trees will provide shade and beauty to this focal point of the City for many years to come.

Parks

Ketchum Park

A new Ketchum Park Advisory Committee (KPAC) has been created to plan and implement some much needed improvements at Ketchum Park. KPAC is a very active committee chaired by Marshall Resident Mitch Robbins. Beginning in June of 2014, the 25 person KPAC has been meeting monthly and is off to a terrific start. Significant and visible improvements have been made at the park during numerous planned work days throughout the summer and fall. These improvements include: removal of invasive species along the Rice Creek and raceway banks, planting of flowers, repairs and maintenance of Kids Kingdom, refinishing of picnic tables, planting of native plants along Rice Creek for bank stabilization, repair of pavilions, tree planting, general clean-up & beautification etc. Work groups have included the KPAC members, Boy Scouts, and High School aged kids. The committee has been actively promoting the park by giving park presentations at various Marshall Organizations, articles in the local paper, a new Facebook page, and a float in the Marshall Christmas parade. KPAC is working on site design and development and will eventually be seeking funding for further improvements which will include trail development, installation of benches/seating areas, improvements to riparian corridors, landscaping, etc. The committee is also working to develop a Park Management Plan. Deterring vandalism will be a focus issue for KPAC in 2015.

The City of Marshall DPW has also made some improvements to the park including, repairs to pavilions, removal of diseased trees, and the addition of a few new picnic tables and new grills. A new family restroom will be added to the park in the Kids Kingdom area in the spring of 2015.

Shearman Park

Previously, funds were used from the Marshall Community Foundation and the Cronin Foundation to purchase the former Shearman School site from Marshall Public Schools for the development of a new city park. A steering committee consisting of neighborhood residents, city employees, and elected & appointed officials was created. A community forum was held to gather public input on the park features. The City applied for a Department of Natural Resources Trust Fund Grant but the grant was not approved. The Steering Committee will now need to reassess the scope and direction of the project. Donated playground equipment will be installed in 2015.

Brooks Nature Area

Brooks Nature Area, encompassing 180+ acres is the City's largest park and it is growing in popularity with visitors enjoying the open space, wildlife, trails, and observation deck every day. A new "Song Bird Trail" has been added to the existing trail system bringing the total trail length to 2.7 miles. This new trail has been planned and implemented by a local Girl Scout as a Gold Award project in partnership with the Brooks Nature Area Advisory Board. The project included: development of the trail, installation of new trail signs and new trail head poster, installation of a new bench, and development of a bird watching brochure for visitor education. Another Girl Scout Gold Award project involved the hosting of a new event at the park called "Tricks & Trails". In an effort to create awareness of the benefits of being out-of-doors this event brought kids and families out to the park for an afternoon of trick-or-treating along a woodland loop trail, holiday snacks, and crafts. Approximately 350 kids (500 people total) attended "Tricks & Trails" achieving the goal of introducing kids and families to outdoor opportunities at Brooks Nature Area. The Brooks Nature Area Board meets bi-monthly throughout the year and hosts numerous events at the park such as work days, school field trips, and an annual Open House.



Garvin Park

The storm water basin on Union Street is being transformed into a beautiful neighborhood park. This storm water retention basin, constructed in 2012, collects storm water overflow from the surrounding area and allows it to slowly infiltrate into the ground water. The new park design and development is being managed as a Girl Scout Gold Award Project in partnership with local Master Gardeners and the City of Marshall. Park development includes: five new trees, boulder edged gardens of native plants, installation of a new sandstone path, installation of two new benches, rain garden plantings to enhance drainage and filtration of the storm water, native grass plantings, certification as a Monarch Way Station, certification as a Wildlife Habitat area, and signage to educate park visitors about storm water management and water quality. This park will be adopted and cared for by local Master Gardeners and a block party is being planned at the park in the spring/summer of 2015.

GARVIN PARK

Stormwater Retention Basin

Native Landscaping

This retention basin is landscaped with a variety of native grasses, shrubs and wetland plants to provide bank stability and aesthetic benefits. Vegetation also provides water quality benefits by removing soluble nutrients through uptake. We hope you'll enjoy a walk around the basin and enjoy the gardens.



Protecting Marshall's Water Resources

A watershed is an area of land that drains into a body of water. The City of Marshall is in the Kalamazoo River Watershed. We all rely on our watershed for recreation such as boating and fishing, agriculture, wildlife habitat, and even our drinking water supply. What people do in the watershed directly affects the health of the streams and lakes that the watershed flows into. Storm water management practices in the City of Marshall including this detention basin and native landscaping help to protect water quality.



How this Retention Basin Works

This retention basin is used to manage stormwater runoff to prevent flooding and downstream erosion, and improve water quality in the Kalamazoo River Watershed.

This retention basin collects stormwater from 21 acres of the surrounding area. The stormwater is channeled to the basin through a system of storm drains and underground pipes. The basin is designed to hold a total volume of 81,300 cubic feet of stormwater. Infiltration rates vary from 0.25 inches per hour to 0.5 inches per hour. Depending on rainfall amounts, this basin is sometimes wet and sometimes dry.

Stormwater does not receive treatment at a wastewater treatment plant, instead it goes directly or indirectly to a body of surface water, so it is very important that pollutants such as yard waste, pet waste, chemicals, paint, oil, etc. do not enter into the stormwater system. Allowing stormwater to infiltrate slowly through soil and allowing for uptake by plants and trees, rather than running directly to a river or lake, improves water quality.




Project management for the development of Garvin Park was provided by Madeline Rayner as a Girl Scout Gold Award in collaboration with the City of Marshall. Other partners included: Marshall Community Foundation, Corwin Foundation, Marshall Garden Club, Marshall Area Master Gardeners and the Marshall Area Conservation Committee. Est. 2014

Brooks Field

The City of Marshall took ownership of the Southwell hangar in June of this year. The ten unit hangar was built 25 years ago and reverted back to the City as part of the original agreement. The building currently has nine tenants and will provide a new revenue source moving forward. The taxi streets were repaved along with the parking lot and driveway as part of a MDOT project. The project represents the end of a five year pavement rehabilitation project that has resurfaced and reconstructed nearly all the pave services at the airport.



Electric Department

The electric department saw a lot of personnel changes in 2014 starting with the hiring of Ed Rice the new Director of Electric Operations. The line department saw four senior linemen leave the organization and two new apprentices hired. At the powerhouse two employees left for other departments and two new employees were hired.

Despite the large amount of changes in the personnel, the staff was able to respond to the July 1st storm which took out large portions of our customer base around Lyon and Stuart Lake, completed a master plan for the distribution system, made strong progress toward the new circuit to the industrial park, and re-permitted the engine #6 with the Michigan Department of Environmental Quality to remain compliant with new air quality regulations.



MISSION STATEMENT

To enhance the quality of life for our community by providing safe, healthy and fun recreation opportunities.

DEPARTMENT STAFF

Natalie Dean, Director of Community Services

Teri Trudeau, Recreation Superintendent

Justin Miller, Program Coordinator

Cris Roberts, Recreation Secretary

Cody Boughton, Intern (part-time)

ADVISORY BOARD

Dave Fhaner, Chair

Kristine Boley-Morse (July-Dec)

Randy Eshuis

Mark Gilbert

Mitch McComb

Norman Ostrum

Lisa Sands

Lee Sherman

Kathy Miller, Council Liaison

PROGRAMMING

Recreation for a Lifetime ... the Department's slogan best identifies its programming focus. The Department encourages members of the community to participate in recreational activities by offering a wide variety of programming opportunities. The focus has been, and continues to be, "...to engage all ages in positive recreational activities... for a Lifetime"... Adult sports, youth sports, pre-school sports, after school programs, day camps, summer 'fun' playground, and special events are offered.

PROGRAM HIGHLIGHTS

Lil' Artist I & II for 3 Years-K

This new program offered little ones an opportunity to learn about the disciplines of 'the arts' through hands-on experience. The first five-week session was so well received, a second was added.

Children were introduced to printing, painting, paper mache', crayon resist and art using fabric. Creativity blossomed in an atmosphere that promoted imagination and connection with family.

Introduction to Volleyball for 4–10 Years

This new program is a spin-off of the 5th-8th Grade Girls Volleyball program that has been offered for several years. Jon Morris, AAU Volleyball Coach, suggested a need for girls to attain fundamental volleyball skills at a younger age. Clinics were offered immediately after the older girls clinics. Many of the 7th-8th graders assisted Coach Morris as he provided the younger girls the opportunity to learn the game of volleyball through fun drills and skills practice.

Summer 'Fun' Playground Community Service Projects

Relay for Life. In early July, the Cadet Counselors decided to organize a Relay for Life fundraiser in honor of playground participant, Cameron Wine, a two year survivor. Donations were raised through lemonade and popcorn sales, water balloons to toss at counselors and admission to the annual Talent Show. Cadets surpassed their goal by raising \$1,070!

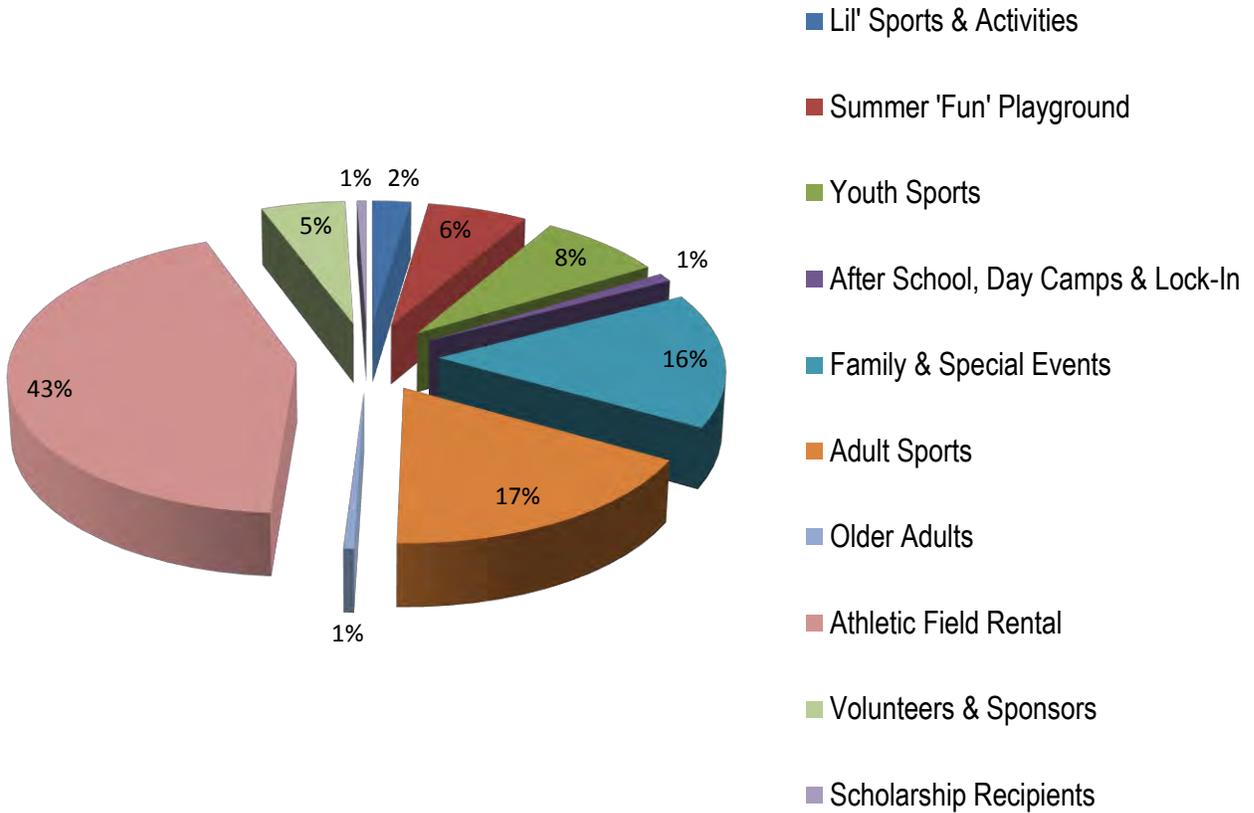
Donation to Marshall Area Community Services (MACS). The Cadet Counselors and participants of the Marshall Recreation Department's Summer "FUN" program donated approximately \$400 worth of groceries to the MACS food bank.

Community Service Projects are a wonderful way to raise awareness as students have fun with the activities that generate donations and feel good at giving back to the community, all at the same time!

NOTABLE NUMBERS

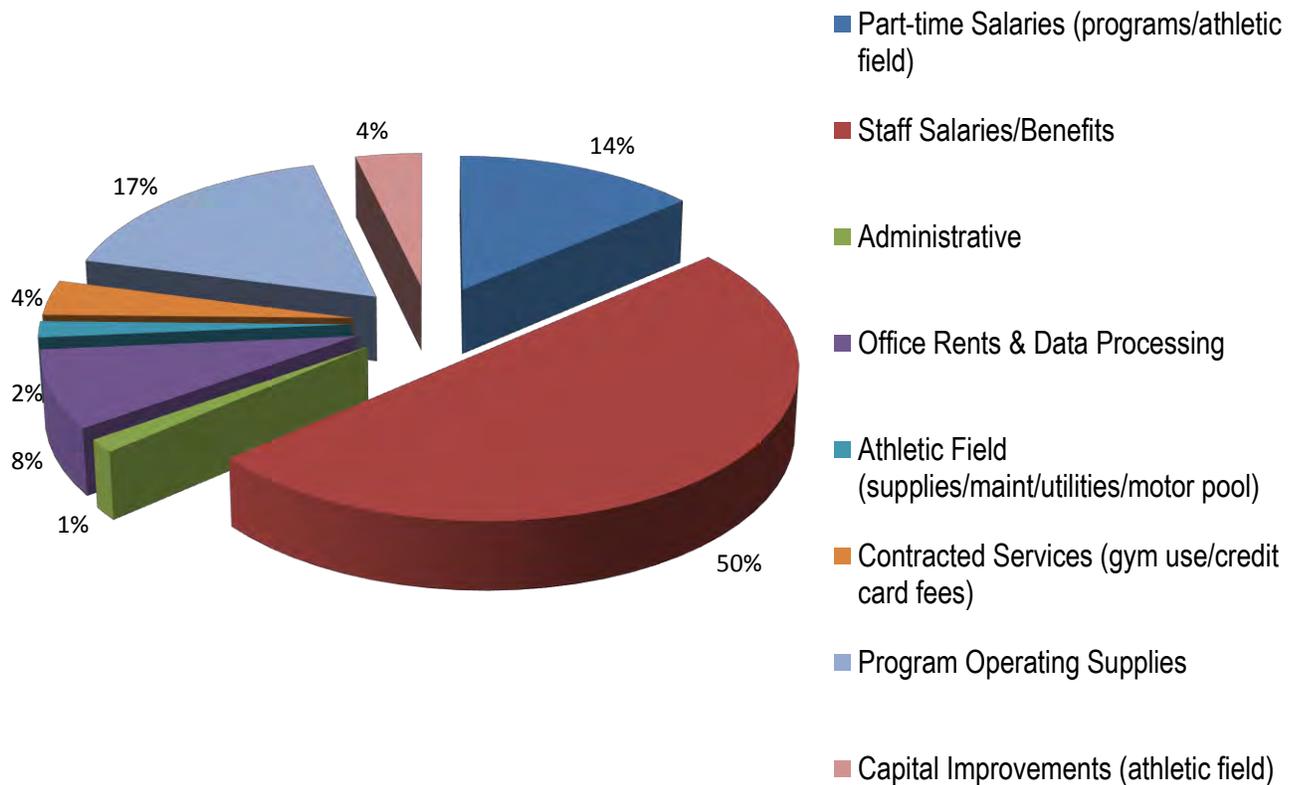
Lil' Sports	249
Summer 'Fun' Playground	650
Youth Sports	819
After School & Day Camps	103
Family & Special Events	1645

Adult Sports	1817
Older Adults	55
Athletic Field Rental	4522
Volunteers & Sponsors	544
Scholarship Recipients	60



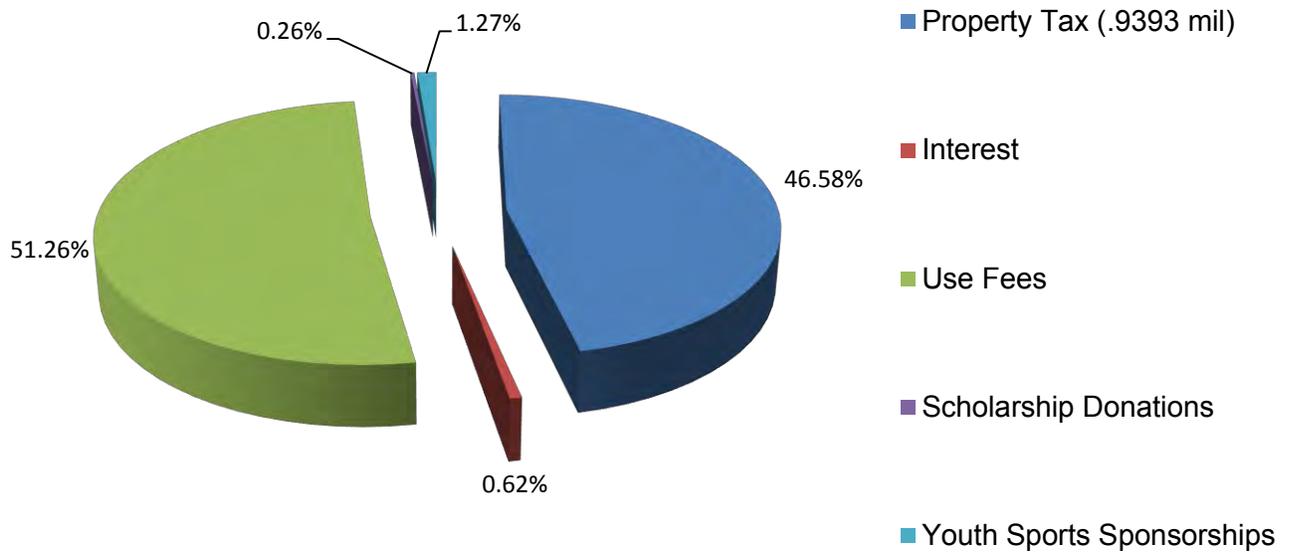
Expenses for the 2013-2014 Fiscal Year (not audited)

Part-time Salaries (programs/athletic field)	\$ 53,500
Staff Salaries/Benefits	\$193,850
Administrative	\$ 5,540
Office Rents & Data Processing	\$ 32,609
Athletic Field (supplies/maint/utilities/motor pool)	\$ 6,684
Contracted Services (gym use/credit card fees)	\$ 14,485
Program Operating Supplies	\$ 66,558
Capital Improvements (athletic field)	\$ 14,595



Revenue for the 2013-2014 Fiscal Year (not audited)

Property Tax (.9393 mil)	\$ 182,636
Interest	\$ 1,781
Use Fees	\$ 204,634
Scholarship Donations	\$ 1,791
Youth Sports Sponsorships	\$ 3,210



WATER-BASED OUTDOOR RECREATION

Purchase of Canoe/Kayak Livery – An Outdoor Recreation Opportunity

When the chance to purchase a livery became available, the Marshall Recreation Department staff seized this opportunity as a way to enhance programming. Due to the close proximity of the Kalamazoo River, the growing interest in outdoor recreation and the health and wellness benefits these activities provide; this was a perfect fit.

The plan for the Canoe/Kayak Outdoor Recreation Program will be introduced to the community in three phases. By carefully phasing in the opportunities, the Recreation Department will have ample “real life” experience to provide a safe and high quality experience.

Phase One (2013-14): COMPLETED

- Appropriate permits attained.
- Waivers/Releases approved for use. The equipment may be used by various organizations who utilize the Kalamazoo River in their Kanoe the Kazoo events. Note: Organizations who utilize the equipment for Kanoe the Kazoo events will need to provide their own shuttle service.

Phase Two (2014-2015):

- The Department will expand outdoor recreation programming to include activities for seasonal employees, instructional programs and other special events.
- All individuals will be required to sign a waiver/release form in order to utilize any/all Department equipment in conjunction with canoe/kayak activities.
- During this phase, we should be able to offer (3) different trips at various lengths. This is contingent upon Enbridge’s ability to adhere to their timeline in the Ceresco Dam area.

COOPERATIVE EFFORTS

Several programs were made possible through cooperative efforts. Without the cooperation of others, the Department would not be able to offer as many program opportunities.

Marshall Lanes

- Various youth programs

Keystone Unlimited in conjunction with several City of Marshall

Depts

- Haunted Trail

Bogar Theatre

- Summer "Fun" Playground

United States Tennis Asso.

- Tennis Lessons

Marshall Public Schools

- Program facilities
- Program transportation

Michigan Recreation & Park Association (MRPA)

- Mackinac Island Older Adult Get-Together

Marshall Country Club

- Youth Golf Camp

Battle Creek Enquirer

- Program Press Releases & Articles

Marshall Chamber of Commerce

- Community Calendar

Susan Collins, Author/Historian

- Oakridge Cemetery Tour
- Downtown Historical District Tour

Darling's Ace Hardware

- Flowers for Athletic Fields

Crystal Farms

- Youth Programs

Palm Tees

- Summer 'Fun' Playground
- Adult & Youth Sports

Prater Studio

- Youth Sports
- Daddy-Daughter Date Night
- Mother-Son Activity/Dance Night

Baseball Players Asso. (BPA)

- Youth Baseball Tournaments

Franke Center for the Arts

- Youth Theatre for Summer "Fun" Playground

Chevy Youth Baseball (Caron Chevrolet)

- Youth Baseball/Softball/T-Ball

Critchlow Alligator Sanctuary

- Various Youth Programs

Marshall Advisor & Chronicle

- Program Press Releases & Articles

Doris Klaussen Development Center

- Summer "Fun" Playground

Dial-A-Ride Transport

- Program transportation

Velocity Baseball

- Jr Baseball clinics

FINANCE DEPARTMENT

Assessing

The assessing function was brought back into the City in September, ending our contract for assessing services with the County. A new City Assessor was hired, and as part of that action, the City entered into an agreement with the City of Albion to provide assessing services to Albion through June 30, 2015. The assessing department has been working with the Building Inspection Department to discover and record new construction and apply it to the 2015 roll. The office has also worked with the County Equalization Department on verifying sales and assessment for our beginning values. Several small businesses with a personal property true cash value of less than \$80,000 have applied for an exemption from their property taxes. After all new land values are determined and economic condition factors are applied, the assessment change notices will be mailed out. The roll is turned over to the Board of Review on March 3, 2015. After changes made by the Board are complete, the final roll will be turned over to the County in early April.

Finance

The FY2015 budget was prepared and adopted by City Council at its meeting on May 20, 2014. Reporting to state and federal agencies was accomplished by submission of the F-65 report, Continuing Disclosure Statement, Qualifying Statement and Act-51 reports. The City also completed requirements for new the CVTRS requirements (former revenue sharing) by compiling the City's scorecard and finance dashboard, submitted to the State and published on the City's web site. The City also completed its first Comprehensive Annual Financial Report (CAFR) that was submitted to the Governmental Finance Officers Association for certification. In addition, a Request for Proposal (RFP) for Insurance services was sent out and our current insurance vendor, as low responsive bidder, was awarded a renewed contract.

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. The City reorganized and moved from de-centralized purchasing to centralized purchasing. In May, the Purchasing Agent's scope broadened to citywide purchasing and now reports to the Finance Director. A Purchasing Policy was 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 was also created to feature current proposals out for bid as well as a place for prospective vendors to register with the City.

Treasury

The Treasurer created both the summer and winter tax rolls, mailed out the corresponding property tax bills, collected and distributed property tax revenue pursuant to the guidelines set forth by the Michigan State Tax Commission. In March the office settled with the County Treasurer for the collection of all unpaid Ad-Valorem real property taxes. Treasury helped develop a fixed asset policy in order to better report newly acquired assets and record the disposal of old and obsolete assets. Treasury coordinated and planned for the conversion to a new cash receipting system and utility billing system. The office also worked on a RFP for banking services, issued the RFP, awarded the banking services to Chemical Bank, and implemented the transfer of funds. The move to Chemical Bank from Bank of America is estimated to save the City over \$20,000 annually and increase interest revenue going forward.



DIRECTOR'S COMMENTS



This year presented many challenges for your Police and Fire Department. We are currently working out of a temporary facility and making adjustments to meet our current needs. Staff has been able to provide services without much notice by the public of the obstacles associated with a temporary facility.

We are most gracious for the continued support of the Marshall Community and the Marshall City Council. Because of your support we have two new buildings being constructed. This year we are able to move forward with the new Marshall Regional Law Enforcement Center located on North Brewer Street. This facility will house the Marshall Police, Calhoun County Sheriff's Office and the Michigan State Police. This will be a state of the art facility allowing all three agencies to continue to collaborate and consolidate services to be effective and efficient.

The Marshall Fire Department building is being constructed on Arms Street just east of West Drive. This building will allow the Marshall Fire Fighters the ability to perform their duties properly. The new facility is also designed for future needs of the department for many years. There is housing for all fire equipment and training will be conducted on site. This will put the Marshall Fire Department in a leadership role for the community and the surrounding areas.

Both the Fire and Police Department continue to provide outstanding services to our community. This report will demonstrate the commitment each member brings on a daily basis to provide protection, prevention and education for their respective professions.

Respectfully,

A handwritten signature in blue ink that reads "James M. Schwartz".

Director James M. Schwartz
Marshall Police and Fire Department



2014 CALLS FOR SERVICE



It is the responsibility of the Police Department to handle all calls for service within the City of Marshall boundaries. We are also tasked with proactive enforcement efforts to reduce the likelihood of criminal activity. The City of Marshall looks at ways to provide service that is effective and proven. By utilizing proactive measures it is our goal to reduce the calls for service and time officers are spending on complaint calls. This will allow the department to work efficiently and provide professional services.

In 2014 the Marshall Police Department responded to fewer radio calls. Although there were fewer calls, we had some calls that required extensive resources to investigate. To be responsive and available, the police department had to utilize different strategies to allocate the time and effort needed to bring these cases to a successful conclusion. This will include assistance from other agencies as required.

Some examples of these cases include a case with over 50 possible victims of a suspected fraud that occurred from a local business. This business is no longer in operation and most of the victims are from outside the immediate area and the State of Michigan. The case is continuing to develop with assistance from the Calhoun County Prosecutor's Office.

One other area that is vastly growing and requiring more effort are cases that originate using computer. These are cases that include stalking, fraud, threats and deception to our juvenile population. The use of computers has increased crimes involving fraud from vulnerable adults. Preying upon those to receive money under false pretenses is increasing. Use of the computer to entice juveniles to meet sexual predators has also occurred. When this occurs primary efforts are to recover the child and assure their wellbeing and then investigating the circumstances related to the events.

Most recently we had two major events that occurred in a relatively short time. In December, 2014 we received a call of a death of a child. As a result, an investigation is being conducted by the Marshall Police Department and is assisted by members from the Calhoun County Sheriff's Office, Michigan State Police, Emmett Township Department of Public Safety, Albion Department of Public Safety, Battle Creek Police Department and the Calhoun County Prosecutor's Office. Then within a few days we received a call of a shooting with a hostage at a local residence.

Again the Marshall Police Department responded with assistance from the Calhoun County Sheriff's Office, Michigan State Police, Albion Department of Public Safety, Battle Creek Police Department Forensic Unit, and the Calhoun County Prosecutor's Office. As a result the shooting victim was rescued and is receiving treatment for life threatening injuries. The suspect was apprehended and in custody. Several officers had to forcibly enter the residence without regard for their personal safety to perform the rescue of the victim in this case.



2014 TRAINING REPORT



The Marshall Police Department strives to be the very best. This is achieved with continues commitment to training. As members of the Southern Michigan Training Consortium we have been able to attend excellent training by certified instructors that are leaders in their field. As a member of the Consortium we have received additional training while reducing costs. Training is currently held in counties of Calhoun, Jackson and Lenawee. We will occasionally send officers to specialized training as needed and required. We will not eliminate training because it is not offered by the Consortium. We have identified areas of deficiencies in our training and are continually addressing those needs. This includes areas of mental health, autism and supervision. The Marshall Police Department had officers attend 1140 hours of training.

We will continue to maintain our high standards of training dealing with high liability areas such as:

- Defensive Driving
- Firearms Qualification and Techniques
- Cultural Diversity
- Defensive Tactics
- Civil Rights



Deputy Chief McDonald receiving *Operation Lifesaving Training*



2014 COMMUNITY PROGRAMS



This is one area where the Marshall Police Department has teamed up with other agencies and community partners. Our largest community partners are State Farm Insurance and the Dark Horse Brewery. With their commitment we are capable to educate, inform and disseminate this safety information to our diverse community. We provide this through several programs and presentations throughout the year.

Our largest presentation is during the Calhoun County Fair. This is a weeklong event where we consolidate resources with the Marshall Fire and Rescue, Calhoun County Sheriff's Office and the Michigan State Police. This is our opportunity to interact with members of the community to share their ideas, thoughts and answer any questions or concerns they may have.

We provide services to our local public schools. The Marshall Public Schools invite our officers to give presentations on stranger danger, pedestrian and bicycle safety, and other areas of concern the students may have. We go into the classrooms and provide materials that members of the community donated funds to produce.



The City of Marshall are active participants in the Senior Fair that is held annually in the City of Marshall. We provide specific materials to our senior population to reduce their vulnerability for scams and fraudulent activities. We provide safety and security for many local events throughout the year as needed.

State Farm has provided the Marshall Police and Fire Department a grant for \$3,500 to provide specific information on teen safety, driving and distracted driving awareness. These funds have been utilized through handout materials, presentations to high school students and other printed materials and videos. The Dark Horse Brewery continues to partner with the Marshall Police department to support our motorcycle enforcement unit for special events throughout the city.



MARSHALL REGIONAL LAW ENFORCEMENT CENTER

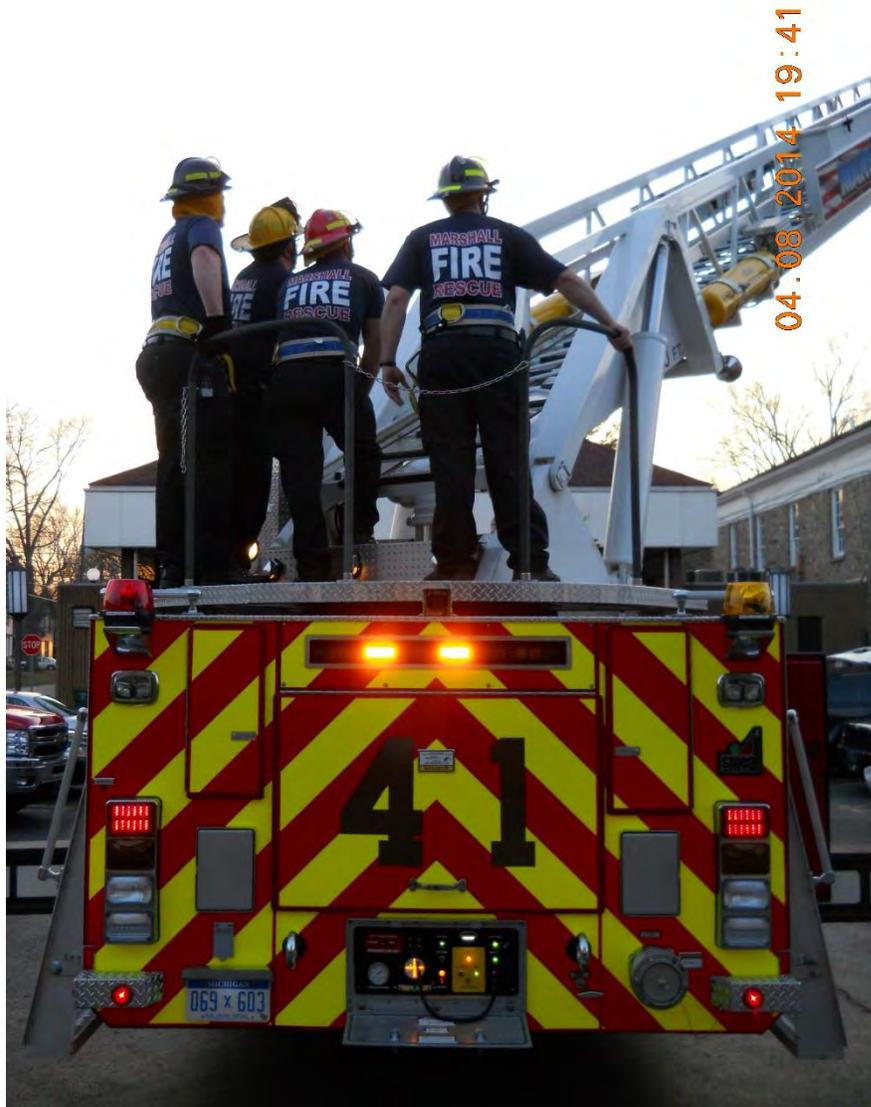
2014 has brought the development and construction of the new Marshall Regional Law Enforcement Center. This new building has been discussed for many years, but has finally come to reality. The Marshall Police Department, Calhoun County Sheriff's Office and the Michigan State Police have developed a comprehensive plan to build one complex to house all three agencies.

The concept did not end with the building. Each agency took the next step to develop a plan to consolidate service and provide more efficient services to the communities we serve. This concept is one of the first in the State of Michigan and is being looked at by other municipalities as a model going forward. When developing this concept we were tasked with looking at how we deliver services, are those services relevant and if they are can they be delivered in a more efficient manner.

All three agencies are looking forward to the next step of the operations and anticipate being operational in the facilities on or before September 2015.



CITY OF MARSHALL FIRE DEPARTMENT



DIRECTOR'S MESSAGE

The Marshall Fire Department is comprised of 7 fulltime firefighters and 19 paid on call firefighters. The department operates with full time firefighters on duty at the station 24 hours a day, seven days a week. The paid on call firefighters are trained and available to assist the full time firefighters as needed for emergency situations and events that may occur which require additional personnel.

Our department is committed to protecting life and property through education, training, response awareness and hazard recognition. All firefighters have received Michigan Certification as firefighters with most obtaining command officer and advanced medical certifications. Because of the additional training and certifications, the City of Marshall can expect to receive the best fire practices available while maintaining safety and protecting lives.

As we continue to improve delivery of service and adhere to the principles of fire prevention, our goal is to reduce loss of property and the protection of life. The firefighters have done this with multiple disciplines. The Marshall Fire Department has implemented fire safety programs delivered to children, adults and seniors. They have increased the intensity of fire inspections throughout the City, and have updated their community presentations to include interactive participation from the public.

Some of the notable changes are the demonstrations utilizing a smoke trailer, charged fire extinguishers, computer aided training and interactive trainings. Persons are capable of actually experiencing what it will be like in a fire situation with a smoked filled area. How you will react in a simulated demonstration will increase your abilities during an actual emergency. Prevention and response are major factors for life safety.

The Marshall Fire Department is actively out in the community on a daily basis. These interactions are through property and building inspections of public places, presentations to groups and organizations, and through requests for smoke detectors and battery replacements as needed. Any member living and residing in the City of Marshall is capable of requesting and receiving a smoke detector for their home. Members of the fire department will come to the residence upon request and install the device if needed. We also provide battery replacement for residential smoke detectors. All this is free of charge to our community partners.

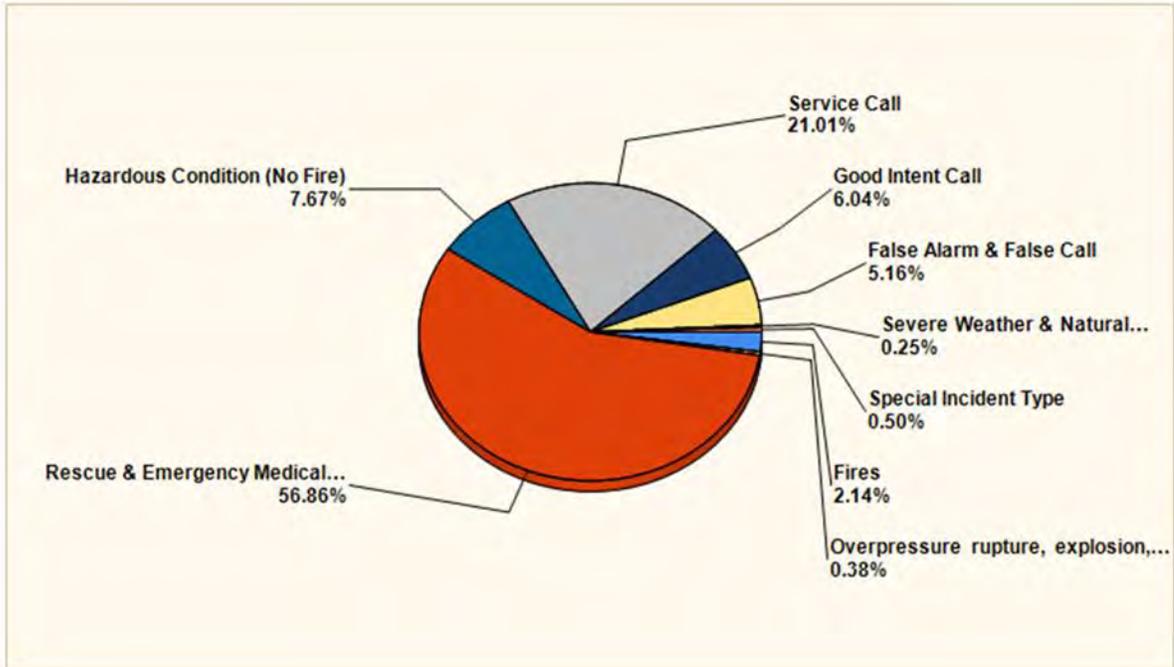
Please feel free to stop by the station for tours or to look at the fire apparatus. Doors are open between 7:30 a.m. and 4:30 p.m. If you would like to schedule a tour outside of those times, please call 269-781-3922 and every effort will be made to accommodate your needs.

Respectfully,



Director James M. Schwartz
Marshall Police and Fire Department

CALLS FOR SERVICE



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	17	2.14%
Overpressure rupture, explosion, overhear - no fire	3	0.38%
Rescue & Emergency Medical Service	452	56.86%
Hazardous Condition (No Fire)	61	7.67%
Service Call	167	21.01%
Good Intent Call	48	6.04%
False Alarm & False Call	41	5.16%
Severe Weather & Natural Disaster	2	0.25%
Special Incident Type	4	0.50%
TOTAL	795	100.00%

SERVICE AND COMMUNITY CALLS

The Marshall Fire Department has been busy this year with several serious fires, accidents, and community presentations. 2014 brought many challenges last winter when we responded to a house fire on Birch Street. The weather that day was -10 degrees Fahrenheit. Firefighters had to reassess the situation due to frozen hydrants, frostbite potential, and icing conditions. Assistance was needed from 4 other agencies to extinguish the fire. No injuries were reported.

Firefighters then responded to a house fire on E. Prospect Street a few months later. This was an older 2 story structure. Events that day hindered firefighters from entering the home due to the fast spreading fire from the basement area. Marshall received assistance from 2 other area fire departments for equipment and personnel.

Firefighters responded to three serious accidents in 2014 that involved death or serious injuries. In these incidents, firefighters had to use special equipment to extricate victim(s) or advanced medical training to help victims for transport. In these instances, firefighters work to not only to render aid, but also must work with traffic and other safety variables to remedy.

Firefighters participated in many school presentations for child safety and awareness. These presentations are an integral parts to our fire safety week program. Firefighters also attended fire safety week in Battle Creek and handed out information and provided equipment for display. During the Calhoun County Fair, firefighters provided information and handout materials to fair participants.

Marshall Firefighters are prepared to respond to any situation that they may be called upon within the City of Marshall or as requested by our neighboring agencies.



2015
CITY VISIONING,
GOALS, OBJECTIVES
AND TASKS



Adopted by City Council



CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES

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

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

VISION 2020: THE CITY OF MARSHALL MICHIGAN

VISION 2020: THE CITY OF MARSHALL MICHIGAN

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

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

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

MAJOR GOAL AREAS

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

I. ECONOMIC DEVELOPMENT

II. QUALITY OF LIFE

III. HOUSING DEVELOPMENT

IV. INFRASTRUCTURE

GOAL AREA I. ECONOMIC DEVELOPMENT

Goal Statement:

Sustain and intensity the economic vitality of the Marshall area.

Objectives:

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

GOAL AREA II. QUALITY OF LIFE

Goal Statement:

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

Objectives:

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

GOAL AREA III. HOUSING DEVELOPMENT

Goal Statement:

Provide for progressive, diverse and unique housing opportunities.

Objectives:

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

GOAL AREA IV – INFRASTRUCTURE

Goal Statement:

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

Objectives:

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

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 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 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 this past year, some of these cumbersome requirements have been rescinded. This fact should improve the City's ability to continue to obtain needed State support.

In May 2015, the citizens of the State of Michigan will vote on raising the State sales tax from 6% to 7%. The increase in revenues will be dedicated to fixing roads, transportation and increased payment to schools and colleges. If the proposal fails, the State could reduce revenue support for local units of government.

Bonds were issued during FY2015 to support the construction of a new fire station and a new public safety facility. The fire facility is the first dedicated fire station the City has occupied in over 40 years. In addition, the public safety facility will house the Marshall Police Department, the Calhoun County Sheriff's Department and a contingent of the Michigan State Police. This intergovernmental cooperation is a direction the City is continuing to pursue with other surrounding governmental units

The City is planning to continue its cooperative efforts initiated last year in providing Assessing services to the City of Albion, and in providing transportation services to Albion residents through the City's Dial-a-Ride program.

The City continues to market available land within the Industrial Park. The newly formed partnership with Southwest Michigan First is expected enhance the City's economic development by improved marketing of vacant City property.

In addition to the ongoing capital improvements instituted by the General Fund, over \$2.0 million has been utilized for infrastructure improvements within the Water and Wastewater departments.

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 FY2016 reflects this philosophy.

CITY OF MARSHALL

FY 2016 BUDGET CALENDAR

AND

INFORMATION GUIDE

**FY 2016 Budget and FY 2017 Projected
2-Year Fiscal Plan**

**CITY OF MARSHALL
BUDGET CALENDAR for FISCAL YEARS 2016 and 2017**

December 12, 2014	Data Processing requests and Payroll overtime/justification and part-time requests due back to Finance Director, cc: H.R. Coordinator.
January 8, 2015	Budget Calendar and Instructional Packet to Budget Team. Budget Team training for budget entry in BSA.
January 20, 2015	CIP FY2016 – FY2021 Public Hearing and Council Adoption
February 9, 2015	Budget entry in BSA due by 5:00pm. BSA budget entry locked the following day.
February 10 through March 13, 2015	Finance Director reviews budgets.
March 13, 2015	Revenue projections and health insurance updated in Budget.
March 17, 2015	City Manager and Directors meet to review Budget.
March 17 through April 3, 2015	Proposed Budget Book prepared by Finance Director.
April 6, 2015	Proposed Budget Book distributed to Council. (Council needs to set Budget Work session Dates.)
April 6 through April 18, 2015	Council review of Proposed Budget and Budget Work Session
April 20 through April 30, 2015	Final budget document prepared; distributed to Council no later than April 30, 2015.
May 4, 2015	Council sets Public Hearing for adoption of final budget for May 18, 2015.
May 5 through May 18, 2015	Budget on file and available for Public Inspection in the Clerk's office.
May 18, 2015	Public Hearing and final Adoption of FY 2016 Budget.
July 1, 2015	FY 2016 Budget goes into effect.

We are starting the FY 2016 budget and FY2017 projected budget development. I look forward to working with all of you on the Budget Team in developing the Requested Budget for FY 2016 and the Projected Budget for FY 2017. Finance will distribute your budget packet on January 8, 2015 at the Budget Team meeting. At that time we will go over the information and any questions you might have.

Since the FY2016 projections were made as part of the FY2015 budget process, it is intended that the FY2016 projections will be modified for key assumption changes and recommended for adoption as the FY2016 Budget. The two-year plan typically requires only minor changes for the second year, and provides the organization time to examine strategic planning in greater detail. So the FY2016 year will be recommended for adoption as the budget, and the second year (FY2017) will be considered as a projection.

Budget information and forms are located on F:/USERS/SHARED/2016 Budget. Budget requests are entered in the BSA financial software. Additional training on budget entry will be held on January 8, 2015, during the Budget Team meeting. The training manual is saved in the F:/USERS/SHARED/2016 Budget folder. As all of us work on the budget, there are a few items to keep in mind:

1. This packet is being distributed now so you have adequate time to complete your budget requests. Any efforts to return initial budget requests earlier than February 9, 2015 would be greatly appreciated.
2. The Data Processing forms are compiled by you and returned to the Finance Director by December 12, 2014. 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. 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 13, 2015.
4. On January 20, 2015, Council will approve the CIP. Included in the budget are the requested Priority 1 and Priority 2 capital improvements from the CIP submissions. Any changes adopted by Council will be communicated to you by Finance.
5. Capital outlay for the general fund is recorded in the Capital Improvements budget that includes all General Fund Priority 1 and Priority 2 projects. Capital projects should not be included in the departmental budgets. The City Manager and Directors will adjust the capital projects in line with the updated revenue forecast in March.
6. 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 provided by Finance in the budget. Updates to the assumptions will be communicated as determined.

7. The overtime and part-time wages forms are compiled by you and returned to Finance by December 12, 2014.
 - Non-Union employee overtime: Overtime for non-union employees is based on **current** wages.
 - Union employee overtime: Overtime for union employees is based on your anticipated needs and the percent increase in the current union contract.

Part-time wages are calculated based on past history and current rates. Approval for wage increase requests are made by the City Manager.

8. On January 8, 2015 the budget in BSA 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 2013 Actual
 - FY 2014 Actual
 - FY 2015 Budget
 - FY 2015 Estimates/Projected (to be completed by you)
 - FY 2016 Requested (to be completed by you)
 - FY 2017 Projected (to be completed by you)
9. The General Fund budget is complete for all 3 columns (2015 est., 2016, and 2017) is typically updated by staff.
10. Initial budget request will be due no later than February 9, 2015.
11. You will be required to enter data in BSA General Ledger/Tasks/Create or Edit Budget. Please place dollar amount requests in the columns indicated and update notes. Refer to the training manual attached for budget entry (also located on the shared drive).
12. 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 so the action will be completed prior to budget adoption.
13. 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.

Ken Swisher
Finance Director
269-781-5183 (1154)

CITY OF MARSHALL

FY 15-16 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), 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 6, 2012

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.

DECIPHERING THE BUDGET FORMAT

The format used by this budget document is intended to provide clarity through consistency. The budget document provides the following information:

- 1) City Manager's Budget Message
- 2) Deciphering the Budget Format
- 3) Budget Resolution (Adopted Budget)
- 4) All Funds Summary of Revenues and Expenditures
- 5) All Funds FTE Allocated Positions
- 6) All Funds Reserve Fund Balance Summary
- 7) All Funds Debt Service
- 8) Budget Information by Fund, consisting of:
- 9)
 - a) Fund Summary of Revenues and Expenditures Chart
 - b) Fund Debt Service
 - c) Fund Summary of Revenues and Expenditures
 - d) FTE Count **
 - e) Fund Detail of Revenues and Expenditures

**** FTE (Full-time Equivalent) Count:**

Detail wage information has been eliminated in the expenditure detail section-Wages expenditure line item, including the employee's name, position title and allocation percentage. Position titles and corresponding FTE counts and allocations are now reported in the summary section by Fund-at the end of the Fund Summary of Revenue and Expenditures page. In addition, a consolidated schedule of all the FTE Allocated Positions city-wide is located on page 13. Full-time Equivalent counts are reported for regular full-time positions.

The FTE Count shows the number of permanent full-time, authorized positions by Full Time Equivalents, or FTEs. The FTE figure represents a full-time position, which may be allocated to several departments. For example, a full-time position charging 60% of its time to the General Fund Clerk-Treasurer department and 40% of its time to the Electric Fund Administration department would be shown as:

	<u>FTE</u>
General Fund Finance/Treasurer	.60
Electric Fund-Administration	<u>.40</u>
Total	1.00

Other Fringe Benefits:

The line item for Other Fringe Benefits is compensation for miscellaneous allowances, longevity and on-call. These pay types are no longer reported within the regular full-time wages line item.

City Manager's Budget Message

Date: May 4, 2015

To: Honorable Mayor, City Council and Citizens of Marshall:

Subject: Transmittal of the **FY 2016 Proposed Budget**, Fiscal Year Ending June 30, 2016

Dear Mayor, Council Members and Citizens:

I am pleased to provide the proposed two-year fiscal plan that includes the fiscal years 2016 budget and 2017 Forecast. 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. The first year of the plan is the proposed FY 2016 budget, as required by Section 9.02 of the City Charter, and the second year fiscal plan should only require minor updates next year to establish the recommended FY 2017 budget.

OVERVIEW OF CITY BUDGET

Listed below are some of the highlights of the FY 2016 Proposed Budget.

- The General Fund budget, exclusive of Recreation, Composting and Airport activities, contained in this document is balanced with a planned use of working capital in FY2016 in an amount of \$164,301 to cover the FY16 General Fund Capital Outlay request, and presently a \$496,194 planned use of the General Fund Working Capital Fund Balance in FY 2017, the second year of the fiscal plan. This approach is consistent with the Bond agencies concerns about the City's high surplus GF Fund Balance.
- The Recreation Department uses Recreation fund balance reserves, now part of the GF Fund Balance, for capital expenditures in FY 2016 and FY 2017. The Compost Fund uses virtually all of its remaining fund balance reserves in FY 2016.
- The 0.5000 voted millage for Leaf, Brush and Trash Removal services, approved by voters in November, 2012, generated a surplus in this fund. In order to keep the fund as close to a break-even position as possible, the millage for FY16 is being reduced to 0.4000, using \$20,566 of the existing surplus. It is anticipated that the millage of 0.5000 will go back in effect for FY17. Included in the total millage of 18.9862, excluding the Downtown Development Association (DDA) millage of 1.6129, is 0.9393 voted millage for Recreation, 0.4840 for DART and 17.1629 for General Fund operations. Within the 17.1629 mills for General Fund operations is 1.7000 mills to cover the bonding costs associated with the construction of the City's new Fire Station and the Marshall Regional Law Enforcement Center (MRLEC). The MRLEC will house the Marshall City Police Department, the Calhoun County Sheriff and the Michigan State Police. As additional revenue sources become available, a review of the 1.7000 mills levy will take place. The priority will be to assure continued financial resources to cover the City's bonded indebtedness.

- The recommended staffing level is 85.5, which is an increase of 3.5 over the staffing levels in the FY 2015 Adopted Budget. These positions include, in part, the Facilities Manager, City Engineer and the Community Projects Coordinator.

GENERAL FUND

- The projected General Fund revenue (excluding Recreation, Composting and Airport activities) for FY 2016 is \$6,017,203. This is approximately 4% above the projected revenue for FY 2015. The primary reason is the increase in property valuations and the resulting tax levy.
- The projected General Fund expenditures (excluding Recreation, Composting and Airport activities) for FY 2016 are estimated at \$6,180,754, an increase of 5.9% over the FY 2015 year-end projected expenditures of \$5,837,930. This increase is partially due to increased staffing and the full-year addition of Assessing to the City's budget.
- The Non-Departmental department Transfers to Other Funds line item includes \$328,776 for the Tax Transfer to the Building Authority, \$63,000 for the Airport and \$126,667 for MRLEC Operational Costs. Contracted Services includes \$28,000 for support of Economic Development (MAEDA).
- The payroll line item (702.00 or 705.00) in the various funds reflects wage increases for union personnel based on existing contracts.
- Data processing charges are spread throughout the various funds based on the needs of the various operations. 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 usage, vehicle mileage charges and/or application of the State Schedule C rates - the standard rate schedule used by most municipalities.
- The General Fund-Recreation is supported by \$182,779 revenues from 0.9393 millage levy and user fees of \$213,280.
- The General Fund-Composting is a joint agreement between the City and Calhoun County to operate the composting facility on Division Drive. The County will contribute \$12,000 this year. For FY 2016 there is planned use of prior accumulated Special Revenue Fund reserves in the amount of \$32,322 to use up most of the remaining fund balance.
- The General Fund-Airport estimated revenue of \$186,500 includes a \$63,000 subsidy from the General Fund and is also supported by fuel sales and hangar rents.
- The overall General Fund has a projected fund balance of \$2,716,639 at the end of FY 2016.

CAPITAL PROJECTS

The following capital projects are anticipated for FY 2016:

General Fund:

CITY HALL – INTERIOR REPAIRS AND RENOVATION	18,500
FIRE – OPERATIONAL EQUIPMENT	15,000
FIRE – SCBA MASK REPLACEMENTS	6,000
FIRE- REPLACEMENT OF TURNOUT GEAR P-1	10,500
FIRE - TRUCK REPLACEMENT RESERVE P-1	58,000
POLICE - VEHICLE CHANGEOVER P-1	6,300
POLICE – TOUGHBOOK TABLETS FOR VEHICLE P-1	5,500
POLICE – VIDEO EQUIPMENT FOR VEHICLES P-1	5,500
POLICE – PROTECTIVE VESTS	5,000
PUBLIC WORKS – EXTERIOR BUILDING PAINTING	7,000
PLANNING – NON-MOTORIZED PLAN	15,000
RICE CREEK WEIR	<u>12,000</u>
	164,300

General Fund - Recreation:

RECROWN DIAMONDS #1 THROUGH #4	9,700
REPLACE RETAINING WALL #3	14,700
PAINTING & REPAIRS ON ATHLETIC FIELD BLDG.	<u>10,000</u>
	34,400

General Fund – Airport:

PAVEMENT MARKING AND CRACKFILLING	<u>1,500</u>
	1,500

MVH Major Streets:

SIGNS	9,000
NORTH DRIVE AND MONROE STREET	<u>94,250</u>
	103,250

MVH Local Streets:

WEST GREEN AND ARMS STREET	215,000
SIGNS	<u>5,000</u>
	220,000

Marshall House:

APARTMENT REMODELING	13,250
HUD RENOVATION RESERVE	104,244
GLASS REPLACEMENT IN APARTMENT WINDOWS	4,000
FIRE PANEL REPLACEMENT	<u>41,000</u>
	162,494

Electric:

SOUTH SUBSTATION TRANSFORMER PROTECTION	230,000
TENNECO RELIABILITY	51,000
CIRCUIT RECLOSERS AND SCADA SECTIONALIZING	50,000
POLE REPLACEMENT AND LINE CONSTRUCTION	80,000
METER/RELAY CALIBRATION	25,000
UPGRADE PLANT #1 HOUSE POWER PANELS	7,500
ONE-HALF SHARE OF DOWNTOWN PARKING PROJECT	12,500
POLE INVENTORY AND INSPECTION	<u>20,000</u>
	476,000

Wastewater:

CHANNEL MONSTER CARTRIDGE REPLACEMENT	30,000
LYON LAKE PUMP REPLACEMENT	25,000
SEWER LINING	60,000
ASSET MANAGEMENT PROGRAM	75,000
DOOR AND WINDOWS REPLACEMENT	<u>25,000</u>
	215,000

Water:

TOWER PAINTING	<u>200,000</u>
	200,000

Data Processing:

DESIGNATED RESERVE FOR REPLACEMENT PROJECTS	<u>38,000</u>
	38,000

Motor Pool:

POLICE VEHICLE	28,500
PLOW/SALT TRUCK	140,000
PICKUP TRUCK (2)	44,000
POOL VEHICLE	<u>25,500</u>
	238,000

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 2016, the total revenues will be slightly higher than expenditures, and the fund balance at year end for the Major Street Fund is estimated to be \$1,087,270.

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 2016 total \$235,160. This includes \$160,000 Act 51 revenues. It is anticipated that the year end fund balance for the Local Street Fund will be \$298,945.

LEAF, BRUSH AND TRASH REMOVAL

The Leaf, Brush and Trash Removal Fund is a dedicated millage, approved by the voters in November, 2012. It is recommended that the previous approved millage of 0.5000 be reduced in FY2016 to 0.4000 in order to keep fund at a break-even level. The 0.4000 millage levy is anticipated to generate \$74,966 in revenues. The services provided are for fall leaf collection and spring brush and trash pick-ups. The projected expenditures are \$95,532, and a fund balance reserve of \$2,418 is anticipated at the end of FY 2016.

LOCAL DEVELOPMENT FINANCE AUTHORITY (LDFA)

The FY 2016 projected revenues of \$440,000 reflect a slight increase over the FY 2015 budget. The total FY 2016 expenditures of \$865,850 include a calling of \$475,000 of outstanding bonds, thereby reducing future debt obligations of the Authority. Existing reserve balances will be utilized to call these bonds.

DOWNTOWN DEVELOPMENT AUTHORITY (DDA)

The FY 2016 projected revenues of \$216,540 reflect a 17.0% decrease from the FY 2015 budget. The total FY 2016 expenditures of \$239,624 is an approximate 4.7% increase in expenditures from FY2015. Existing reserve balances will be utilized to cover any budget shortfall.

MARSHALL HOUSE FUND

The Marshall House is a self-supporting operation that generates its revenues through federal funding and rents. FY 2016 revenues are projected to be \$622,510 and the expenditures including depreciation are \$702,135. The fund is projected to have a net position of approximately \$147,583 at the end of FY 2016. The FY 2016 capital outlay includes approximately \$104,000 of designated replacement reserve for future capital improvements and repairs, approved by HUD.

ELECTRIC FUND

The Electric Fund revenues for FY 2016 are projected to be \$14,408,000. FY 2016 expenditures including depreciation and amortization are estimated at \$14,407,813, which includes system capital improvements of \$476,000. The fund is projected to have a net position of approximately \$10,667,101 at the end of FY 2016, including a \$10,542,700 investment in MSCPA.

DIAL-A-RIDE TRANSPORTATION FUND (DART)

The DART Fund is supported by \$94,175 revenues from 0.4840 millage levy, Federal and State funding of \$208,038, \$6,800 in Albion rental fees and passenger fares of \$50,000. The FY 2016 projected revenues of \$379,523, include an estimated \$16,750 from the Albion DART operation. There is a \$62,170 planned use of fund balance as a result of continued declining revenues from governmental funding and passenger fares. It is anticipated this fund will have a net position of approximately \$5,439 at the end of FY 2016.

WASTEWATER FUND

The FY 2016 projected revenues of \$1,592,100 constitute a 3.2% decrease over the FY 2015 budget. The FY 2016 projected expenditures of \$1,850,358 are an increase of 9.5% over budgeted expenditures in FY 2015. The Wastewater Fund's cash and investments are projected to decrease by \$258,258 in FY 2016, leaving a remaining net position of \$1,363,776.

WATER FUND

The FY 2016 projected revenues of \$1,578,100 is a decrease of approximately 1% over the FY 2015 budget. The FY 2016 projected expenditures of \$1,628,096, with a planned use of net position of \$49,996 for FY2016. The Water Fund's net position is projected to be approximately \$1,366,792 in FY 2016.

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 and a 5-year equipment replacement plan. FY 2016 projected revenues are \$163,720 and expenditures are \$154,017. Proposed capital outlay items total \$38,000. A reduction in net position is not anticipated for the current proposed budget. The estimated net position at the end of FY 2016 is anticipated to be \$200,765.

MOTOR POOL

The Motor Pool Fund is an Internal Service Fund. The FY 2016 projected revenues of \$696,650 represents a decrease of approximately 1.5% over the FY 2015. Revenues are primarily generated by the application of State Schedule C rates for monthly equipment rental charges to other funds. Approximately \$344,547 of the Motor Pool net position is anticipated to be utilized to cover this year's anticipated expenditures. The estimated net position at the end of FY 2016 is expected to be \$149,648.

BUDGET STRATEGIES

The City of Marshall has experienced continual declining revenue streams. The property values declined in FY 2010 through FY 2013. However, we are anticipating an increase in the property values utilized for the FY 2016 budget to be slightly higher, up approximately 1.4% 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 collaborative efforts with the County/Local governments and Marshall Area Schools. This year there is a planned use of Fund Balance to cover FY2016 Capital Outlay.

CLOSING STATEMENT

The development of the City's proposed annual budget is a significant task for the City Administration. I appreciate the effort put forth by the Administrative Team Members that contributed towards the development of the proposed budget. This budget is fiscally responsible and provides the blueprint we need as a municipal operation in promoting enhanced 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.

I look forward to working with you and our citizens through the adoption of the FY 2016 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,



Tom Tarkiewicz
City Manager



ADMINISTRATIVE REPORT
May 18, 2015 – CITY COUNCIL MEETING

TO: Honorable Mayor and City Council

FROM: Ken Swisher, 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 2016.

BACKGROUND: The budget public hearing is scheduled for this meeting. Attached for your review and action is the resolution for the FY 2016 Budget that totals \$29,232,761 in expenditures and is in compliance with the City Charter. This budget resolution reflects the proposed budget delivered to you on April 6, 2015, as updated.

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 2016.

FISCAL EFFECTS: Establish the budget for the funds in the amounts set forth in the attached resolution:

Respectfully Submitted,

Ken Swisher
Finance Director

Tom Tarkiewicz
City Manager

323 W. Michigan Ave.

Marshall, MI 49068

p 269.781.5183

f 269.781.3835

cityofmarshall.com

CITY OF MARSHALL, MICHIGAN
RESOLUTION #2015-20

THE CITY OF MARSHALL
GENERAL APPROPRIATION ACT AND TAX LEVY RESOLUTION
July 1, 2015 – June 30, 2016

THE CITY OF MARSHALL RESOLVES that the expenditures for the fiscal year, commencing July 1, 2015, and ending June 30, 2016, are hereby appropriated on a departmental and fund total basis as follows:

GENERAL FUND REVENUES

Taxes	\$3,497,613
Licenses and Permits	96,200
Intergovernmental Revenues	824,000
Charges for Services	120,000
Fines and Forfeits	115,500
Interest	10,000
Miscellaneous	217,150
Other Financing Sources	1,136,740
Marshall Reg. Law Enforce.	281,775
Recreation	397,459
Farmer's Market	14,023
Composting	27,750
Airport	<u>186,500</u>
Total Revenues	\$6,924,710

GENERAL FUND EXPENDITURES

City Council	\$3,676
City Manager	138,568
Assessor	164,885
Attorney	55,000
Human Resources	69,641
Clerk	54,563
Finance/Treasurer	235,621
City Hall	81,548
Chapel	2,400
Other City Property	37,700
Cemetery	188,451
Non-Departmental	381,857
Police	1,632,529
Crossing Guards	12,487
Dispatch	112,900
Fire	927,110
Inspection	102,386
Planning/Zoning	150,384

Streets	871,292
Engineering	51,983
PSB Operations	122,042
Parks	101,988
Capital Improvements	164,300
Transfers Out	517,443
Marshall Reg. Law Enforce.	245,375
Recreation	430,397
Farmer's Market	13,101
Composting	60,072
Airport	<u>186,446</u>
Total Expenditures	\$7,116,145

Overall General Fund balance reserves shall be decreased by \$191,435 based on the FY 2016 revenues and expenditures for the General Fund budget. There is a \$32,939 planned use of fund balance for Recreation capital purchases.

The City Council does hereby levy a tax of 17.1629 mills for the period of July 1, 2015, through June 30, 2016 on all real and non-exempt personal taxable 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 .4000 mills for the period of July 1, 2015, through June 30, 2016, on all real and non-exempt personal taxable 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.

The City Council does hereby levy a tax of .4840 mills for the period of July 1, 2015, through June 30, 2016, on all real and non-exempt personal taxable 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 .9393 mills for the period of July 1, 2015, through June 30, 2016, on all real and non-exempt personal taxable 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 1.6129 mills for the period of July 1, 2015, through June 30, 2016, on all real and non-exempt personal taxable 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 cost of the Downtown Development Authority.

	PROPOSED	ACTUAL	
	<u>FY 2016</u>	<u>FY 2015</u>	<u>DIFFERENCE</u>
General Operating	17.1629	17.1629	0.0000
Leaf, Brush and Trash Removal Services	.4000	.5000	0.1000
Recreation	.9393	.9393	0.0000
Dial-A-Ride	.4840	.4840	0.0000
Downtown Development Authority	1.6129	1.6129	0.0000
TOTAL	<u>20.5991</u>	<u>20.6991</u>	<u>0.1000</u>

The City Manager is authorized to make budgetary transfers within the appropriation centers established through this budget, and that all transfers between appropriations may be made by the City Manager in an amount not to exceed \$10,000 per year 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, 2015, through June 30, 2016 for the following funds in the amounts set forth below:

ALL FUNDS REVENUES

General Fund	\$6,924,710
MVH-Major & Trunkline	448,800
MVH-Local	235,160
Leaf, Brush and Trash Removal	74,966
Local Development Finance	440,000
Downtown Development	216,540
Marshall House	622,510
Electric	14,408,000
Dial-a-Ride	379,523
Wastewater	1,592,100
Water	1,578,100
Data Processing	163,720
Motorpool	<u>696,650</u>
Total Revenues	\$27,780,779

ALL FUNDS EXPENDITURES

General Fund	\$7,116,145
MVH-Major & Trunkline	382,941
MVH-Local	307,360
Leaf, Brush and Trash Removal	95,532

Local Development Finance	865,850
Downtown Development	239,624
Marshall House	702,135
Electric	14,407,813
Dial-a-Ride	441,693
Wastewater	1,850,358
Water	1,628,096
Data Processing	154,017
Motor Pool	1,041,197
Total Expenditures	\$29,232,761

Total fund balance reserves shall be decreased by \$1,451,982 based on the FY 2016 revenues and expenditures for All Funds.

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

Further, the City Council of the City of Marshall did give notice of the time and place when a public hearing would be held in conformity with the provisions of Public Act 5 of 1982 authorizing a tax rate in excess of the present authorized tax rate for General Operating, Recreation, 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, 2015.

Dated: May 18, 2015



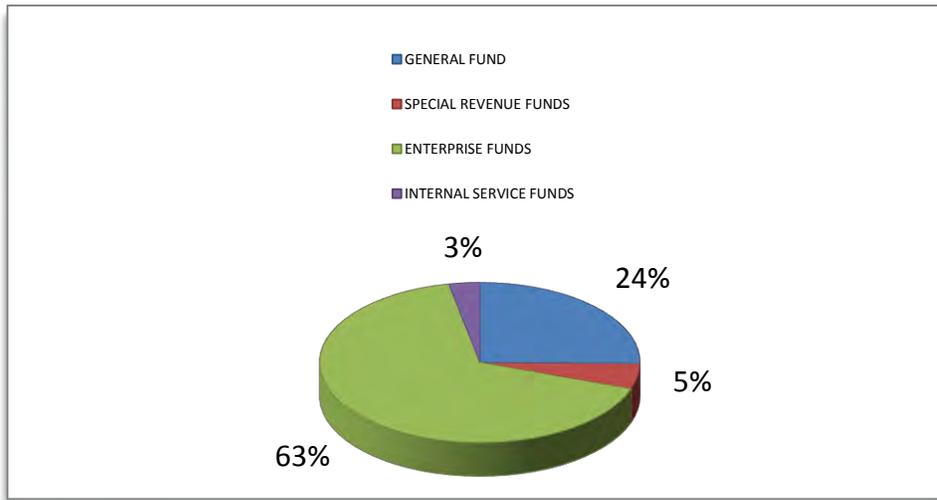
 Trisha Nelson, City Clerk

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 18, 2015 and that said meeting was conducted and that the minutes of said meeting were kept and will be or have been made available.

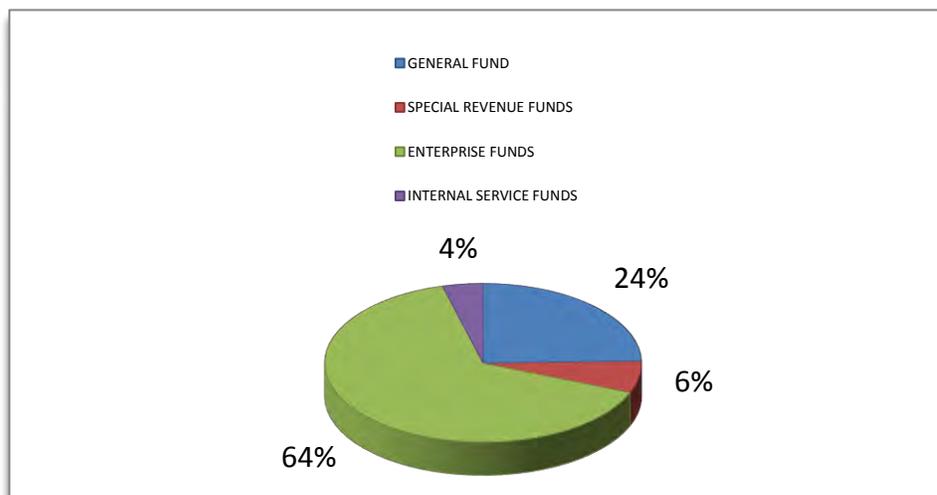


 Trisha Nelson, City Clerk

FY 2016 ALL FUNDS REVENUES BY FUND		
GENERAL FUND	\$ 6,924,710	24%
SPECIAL REVENUE FUNDS	1,415,466	5%
ENTERPRISE FUNDS	18,580,233	63%
INTERNAL SERVICE FUNDS	860,370	3%
TOTAL EXPENDITURES	\$ 27,780,779	100%



FY 2016 ALL FUNDS EXPENDITURES BY FUND		
GENERAL FUND	\$ 7,116,145	24%
SPECIAL REVENUE FUNDS	1,891,307	6%
ENTERPRISE FUNDS	19,030,095	64%
INTERNAL SERVICE FUNDS	1,195,214	4%
TOTAL EXPENDITURES	\$ 29,232,761	100%



All Funds Revenues

	FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017	%
	Actual	Actual	Budget	Forecast	Requested	Projected	Change
General Fund							
Taxes	3,168,081	3,487,573	3,430,725	3,385,960	3,497,613	3,547,000	1.9%
Licenses & Permits	50,050	104,559	46,200	86,821	96,200	96,200	108.2%
Intergovernmental	807,075	810,724	778,750	855,895	824,000	774,000	5.8%
Charges for Services	72,095	51,503	66,000	34,313	120,000	120,000	81.8%
Fines & Forfeitures	119,732	98,279	98,500	98,111	115,500	115,500	17.3%
Interest	11,375	10,710	4,000	10,000	10,000	10,000	150.0%
Miscellaneous	561,894	260,911	234,150	267,340	217,150	265,150	-7.3%
Transfers In	1,108,644	996,720	978,000	1,057,325	1,136,740	1,080,000	16.2%
S-Total General Fund	5,898,946	5,820,979	5,636,325	5,795,765	6,017,203	6,007,850	6.8%
Marshall Regional Law Enforcement Center	-	-	-	-	281,775	401,219	
Recreation	393,759	393,810	391,280	383,147	397,459	396,759	1.6%
Farmer's Market	-	-	-	-	14,023	14,373	
Composting	21,158	62,227	44,204	43,750	27,750	27,750	-37.2%
Airport	123,853	146,979	172,500	167,665	186,500	189,500	8.1%
Total General Fund	6,437,716	6,423,995	6,244,309	6,390,327	6,924,710	7,037,451	10.9%
Special Revenue Funds							
MVH--Major & Trunkline	1,198,690	481,950	432,900	466,300	448,800	437,700	3.7%
MVH--Local	1,065,860	351,650	230,250	230,300	235,160	235,160	2.1%
Leaf, Brush and Trash Removal	-	97,457	96,000	94,975	74,966	97,295	-21.9%
Local Development Finance Authority	501,757	392,425	390,800	440,000	440,000	440,000	12.6%
Downtown Development Authority	551,807	321,305	262,000	228,560	216,540	216,540	-17.4%
Special Projects Fund	-	-	-	-	-	-	
Total Special Revenue Funds	3,318,114	1,644,787	1,411,950	1,460,135	1,415,466	1,426,695	0.2%
Enterprise Funds							
Marshall House	565,404	562,707	618,676	620,479	622,510	622,510	0.6%
Electric	12,041,423	14,494,386	13,534,200	14,115,723	14,408,000	14,690,000	6.5%
Dial-A-Ride	337,873	385,826	354,482	371,342	379,523	380,773	7.1%
Wastewater	1,556,504	2,564,853	1,543,000	1,591,400	1,592,100	1,609,100	3.2%
Water	1,436,544	1,537,021	1,595,000	1,577,200	1,578,100	1,588,100	-1.1%
Total Enterprise Funds	15,937,748	19,544,793	17,645,358	18,276,144	18,580,233	18,890,483	5.3%
Internal Service Funds							
Data Processing	144,368	143,003	154,387	157,330	163,720	167,805	6.0%
Motor Pool	671,233	740,316	730,650	672,600	696,650	816,300	-4.7%
Safety	-	-	-	-	-	-	
Total Internal Service Funds	815,601	883,319	885,037	829,930	860,370	984,105	-2.8%
Total Revenues	26,509,179	28,496,894	26,186,654	26,956,536	27,780,779	28,338,734	6.1%

All Funds Expenditures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Requested	FY 2017 Projected	% Change
General Fund							
General Government	1,557,588	1,381,144	1,452,002	1,340,115	1,413,910	1,528,754	-2.6%
Public Safety	2,549,093	2,575,008	2,636,364	2,622,376	2,787,412	2,882,984	5.7%
Public Works	854,321	847,790	976,930	931,722	1,045,317	1,070,846	7.0%
Community Development	96,251	97,244	162,484	161,853	150,384	156,157	-7.4%
Parks	81,122	75,852	82,289	80,864	101,988	105,303	23.9%
Capital Outlay	118,920	184,036	197,000	215,000	164,300	200,000	-16.6%
Transfers Out	111,793	578,779	125,000	486,000	517,443	520,000	314.0%
S-Total General Fund	5,369,088	5,739,853	5,632,069	5,837,930	6,180,754	6,464,044	9.7%
Marshall Regional Law Enforcement Center	-	-	-	-	245,375	303,348	
Recreation	379,317	387,822	418,489	405,763	430,397	411,164	2.8%
Farmer's Market	-	-	-	-	13,101	13,429	
Composting	48,364	46,417	61,243	61,434	60,072	61,169	-1.9%
Airport	174,932	145,666	169,059	166,953	186,446	189,453	10.3%
Total General Fund	5,971,701	6,319,758	6,280,860	6,472,080	7,116,145	7,442,607	13.3%
Special Revenue Funds							
MVH--Major & Trunkline	496,648	490,160	431,657	418,142	382,941	582,591	-11.3%
MVH--Local	293,215	673,732	472,988	464,130	307,360	256,010	-35.0%
Leaf, Brush and Trash Removal	-	74,488	95,948	94,961	95,532	96,770	-0.4%
Local Development Finance Authority	313,808	378,680	387,115	391,238	865,850	392,535	123.7%
Downtown Development Authority	544,698	281,437	228,796	249,228	239,624	239,969	4.7%
Marshall Area Economic Development Alliance	-	-	-	-	-	-	
Special Projects Fund	-	-	-	-	-	-	
Total Special Revenue Funds	1,648,369	1,898,497	1,616,504	1,617,699	1,891,307	1,567,875	17.0%
Enterprise Funds							
Marshall House	533,005	561,228	755,249	675,739	702,135	710,123	-7.0%
Electric	13,124,764	14,881,722	14,713,693	13,906,843	14,407,813	14,485,158	-2.1%
Dial-A-Ride	407,541	409,033	431,610	413,430	441,693	450,845	2.3%
Wastewater	1,500,929	1,377,566	1,690,494	1,662,970	1,850,358	2,297,858	9.5%
Water	1,392,396	1,708,338	1,518,447	1,428,225	1,628,096	1,653,415	7.2%
Total Enterprise Funds	16,958,635	18,937,887	19,109,493	18,087,207	19,030,095	19,597,399	-0.4%
Internal Service Funds							
Data Processing	124,960	136,293	154,164	168,484	154,017	154,670	-0.1%
Motor Pool	713,118	736,319	1,075,129	994,665	1,041,197	1,128,530	-3.2%
Safety	-	-	-	-	-	-	
Total Internal Service Funds	838,078	872,612	1,229,293	1,163,149	1,195,214	1,283,200	-2.8%
Total Expenditures	25,416,783	28,028,754	28,236,150	27,340,135	29,232,761	29,891,081	3.5%
Excess of Revenues Over (Under)							
Expenditures	1,092,396	468,140	(2,049,496)	(383,599)	(1,451,982)	(1,552,347)	-

Note: Totals include depreciation charges

FULL-TIME EQUIVALENT (FTE) ALLOCATED POSITIONS

	FY 2013 FTEs	FY 2014 FTEs	FY 2015 FTEs	FY 2016 FTEs	FY 2017 FTEs
General Fund					
General Government	7.36	7.11	6.73	8.68	8.68
Public Safety	22.00	22.00	22.00	22.00	22.00
Public Works	6.72	6.72	6.41	8.06	8.06
Community Development	1.55	1.55	1.08	1.63	1.63
Parks	0.16	0.16	0.25	0.25	0.25
Marshall Regional Law Enforcement Center				0.50	0.50
Recreation	4.03	3.03	3.03	3.28	3.28
Composting	0.17	0.17	0.17	0.17	0.17
Airport	0.11	0.11	0.06	0.16	0.16
Total General Fund	42.10	40.85	39.72	44.72	44.72
Special Revenue Funds					
MVH--Major & Trunkline	0.00	0.00	0.00	0.00	0.00
MVH--Local	0.00	0.00	0.00	0.00	0.00
Leaf, Brush and Trash Removal				0.00	0.00
Local Development Finance Authority	0.00	0.00	0.00	0.00	0.00
Downtown Development Authority	1.09	1.09	0.09	0.09	0.09
Marshall Area Economic Development Alliance				0.00	0.00
Special Projects Fund	0.00	0.00	0.00	0.00	0.00
Total Special Revenue Funds	1.09	1.09	0.09	0.09	0.09
Enterprise Funds					
Marshall House	3.03	3.03	3.03	3.03	3.03
Electric	19.26	19.41	21.66	18.61	18.61
Dial-A-Ride	3.13	3.13	3.03	3.03	3.03
Wastewater	6.22	7.27	7.27	7.62	7.62
Water	6.56	6.61	6.61	6.91	6.91
Total Enterprise Funds	38.20	39.43	41.59	39.19	39.19
Internal Service Funds					
Data Processing	0.20	0.20	0.20	0.20	0.20
Motor Pool	2.38	2.38	1.40	1.30	1.30
Safety	0.05	0.05	0.00	0.00	0.00
Total Internal Service Funds	2.63	2.63	1.60	1.50	1.50
TOTAL FTEs	84.00	84.00	82.00	85.50	85.50

Fund Balance/Net Position Summary by Fund

	Projected Fund Balance July 1, 2015	Revenues	Expenditures	Revenues Over/(Under) Expenditures	Projected Fund Balance June 30, 2016
General Fund	\$ 2,908,074	\$ 6,924,710	\$ 7,116,145	\$ (191,435)	\$ 2,716,639
Marshall Regional Law Enforcement Center *					
Recreation *					
Farmer's Market *					
Composting *					
Airport *					
Special Revenue Funds					
Motor Vehicle Highway--Major & Trunkline	\$ 1,021,411	\$ 448,800	\$ 382,941	\$ 65,859	\$ 1,087,270
Motor Vehicle Highway--Local	371,145	235,160	307,360	(72,200)	298,945
Leaf, Brush and Trash Removal	22,984	74,966	95,532	(20,566)	2,418
Special Projects	-	-	-	-	-
Total Special Revenue Funds	\$ 1,415,540	\$ 758,926	\$ 785,833	\$ (26,907)	\$ 1,388,633
Component Units					
Local Development Finance Authority (1)	\$ 1,610,750	\$ 440,000	\$ 865,850	\$ (425,850)	\$ 1,184,900
Downtown Development Authority	362,649	216,540	239,624	(23,084)	339,565
Total Component Units	\$ 1,973,399	\$ 656,540	\$ 1,105,474	\$ (448,934)	\$ 1,524,465
	Projected Net Position **				Projected Net Position **
Enterprise Funds					
Marshall House	\$ 227,208	\$ 622,510	\$ 702,135	\$ (79,625)	\$ 147,583
Electric	10,666,914 ***	14,408,000	14,407,813	187	10,667,101
Dial-A-Ride Transportation(includes Albion est)	67,609	379,523	441,693	(62,170)	5,439
Wastewater	1,622,034	1,592,100	1,850,358	(258,258)	1,363,776
Water	1,416,788	1,578,100	1,628,096	(49,996)	1,366,792
Total Enterprise Funds	\$14,000,553	\$18,580,233	\$19,030,095	(\$449,862)	\$13,550,691
Internal Service Funds					
Data Processing	\$ 211,062	\$ 163,720	\$ 154,017	\$ 9,703	\$ 220,765
Motor Pool	494,195	696,650	1,041,197	(344,547)	149,648
Total Internal Service Funds	\$705,257	\$860,370	\$1,195,214	(\$334,844)	\$370,413
TOTAL BUDGET	\$ 21,002,823	\$ 27,780,779	\$ 29,232,761	\$ (1,451,982)	\$ 19,550,841

* Included in General Fund Total

** Unrestricted Net Position

*** Includes \$10,542,700 Investment in MSCPA

(1) Expenditures include calling of a portion of outstanding debt.

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.

UNRESTRICTED 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,

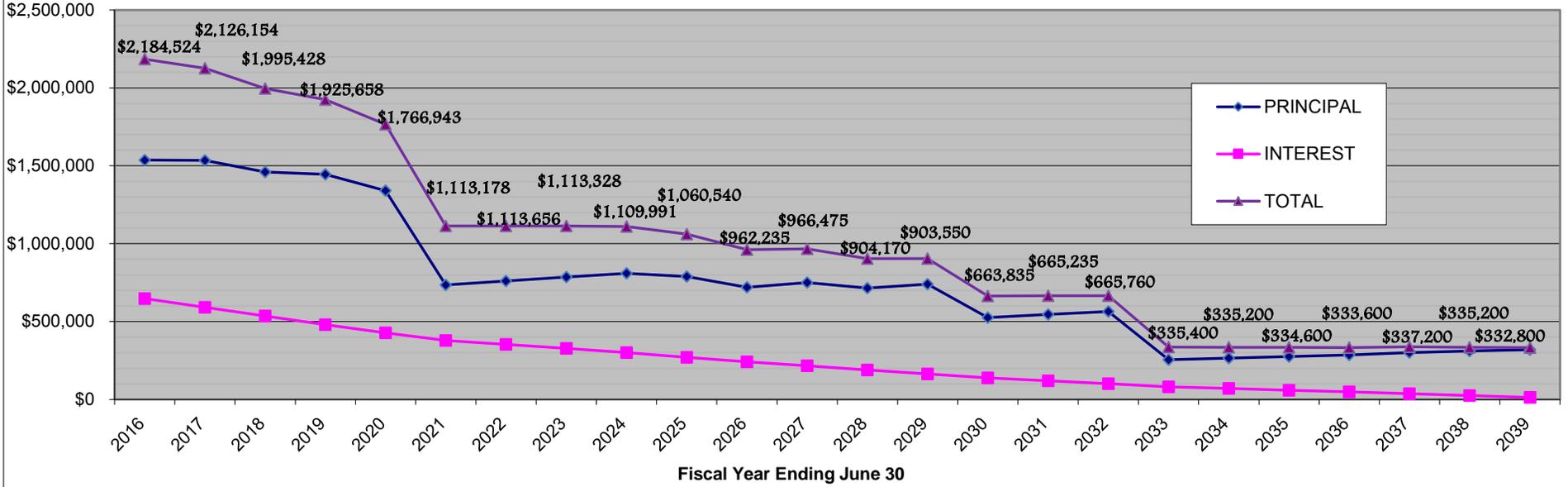
- (a) Ten percent of the assessed value of all real and personal property in the city.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction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

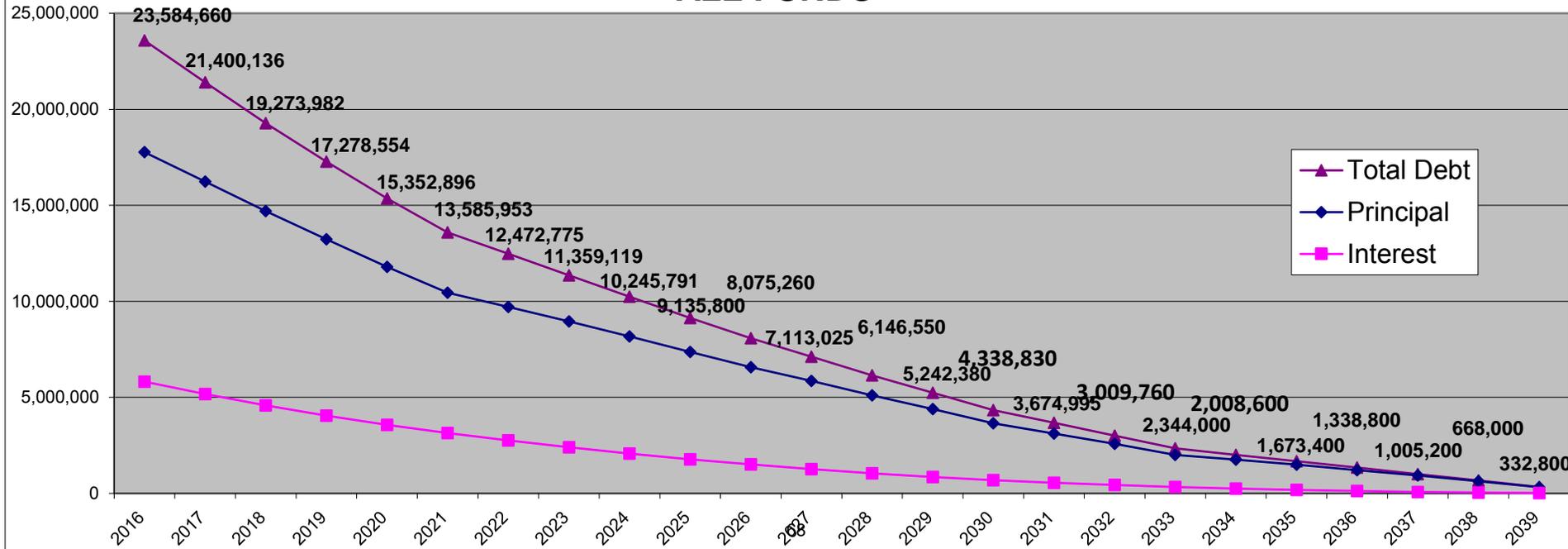
The City of Marshall City Council adopted a Debt Management Policy (February 3, 2014), intended to assure compliance with State Law and provide additional guidance as to the uses, decision making, debt planning and disclosure that the City should pursue relative to the City issuance of debt.

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
2016	600,638	17,550	135,213	70,060	123,400	153,645	335,804	624,541	123,674	2,184,524
2017	689,238	16,935	133,213	72,600	125,085	158,215	247,173	560,022	123,674	2,126,154
2018	698,700	16,320	131,213	74,850	121,575	157,325	244,538	550,907		1,995,428
2019	712,100	15,660	134,163	16,800	117,795	156,135	238,486	534,519		1,925,658
2020	800,200		132,063	16,350	114,015	154,815	228,807	320,693		1,766,943
2021	332,550		129,963	15,900	115,235	60,630	214,540	244,360		1,113,178
2022	332,750		132,813	15,450	111,245	58,718	215,040	247,640		1,113,656
2023	332,800		130,613		107,255	61,805	210,390	270,465		1,113,328
2024	336,000		133,276		103,170	59,680	210,740	267,125		1,109,991
2025	333,800		135,750		99,085	62,480	210,940	218,485		1,060,540
2026	336,400		133,080			60,060	210,990	221,705		962,235
2027	333,600		134,825			62,640	210,890	224,520		966,475
2028	335,600		136,000				210,640	221,930		904,170
2029	332,200		137,025				210,240	224,085		903,550
2030	333,600						214,505	115,730		663,835
2031	334,600						213,265	117,370		665,235
2032	335,200						211,765	118,795		665,760
2033	335,400									335,400
2034	335,200									335,200
2035	334,600									334,600
2036	333,600									333,600
2037	337,200									337,200
2038	335,200									335,200
2039	332,800									332,800
	<u>\$ 9,853,975</u>	<u>\$ 66,465</u>	<u>\$ 1,869,210</u>	<u>\$ 282,010</u>	<u>\$ 1,137,860</u>	<u>\$ 1,206,148</u>	<u>\$ 3,838,753</u>	<u>\$ 5,082,892</u>	<u>\$ 247,348</u>	<u>\$ 23,584,660</u>

Percent Amortized Within Ten Years	Building Authority	General Fund	MVH-Major	DDA*	LDFA	Electric	Wastewater	Water	Motor Pool Installment Purchase	Total
	52.45%	100.00%	71.06%	100.00%	100.00%	89.83%	61.39%	75.52%	100.00%	65.76%

*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 March 2, 2015.

Debt Limit (1)		\$ 25,009,270
Debt Outstanding	\$ 19,200,000	
Less: Exempt Debt	<u>\$ 2,170,000</u>	<u>\$ 17,030,000</u>
Legal Debt Margin		<u>\$ 7,979,270</u>

(1) 10% of \$250,092,700 which is the City's Total SEV as of March 2, 2015, 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 AUTH: Act 185 CUSIP: 129644 TYPE: Limited Tax PURPOSE: Water-34%, Sewer-66% DATED: June 25, 1996/Refunded 2006 CALLABLE: 5/1/08 @ 100 Fund 591/590				ISSUE: 9 AUTH: Act 185 CUSIP: 129644 TYPE: Limited Tax PURPOSE: Water DATED: November 3, 1997/Refunded 2008 CALLABLE: 5/1/08 @ 100 Fund 591				ISSUE: 34 AUTH: Act 94 CUSIP: 572444 TYPE: Revenue PURPOSE: Electric DATED: June 1, 1999 CALLABLE: 9/1/09 @ 100 Fund 582			
	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (9/1)	RATE	INTEREST (3/1 & 9/1)	TOTAL
2016	\$360,000	4.25%	\$49,725	\$409,725	\$200,000	4.00%	\$32,000	\$232,000	\$75,000	5.20%	\$19,890	\$94,890
2017	\$210,000	4.25%	\$34,425	\$244,425	\$200,000	4.00%	\$24,000	\$224,000	\$80,000	5.20%	\$15,860	\$95,860
2018	\$215,000	4.25%	\$26,025	\$241,025	\$200,000	4.00%	\$16,000	\$216,000	\$85,000	5.20%	\$11,570	\$96,570
2019	\$215,000	4.25%	\$17,425	\$232,425	\$200,000	4.00%	\$8,000	\$208,000	\$90,000	5.20%	\$7,020	\$97,020
2020	\$210,000	4.25%	\$8,610	\$218,610					\$90,000	5.20%	\$2,340	\$92,340
2021												
2022												
2023												
2024												
2025												
2026												
2027												
2028												
2029												
2030												
2031												
2032												
2033												
2034												
2035												
2036												
2037												
2038												
2039												
	<u>\$1,210,000</u>		<u>\$136,210</u>	<u>\$1,346,210</u>	<u>\$800,000</u>		<u>\$80,000</u>	<u>\$880,000</u>	<u>\$420,000</u>		<u>\$56,680</u>	<u>\$476,680</u>

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

Fiscal Year Ending June 30	ISSUE: 18 AUTH: Act 197 CUSIP: 572427 TYPE: DDA (LT) PURPOSE: Downtown Development DATED: June 1, 2002 CALLABLE: 6/1/12 @ 100 Fund 298				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				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			
	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL	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
2016	\$45,000	4.80%	\$7,360	\$52,360	\$15,000	4.10%	\$6,500	\$21,500	\$10,000	4.10%	\$4,725	\$14,725	\$5,000	4.10%	\$2,480	\$7,480
2017	\$50,000	4.90%	\$5,200	\$55,200	\$15,000	4.10%	\$5,885	\$20,885	\$10,000	4.10%	\$4,315	\$14,315	\$5,000	4.10%	\$2,275	\$7,275
2018	\$55,000	5.00%	\$2,750	\$57,750	\$15,000	4.40%	\$5,270	\$20,270	\$10,000	4.40%	\$3,905	\$13,905	\$5,000	4.40%	\$2,070	\$7,070
2019					\$15,000	4.40%	\$4,610	\$19,610	\$10,000	4.40%	\$3,465	\$13,465	\$5,000	4.40%	\$1,850	\$6,850
2020					\$15,000	4.40%	\$3,950	\$18,950	\$10,000	4.40%	\$3,025	\$13,025	\$5,000	4.40%	\$1,630	\$6,630
2021					\$15,000	4.70%	\$3,290	\$18,290	\$10,000	4.70%	\$2,585	\$12,585	\$5,000	4.70%	\$1,410	\$6,410
2022					\$15,000	4.70%	\$2,585	\$17,585	\$15,000	4.70%	\$2,115	\$17,115	\$5,000	4.70%	\$1,175	\$6,175
2023					\$20,000	4.70%	\$1,880	\$21,880	\$15,000	4.70%	\$1,410	\$16,410	\$10,000	4.70%	\$940	\$10,940
2024					\$20,000	4.70%	\$940	\$20,940	\$15,000	4.70%	\$705	\$15,705	\$10,000	4.70%	\$470	\$10,470
2025																
2026																
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2039																
	<u>\$150,000</u>		<u>\$15,310</u>	<u>\$165,310</u>	<u>\$145,000</u>		<u>\$34,910</u>	<u>\$179,910</u>	<u>\$105,000</u>		<u>\$26,250</u>	<u>\$131,250</u>	<u>\$55,000</u>		<u>\$14,300</u>	<u>\$69,300</u>

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

Fiscal Year Ending June 30	ISSUE: 25 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Downtown Alley Reconstruction DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100% Fund 101				ISSUE: 26 AUTH: Act 31 CUSIP: 572435 TYPE: AUTH PURPOSE: Refunding Bonds, 2005 DATED: June 16, 2005 CALLABLE: 4/1/15 @ 100% Fund 369				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				ISSUE: 28 AUTH: CUSIP: TYPE: Limited Tax - GO PURPOSE: Alley Project DATED: May 30, 2007 CALLABLE: Fund 582			
	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 (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2016	\$15,000	4.10%	\$2,550	\$17,550	\$200,000	4.25%	\$66,438	\$266,438	\$85,000	3.90%	\$38,400	\$123,400	\$35,000	4.00%	\$23,755	\$58,755
2017	\$15,000	4.10%	\$1,935	\$16,935	\$295,000	4.25%	\$57,938	\$352,938	\$90,000	3.90%	\$35,085	\$125,085	\$40,000	4.00%	\$22,355	\$62,355
2018	\$15,000	4.40%	\$1,320	\$16,320	\$320,000	4.25%	\$45,400	\$365,400	\$90,000	4.20%	\$31,575	\$121,575	\$40,000	4.10%	\$20,755	\$60,755
2019	\$15,000	4.40%	\$660	\$15,660	\$345,000	4.00%	\$31,800	\$376,800	\$90,000	4.20%	\$27,795	\$117,795	\$40,000	4.10%	\$19,115	\$59,115
2020					\$450,000	4.00%	\$18,000	\$468,000	\$90,000	4.20%	\$24,015	\$114,015	\$45,000	4.10%	\$17,475	\$62,475
2021									\$95,000	4.20%	\$20,235	\$115,235	\$45,000	4.25%	\$15,630	\$60,630
2022									\$95,000	4.20%	\$16,245	\$111,245	\$45,000	4.25%	\$13,718	\$58,718
2023									\$95,000	4.30%	\$12,255	\$107,255	\$50,000	4.25%	\$11,805	\$61,805
2024									\$95,000	4.30%	\$8,170	\$103,170	\$50,000	4.40%	\$9,680	\$59,680
2025									\$95,000	4.30%	\$4,085	\$99,085	\$55,000	4.40%	\$7,480	\$62,480
2026													\$55,000	4.40%	\$5,060	\$60,060
2027													\$60,000	4.40%	\$2,640	\$62,640
2028																
2029																
2030																
2031																
2032																
2033																
2034																
2035																
2036																
2037																
2038																
2039																
	<u>\$60,000</u>		<u>\$6,465</u>	<u>\$66,465</u>	<u>\$1,610,000</u>		<u>\$219,575</u>	<u>\$1,829,575</u>	<u>\$920,000</u>		<u>\$217,860</u>	<u>\$1,137,860</u>	<u>\$560,000</u>		<u>\$169,468</u>	<u>\$729,468</u>

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

Fiscal Year Ending June 30	ISSUE: 29 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Water Main Improvements DATED: July, 2009 CALLABLE: 4/1/14 @ 100 Fund 591				ISSUE: 30 AUTH: Act 34 CUSIP: 344 TYPE: Installment Purchase Agreement PURPOSE: Motor Pool Equipment DATED: November 10, 2011 CALLABLE: Matures 11-1-2016 Fund 661				ISSUE: 31 AUTH: Act 34 CUSIP: 349 TYPE: Installment Purchase Agreement PURPOSE: Motor Pool Equipment DATED: November 28, 2011 CALLABLE: Matures 11-1-2016 Fund 661				ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: DDA (LT) PURPOSE: DDA - Parking Lots DATED: September 5, 2012 CALLABLE: Fund 298			
	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (11/1)	RATE	INTEREST (11/1)	TOTAL	PRINCIPAL (11/1)	RATE	INTEREST (11/1)	TOTAL	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL
2016	\$55,000	4.00%	50,840	\$105,840	\$92,137	2.89%	\$5,402	\$97,539	\$24,687	2.89%	\$1,448	\$26,135	\$15,000	2.00%	\$2,700	\$17,700
2017	\$55,000	4.00%	48,420	\$103,420	\$94,799	2.89%	\$2,740	\$97,539	\$25,401	2.89%	\$734	\$26,135	\$15,000	2.00%	\$2,400	\$17,400
2018	\$60,000	4.00%	46,000	\$106,000									\$15,000	2.00%	\$2,100	\$17,100
2019	\$60,000	4.00%	43,180	\$103,180									\$15,000	3.00%	\$1,800	\$16,800
2020	\$65,000	4.00%	40,360	\$105,360									\$15,000	3.00%	\$1,350	\$16,350
2021	\$70,000	4.00%	37,240	\$107,240									\$15,000	3.00%	\$900	\$15,900
2022	\$70,000	4.00%	33,880	\$103,880									\$15,000	3.00%	\$450	\$15,450
2023	\$75,000	4.00%	30,450	\$105,450												
2024	\$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																
2033																
2034																
2035																
2036																
2037																
2038																
2039																
	<u>\$1,035,000</u>		<u>\$428,545</u>	<u>\$1,463,545</u>	<u>\$186,936</u>		<u>\$8,142</u>	<u>\$195,078</u>	<u>\$50,088</u>		<u>\$2,182</u>	<u>\$52,270</u>	<u>\$105,000</u>		<u>\$11,700</u>	<u>\$116,700</u>

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

Fiscal
Year
Ending
June 30

	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL
2016			\$66,540	\$66,540
2017	\$20,000	2.00%	\$66,540	\$86,540
2018	\$20,000	2.00%	\$66,140	\$86,140
2019	\$20,000	3.00%	\$65,740	\$85,740
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>\$2,175,000</u>		<u>\$779,045</u>	<u>\$2,954,045</u>

	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL
2016	\$60,000	2.00%	\$42,535	\$102,535
2017	\$65,000	2.00%	\$41,335	\$106,335
2018	\$65,000	2.00%	\$40,035	\$105,035
2019	\$65,000	3.00%	\$38,735	\$103,735
2020	\$65,000	3.00%	\$36,785	\$101,785
2021	\$65,000	3.00%	\$34,835	\$99,835
2022	\$70,000	3.00%	\$32,885	\$102,885
2023	\$85,000	3.00%	\$30,785	\$115,785
2024	\$90,000	3.00%	\$28,235	\$118,235
2025	\$90,000	3.00%	\$25,535	\$115,535
2026	\$95,000	3.00%	\$22,835	\$117,835
2027	\$100,000	3.00%	\$19,985	\$119,985
2028	\$100,000	3.00%	\$16,985	\$116,985
2029	\$105,000	3.10%	\$13,985	\$118,985
2030	\$105,000	3.20%	\$10,730	\$115,730
2031	\$110,000	3.25%	\$7,370	\$117,370
2032	\$115,000	3.30%	\$3,795	\$118,795
2033				
2034				
2035				
2036				
2037				
2038				
2039				
	<u>\$455,000</u>		<u>\$447,385</u>	<u>\$1,897,385</u>

	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
2016	\$100,000	2.00%	\$35,213	\$135,213
2017	\$100,000	2.00%	\$33,213	\$133,213
2018	\$100,000	2.00%	\$31,213	\$131,213
2019	\$105,000	2.00%	\$29,163	\$134,163
2020	\$105,000	2.00%	\$27,063	\$132,063
2021	\$105,000	2.00%	\$24,963	\$129,963
2022	\$110,000	2.00%	\$22,813	\$132,813
2023	\$110,000	2.00%	\$20,613	\$130,613
2024	\$115,000	2.15%	\$18,276	\$133,276
2025	\$120,000	2.15%	\$15,750	\$135,750
2026	\$120,000	2.30%	\$13,080	\$133,080
2027	\$125,000	3.00%	\$9,825	\$134,825
2028	\$130,000	3.00%	\$6,000	\$136,000
2029	\$135,000	3.00%	\$2,025	\$137,025
2030				
2031				
2032				
2033				
2034				
2035				
2036				
2037				
2038				
2039				
	<u>\$1,580,000</u>		<u>\$289,210</u>	<u>\$1,869,210</u>

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

ISSUE:	34			
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			
Fiscal Year	PRINCIPAL	RATE	INTEREST	TOTAL
Ending June 30	(4/1)		(4/1 & 10/1)	
2016	\$145,000	2.00%	\$189,200	\$334,200
2017	\$150,000	2.00%	\$186,300	\$336,300
2018	\$150,000	2.00%	\$183,300	\$333,300
2019	\$155,000	2.00%	\$180,300	\$335,300
2020	\$155,000	2.00%	\$177,200	\$332,200
2021	\$160,000	3.00%	\$172,550	\$332,550
2022	\$165,000	3.00%	\$167,750	\$332,750
2023	\$170,000	3.00%	\$162,800	\$332,800
2024	\$180,000	4.00%	\$156,000	\$336,000
2025	\$185,000	4.00%	\$148,800	\$333,800
2026	\$195,000	4.00%	\$141,400	\$336,400
2027	\$200,000	4.00%	\$133,600	\$333,600
2028	\$210,000	4.00%	\$125,600	\$335,600
2029	\$215,000	4.00%	\$117,200	\$332,200
2030	\$225,000	4.00%	\$108,600	\$333,600
2031	\$235,000	4.00%	\$99,600	\$334,600
2032	\$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>\$5,150,000</u>		<u>\$2,874,400</u>	<u>\$8,024,400</u>

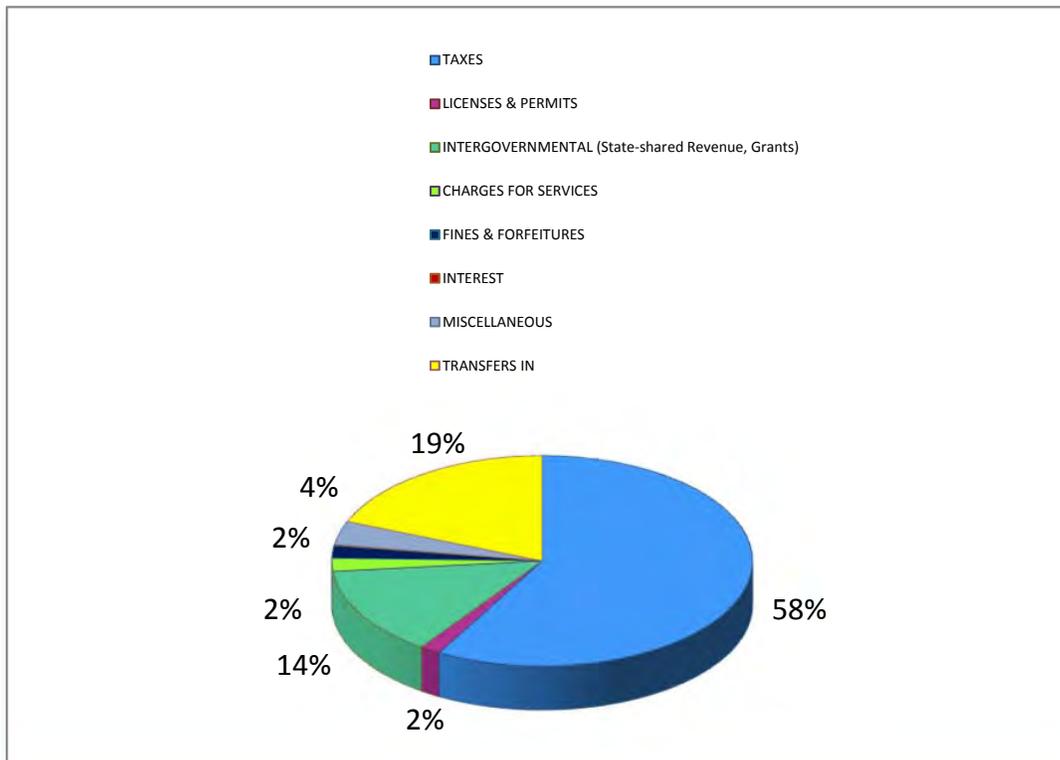
Total Existing Debt		
PRINCIPAL	INTEREST	TOTAL
\$1,536,824	\$647,701	\$2,184,524
\$1,535,200	\$590,954	\$2,126,154
\$1,460,000	\$535,428	\$1,995,428
\$1,445,000	\$480,658	\$1,925,658
\$1,340,000	\$426,943	\$1,766,943
\$735,000	\$378,178	\$1,113,178
\$760,000	\$353,656	\$1,113,656
\$785,000	\$328,328	\$1,113,328
\$810,000	\$299,991	\$1,109,991
\$790,000	\$270,540	\$1,060,540
\$720,000	\$242,235	\$962,235
\$750,000	\$216,475	\$966,475
\$715,000	\$189,170	\$904,170
\$740,000	\$163,550	\$903,550
\$525,000	\$138,835	\$663,835
\$545,000	\$120,235	\$665,235
\$565,000	\$100,760	\$665,760
\$255,000	\$80,400	\$335,400
\$265,000	\$70,200	\$335,200
\$275,000	\$59,600	\$334,600
\$285,000	\$48,600	\$333,600
\$300,000	\$37,200	\$337,200
\$310,000	\$25,200	\$335,200
\$320,000	\$12,800	\$332,800
<u>\$17,767,024</u>	<u>\$5,817,636</u>	<u>\$23,584,660</u>

City of Marshall
Summary of Building Authority Debt

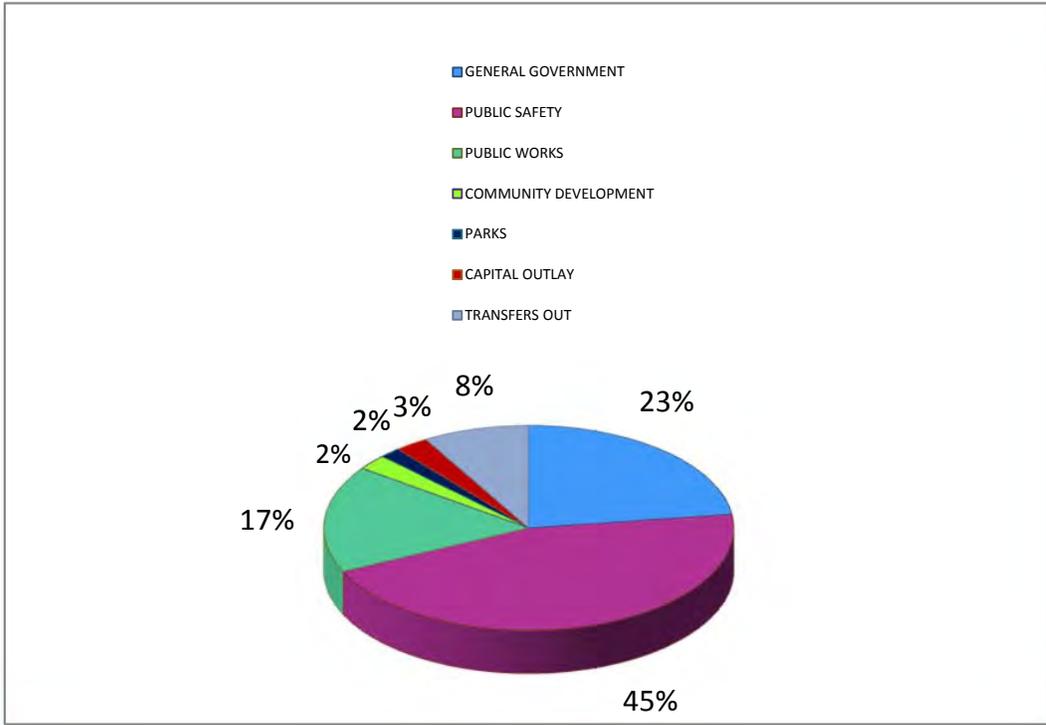
Fiscal Year Ending June 30	ISSUE: 26 AUTH: Act 31 CUSIP: 572435 TYPE: AUTH PURPOSE: Refunding Bonds, 2005 DATED: June 16, 2005 CALLABLE: 4/1/15 @ 100% Fund 369				ISSUE: 34 AUTH: Act 31 CUSIP: 572435 TYPE: General Obligation Limited Tax PURPOSE: 2014 Building Authority Bonds DATED: August 12, 2014 CALLABLE: 4/1/24 @ 100% Fund 369				Total Building Authority Debt		
	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2016	\$200,000	4.25%	\$66,438	\$266,438	\$145,000	2.00%	\$189,200	\$334,200	\$345,000	\$255,638	\$600,638
2017	\$295,000	4.25%	\$57,938	\$352,938	\$150,000	2.00%	\$186,300	\$336,300	\$445,000	\$244,238	\$689,238
2018	\$320,000	4.25%	\$45,400	\$365,400	\$150,000	2.00%	\$183,300	\$333,300	\$470,000	\$228,700	\$698,700
2019	\$345,000	4.00%	\$31,800	\$376,800	\$155,000	2.00%	\$180,300	\$335,300	\$500,000	\$212,100	\$712,100
2020	\$450,000	4.00%	\$18,000	\$468,000	\$155,000	2.00%	\$177,200	\$332,200	\$605,000	\$195,200	\$800,200
2021					\$160,000	3.00%	\$172,550	\$332,550	\$160,000	\$172,550	\$332,550
2022					\$165,000	3.00%	\$167,750	\$332,750	\$165,000	\$167,750	\$332,750
2023					\$170,000	3.00%	\$162,800	\$332,800	\$170,000	\$162,800	\$332,800
2024					\$180,000	4.00%	\$156,000	\$336,000	\$180,000	\$156,000	\$336,000
2025					\$185,000	4.00%	\$148,800	\$333,800	\$185,000	\$148,800	\$333,800
2026					\$195,000	4.00%	\$141,400	\$336,400	\$195,000	\$141,400	\$336,400
2027					\$200,000	4.00%	\$133,600	\$333,600	\$200,000	\$133,600	\$333,600
2028					\$210,000	4.00%	\$125,600	\$335,600	\$210,000	\$125,600	\$335,600
2029					\$215,000	4.00%	\$117,200	\$332,200	\$215,000	\$117,200	\$332,200
2030					\$225,000	4.00%	\$108,600	\$333,600	\$225,000	\$108,600	\$333,600
2031					\$235,000	4.00%	\$99,600	\$334,600	\$235,000	\$99,600	\$334,600
2032					\$245,000	4.00%	\$90,200	\$335,200	\$245,000	\$90,200	\$335,200
2033					\$255,000	4.00%	\$80,400	\$335,400	\$255,000	\$80,400	\$335,400
2034					\$265,000	4.00%	\$70,200	\$335,200	\$265,000	\$70,200	\$335,200
2035					\$275,000	4.00%	\$59,600	\$334,600	\$275,000	\$59,600	\$334,600
2036					\$285,000	4.00%	\$48,600	\$333,600	\$285,000	\$48,600	\$333,600
2037					\$300,000	4.00%	\$37,200	\$337,200	\$300,000	\$37,200	\$337,200
2038					\$310,000	4.00%	\$25,200	\$335,200	\$310,000	\$25,200	\$335,200
2039					\$320,000	4.00%	\$12,800	\$332,800	\$320,000	\$12,800	\$332,800
	<u>\$1,610,000</u>		<u>\$219,575</u>	<u>\$1,829,575</u>	<u>\$5,150,000</u>		<u>\$2,874,400</u>	<u>\$8,024,400</u>	<u>\$6,760,000</u>	<u>\$3,093,975</u>	<u>\$9,853,975</u>

FY 2016 GENERAL FUND REVENUES BY SOURCE

TAXES	\$ 3,497,613	58%
LICENSES & PERMITS	96,200	2%
INTERGOVERNMENTAL (State-shared Revenue, Grants)	824,000	14%
CHARGES FOR SERVICES	120,000	2%
FINES & FORFEITURES	115,500	2%
INTEREST	10,000	0%
MISCELLANEOUS	217,150	4%
TRANSFERS IN	1,136,740	19%
TOTAL REVENUES	\$ 6,017,203	100%



FY 2016 GENERAL FUND EXPENDITURES		
GENERAL GOVERNMENT	\$ 1,413,910	23%
PUBLIC SAFETY	2,787,412	45%
PUBLIC WORKS	1,045,317	17%
COMMUNITY DEVELOPMENT	150,384	2%
PARKS	101,988	2%
CAPITAL OUTLAY	164,300	3%
TRANSFERS OUT	517,443	8%
TOTAL EXPENDITURES	\$ 6,180,754	100%



Summary of General Fund Debt

	ISSUE: 25 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Downtown Alley Reconstruction DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 101-441 Streets Dept.				Total General Fund Debt		
Fiscal Year	PRINCIPAL	RATE	INTEREST	TOTAL			
Ending June 30	(4/1)		(4/1) & (10/1)				
2016	\$15,000	4.10%	\$2,550	\$17,550	\$15,000	\$2,550	\$17,550
2017	\$15,000	4.10%	\$1,935	\$16,935	\$15,000	\$1,935	\$16,935
2018	\$15,000	4.40%	\$1,320	\$16,320	\$15,000	\$1,320	\$16,320
2019	\$15,000	4.40%	\$660	\$15,660	\$15,000	\$660	\$15,660
	<u>\$60,000</u>		<u>\$6,465</u>	<u>\$66,465</u>	<u>\$60,000</u>	<u>\$6,465</u>	<u>\$66,465</u>

General Fund Revenues

	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected	% Change
Taxes							
Current Property Taxes	3,020,690	3,329,681	3,293,725	3,259,735	3,340,613	3,390,000	1.4%
Tax Collection Fee	121,034	123,761	120,000	120,000	120,000	120,000	0.0%
Delinquent Personal Property Taxes	740	7,411	2,000	-	2,000	2,000	0.0%
Penalties & Interest on Taxes	25,617	26,720	15,000	6,225	35,000	35,000	133.3%
Total Taxes	3,168,081	3,487,573	3,430,725	3,385,960	3,497,613	3,547,000	1.9%
Licenses & Permits							
General (Bicycle, Amusement Device, Other)	3,146	2,117	1,200	1,801	1,200	1,200	0.0%
Building, Mechanical, Plumbing, Electrical, etc.	46,904	102,442	45,000	85,020	95,000	95,000	111.1%
Total Licenses & Permits	50,050	104,559	46,200	86,821	96,200	96,200	108.2%
Intergovernmental							
State Grant	1,524	-	-	56,655	-	-	
Federal Grants	45,048	16,085	15,500	490	15,500	15,500	0.0%
Local Units	133,127	149,207	100,000	130,000	140,000	140,000	40.0%
Liquor License Refund	8,309	8,439	5,000	8,500	8,500	8,500	70.0%
Sales Tax (Revenue Sharing)	619,067	636,993	658,250	660,250	660,000	610,000	0.3%
Total Intergovernmental	807,075	810,724	778,750	855,895	824,000	774,000	5.8%
Charges for Services							
Charges for Services	18,906	18,289	15,000	9,576	66,000	66,000	340.0%
Charges for Services-FOIA	51,809	32,162	50,000	24,156	50,000	50,000	0.0%
Charges for Services-Planning and Zoning	780	602	1,000	581	1,000	1,000	0.0%
Charges for Services-Police	2,261	3,944	3,000	2,646	3,000	3,000	0.0%
Charges for Services-Cemetery	600	450	-	-	-	-	
Total Charges for Services	74,356	55,447	69,000	36,959	120,000	120,000	73.9%
Fines & Forfeits							
Civil Infractions	880	425	500	465	500	500	0.0%
District Court Ordinance Fines	116,591	93,910	95,000	95,000	115,000	115,000	21.1%
Total Fines & Forfeits	117,471	94,335	95,500	95,465	115,500	115,500	20.9%
Interest							
	11,375	10,710	4,000	10,000	10,000	10,000	150.0%
Bond Proceeds							
	146,927	-	-	-	-	-	
Miscellaneous							
Rents	46,200	46,134	35,000	45,000	45,000	45,000	28.6%
Miscellaneous	179,489	94,978	80,000	115,000	102,000	150,000	27.5%
Cable Commissions	55,093	60,843	45,000	33,639	70,000	70,000	55.6%
Reimbursement	445	159	150	(39)	150	150	0.0%
Sale of Fixed Assets	-	15,057	-	-	-	-	
Total Miscellaneous	281,227	217,171	160,150	193,600	217,150	265,150	35.6%
Transfers In							
Contributions-Utilities, DART, MH, LDFA	1,108,644	996,720	978,000	1,057,325	1,136,740	1,080,000	16.2%
Contributions-Other Funds	133,740	43,740	74,000	73,740	-	-	
Total Transfers In	1,242,384	1,040,460	1,052,000	1,131,065	1,136,740	1,080,000	8.1%
S-Total	5,898,946	5,820,979	5,636,325	5,795,765	6,017,203	6,007,850	6.8%
Marshall Regional Law Enforcement							
Recreation	-	-	-	-	281,775	401,219	
Farmer's Market	393,759	393,810	391,280	383,147	397,459	396,759	1.6%
Composting	-	-	-	-	14,023	14,373	
Airport	21,158	62,227	44,204	43,750	27,750	27,750	-37.2%
	123,853	146,979	172,500	167,665	186,500	189,500	8.1%
Total General Fund Revenues	6,437,716	6,423,995	6,244,309	6,390,327	6,924,710	7,037,451	10.9%

General Fund Expenditures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected	% Change
General Government							
City Council	2,610	3,503	3,416	3,776	3,676	3,676	7.6%
City Manager	121,969	127,941	129,316	127,835	138,568	158,088	22.2%
Assessor	78,703	79,693	84,772	123,961	164,885	172,220	103.2%
City Attorney	88,385	71,363	55,000	55,000	55,000	70,000	27.3%
Human Resources	58,511	61,386	63,724	65,375	69,641	72,284	13.4%
Clerk	1,429	45,960	55,762	55,353	54,563	59,638	0.0%
Finance/Treasurer	259,899	186,137	226,292	203,853	235,621	250,848	10.9%
City Hall	74,758	80,820	70,653	50,907	81,548	83,155	17.7%
Chapel	1,160	1,387	2,400	2,400	2,400	2,400	0.0%
Other City Property	184,556	35,730	39,850	29,438	37,700	39,700	-0.4%
Cemetery	163,416	164,443	172,386	165,886	188,451	193,895	12.5%
Non-Departmental	522,192	522,781	548,431	456,331	381,857	422,850	-22.9%
Total General Government	1,557,588	1,381,144	1,452,002	1,340,115	1,413,910	1,528,754	5.3%
Public Safety							
Police	1,421,839	1,539,247	1,553,228	1,544,686	1,632,529	1,695,450	9.2%
Crossing Guards	13,377	13,119	11,972	10,867	12,487	12,737	6.4%
Dispatch	228,654	80,373	108,000	108,000	112,900	115,000	6.5%
Fire	810,931	845,266	872,334	861,259	927,110	955,280	9.5%
Inspection/Code Enforcement	74,292	97,003	90,830	97,564	102,386	104,517	15.1%
Total Public Safety	2,549,093	2,575,008	2,636,364	2,622,376	2,787,412	2,882,984	9.4%
Public Works							
Streets	739,722	732,782	856,375	814,716	871,292	894,180	4.4%
Engineering	16,905	15,370	15,595	15,576	51,983	53,486	243.0%
PSB Operations	97,694	99,638	104,960	101,430	122,042	123,180	17.4%
Total Public Works	854,321	847,790	976,930	931,722	1,045,317	1,070,846	9.6%
Community Development							
Community Development Planning & Zoning	96,251	97,244	162,484	161,853	150,384	156,157	-3.9%
Total Community Development	96,251	97,244	162,484	161,853	150,384	156,157	-3.9%
Parks							
Parks	81,122	75,852	82,289	80,864	101,988	105,303	28.0%
Total Parks	81,122	75,852	82,289	80,864	101,988	105,303	28.0%
Capital Outlay							
Capital Improvements	118,920	184,036	197,000	215,000	164,300	200,000	1.5%
Total Capital Outlay	118,920	184,036	197,000	215,000	164,300	200,000	1.5%
Transfers Out	111,793	578,779	125,000	486,000	517,443	520,000	316.0%
S-Total	5,369,088	5,739,853	5,632,069	5,837,930	6,180,754	6,464,044	14.8%
Marshall Regional Law Enforcement	-	-	-	-	245,375	303,348	
Recreation	379,317	387,822	418,489	405,763	430,397	411,164	-1.8%
Farmer's Market	-	-	-	-	13,101	13,429	
Composting	48,364	46,417	61,243	61,434	60,072	61,169	-0.1%
Airport	174,932	145,666	169,059	166,953	186,446	189,453	12.1%
Total General Fund Operating Expenditures	5,971,701	6,319,758	6,280,860	6,472,080	7,116,145	7,442,607	18.5%
Excess of Revenues Over (Under) Expenditures	466,015	104,237	(36,551)	(81,753)	(191,435)	(405,156)	

City of Marshall							
GENERAL FUND		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Summary of Dept Totals							
Revenues							
101-000-402.00	Current Property Taxes	3,020,690	3,329,681	3,293,725	3,259,735	3,340,613	3,390,000
101-000-405.00	Tax Collection Fees	121,034	123,761	120,000	120,000	120,000	120,000
101-000-420.00	Delinquent Personal Prop Tax	740	7,411	2,000		2,000	2,000
101-000-445.00	Penalties & Int. on Taxes	25,617	26,720	15,000	6,225	35,000	35,000
101-000-451.00	Licenses and Permits	3,146	2,117	1,200	1,801	1,200	1,200
101-000-451.01	Permits	46,904	102,442	45,000	85,020	95,000	95,000
101-000-452.00	Cable Commissions	55,093	60,843	45,000	33,639	70,000	70,000
101-000-505.00	Federal Grant	45,048	16,085	15,500	490	15,500	15,500
101-000-540.00	State Grants	1,524			56,655		
101-000-543.00	Liquor License Refund	8,309	8,439	5,000	8,500	8,500	8,500
101-000-574.00	State Shared Rev-Constitution	515,939	528,532	550,000	550,000	550,000	500,000
101-000-574.01	State Shared Rev-StatutoryEVI	103,128	108,461	108,250	110,250	110,000	110,000
101-000-588.00	Contributions from Local Unit	133,127	149,207	100,000	130,000	140,000	140,000
101-000-601.00	NSF Revenue	385	200	150	93	150	150
101-000-607.00	Charges for Services - Fees	18,906	18,289	15,000	9,576	66,000	66,000
101-000-607.02	Charges for Ser.-Plan & Zone	780	602	1,000	581	1,000	1,000
101-000-642.00	Charges for Services - Sales	51,809	32,162	50,000	24,156	50,000	50,000
101-000-642.01	Charges for Serv-Columbarium	600	450				
101-000-652.00	Parking Meter Receipts	1,016	264				
101-000-658.00	Parking Violations	1,245	3,680	3,000	2,646	3,000	3,000
101-000-659.00	District Court - Ord. Fines	116,591	93,910	95,000	95,000	115,000	115,000
101-000-659.01	Civil Infractions	880	425	500	465	500	500
101-000-665.00	Interest	11,375	10,710	4,000	10,000	10,000	10,000
101-000-667.00	Rents	46,200	46,134	35,000	45,000	45,000	45,000
101-000-671.00	Miscellaneous Revenue	179,489	94,978	80,000	115,000	102,000	150,000
101-000-675.00	Contrib. from Other Sources	133,740	43,740	74,000	73,740		
101-000-681.00	Sales of Fixed Assets		15,057				
101-000-694.00	Cash - over & short	60	(41)		(132)		
101-000-696.00	Bond Proceeds	145,000					
101-000-698.00	Proceeds from Bonds/Notes	1,927					
101-000-699.00	Transfers From Other Funds	1,108,644	996,720	978,000	1,057,325	1,136,740	1,080,000
	General Fund Revenues Total:	5,898,946	5,820,979	5,636,325	5,795,765	6,017,203	6,007,850
GENERAL FUND							
		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Summary of Dept Totals							
Expenditures							
101-101	City Council - Expenditures:	2,610	3,503	3,416	3,776	3,676	3,676
101-172	City Manager - Expenditures:	121,969	127,941	129,316	127,835	138,568	158,088
101-209	Assessor - Expenditures:	78,703	79,693	84,772	123,961	164,885	172,220
101-210	City Attorney - Expenditures:	88,385	71,363	55,000	55,000	55,000	70,000
101-226	Human Resources - Expenditures:	58,511	61,386	63,724	65,375	69,641	72,284
101-250	Clerk - Expenditures:	1,429	45,960	55,762	55,353	54,563	59,638
101-260	Finance/Treasurer - Expenditures:	259,899	186,137	226,292	203,853	235,621	250,848
101-265	City Hall - Expenditures:	74,758	80,820	70,653	50,907	81,548	83,155
101-266	Chapel - Expenditures:	1,160	1,387	2,400	2,400	2,400	2,400
101-269	Other City Property - Expenditures:	184,556	35,730	39,850	29,438	37,700	39,700
101-276	Cemetery - Expenditures:	163,416	164,443	172,386	165,886	188,451	193,895
101-294	Non-Departmental - Expenditures:	633,985	1,101,560	673,431	942,331	899,300	942,850
101-301	Police - Expenditures:	1,421,839	1,539,247	1,553,228	1,544,686	1,632,529	1,695,450
101-316	Crossing Guards - Expenditures:	13,377	13,119	11,972	10,867	12,487	12,737
101-325	Dispatch - Expenditures:	228,654	80,373	108,000	108,000	112,900	115,000
101-336	Fire - Expenditures:	810,931	845,266	872,334	861,259	927,110	955,280
101-371	Inspections - Expenditures:	74,292	97,003	90,830	97,564	102,386	104,517
101-410	Planning & Zoning - Expenditures:	96,251	97,244	162,484	161,853	150,384	156,157
101-441	Streets - Expenditures:	739,722	732,782	856,375	814,716	871,292	894,180
101-447	Engineering - Expenditures:	16,905	15,370	15,595	15,576	51,983	53,486
101-540	PSB Operations - Expenditures:	97,694	99,638	104,960	101,430	122,042	123,180
101-729	Community Develop - Expenditures:	0	0	0	0	0	0
101-774	Parks - Expenditures:	81,122	75,852	82,289	80,864	101,988	105,303
101-900	Capital Improvement - Expenditures:	118,920	184,036	197,000	215,000	164,300	200,000
	General Fund Expenditures Total:	5,369,088	5,739,853	5,632,069	5,837,930	6,180,754	6,464,044
Excess of Revenues Over (Under) Expenditures		529,858	81,126	4,256	(42,165)	(163,551)	(456,194)

ALLOCATED POSITIONS:						
CITY MANAGER						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2017 FTE's	
City Manager	0.70	0.70	0.70		0.70	0.70
Adt. City Manager					0.50	0.50
Clerk	0.25	0.25	0.25		0.25	0.25
Total	0.95	0.95	0.95		1.45	1.45
ASSESSOR						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Assessor			1.00		1.00	1.00
Administrative Assistant	0.95	1.00	1.00		1.00	1.00
Total	0.95	1.00	2.00		2.00	2.00
HUMAN RESOURCES						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Human Resources Coordinator	0.80	0.80		0.80	0.80	0.80
Total	0.80	0.80		0.80	0.80	0.80
CLERK						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Clerk	0.00	0.00		0.50	0.50	0.50
Total	0.00	0.00		0.50	0.50	0.50
FINANCE/TREASURER						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Finance Director	1.00	1.00		1.00	1.00	1.00
Treasurer	0.75	0.75		0.75	0.75	0.75
Accountant	0.12	0.12		0.12	0.12	0.12
Receptionist/Cashier	0.25	0.25		0.25	0.25	0.25
Total	2.12	2.12		2.12	2.12	2.12
CITY HALL						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Facilities Manager	0.25	0.00		0.00	0.20	0.20
Total	0.25	0.00		0.00	0.20	0.20
CEMETERY						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Deputy Director of Community Services	0.05	0.00		0.00	0.00	0.00
DPW Superintendent	0.00	0.10		0.25	0.25	0.25
Administrative Assistant	0.05	0.05		0.05	0.05	0.05
Receptionist	0.05	0.00		0.00	0.00	0.00
Equipment Operator	1.39	1.21		0.91	0.91	0.91
Total	1.54	1.36		1.21	1.21	1.21
POLICE						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Director of Public Safety	1.00	1.00		0.50	0.50	0.50
Deputy Police Chief	0.00	0.00		1.00	1.00	1.00
Lieutenant	1.00	1.00		0.00	0.00	0.00
Sergeant	3.00	4.00		4.00	4.00	4.00
Patrolman	9.00	8.00		8.00	9.00	9.00
Total	14.00	14.00		13.50	14.50	14.50
FIRE						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	
Director of Public Safety	1.00	1.00		0.50	0.50	0.50
Deputy Fire Chief	0.00	0.00		1.00	1.00	1.00
Assistant Chief	3.00	3.00		2.00	2.00	2.00
Lieutenant	4.00	4.00		4.00	4.00	4.00
Total	8.00	7.00		7.50	7.50	7.50

INSPECTION						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	FY 2016 FTE's
Director of Community Services	0.35	0.35	0.35	0.35	0.35	0.35
Deputy Director of Community Services	0.50	0.00	0.00	0.00	0.00	0.00
Receptionist	0.05	0.05	0.05	0.05	0.05	0.05
Total	0.90	0.40	0.40	0.40	0.40	0.40
PLANNING & ZONING						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	FY 2016 FTE's
Director of Community Services	0.55	0.58	0.58	0.58	0.58	0.58
Community Services Assistant					1.00	1.00
Receptionist	0.10	0.10	0.10	0.10	0.05	0.05
Total	0.65	0.68	0.68	0.68	1.63	1.63
STREETS						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	FY 2016 FTE's
Director of Public Services	0.30	0.20	0.20	0.25	0.25	0.25
DPW Superintendent	0.00	0.60	0.50	0.50	0.50	0.50
Facilities Manager				0.05	0.05	0.05
GIS Specialist				0.25	0.25	0.25
Receptionist	0.30	0.30	0.30	0.25	0.25	0.25
DPW Supervisor	1.00	1.00	0.76	0.76	0.76	0.76
Equipment Operator	4.96	4.10	5.64	5.64	5.64	5.64
Total	6.56	6.20	7.40	7.70	7.70	7.70
ENGINEERING						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	FY 2016 FTE's
Director of Public Services	0.10	0.05	0.05	0.05	0.05	0.05
Receptionist	0.05	0.05	0.05	0.05	0.05	0.05
Total	0.15	0.10	0.10	0.10	0.10	0.10
PSB OPERATIONS						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	FY 2016 FTE's
DPW Superintendent	0.00	0.10	0.05	0.05	0.05	0.05
Facilities Manager				0.20	0.20	0.20
Equipment Operator	0.01	0.01	0.01	0.01	0.01	0.01
Total	0.01	0.11	0.06	0.26	0.26	0.26
PARKS						
Job Description	FY 2013 FTE's	FY 2014 FTE's	FY 2015 FTE's	FY 2016 FTE's	FY 2016 FTE's	FY 2016 FTE's
DPW Superintendent	0.00	0.05	0.05	0.05	0.05	0.05
Equipment Operator	0.16	0.20	0.20	0.20	0.20	0.20
Total	0.16	0.25	0.25	0.25	0.25	0.25
TOTAL GENERAL FUND FTE's	37.04	34.96	37.46	40.61	40.61	40.61

City of Marshall							
GENERAL FUND		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
101-000-402.00	Current Property Taxes	3,020,690	3,329,681	3,293,725	3,259,735	3,340,613	3,390,000
101-000-405.00	Tax Collection Fees	121,034	123,761	120,000	120,000	120,000	120,000
101-000-420.00	Delinquent Personal Prop Tax	740	7,411	2,000		2,000	2,000
101-000-445.00	Penalties & Int. on Taxes	25,617	26,720	15,000	6,225	35,000	35,000
101-000-451.00	Licenses and Permits	3,146	2,117	1,200	1,801	1,200	1,200
101-000-451.01	Permits	46,904	102,442	45,000	85,020	95,000	95,000
101-000-452.00	Cable Commissions	55,093	60,843	45,000	33,639	70,000	70,000
101-000-505.00	Federal Grant	45,048	16,085	15,500	490	15,500	15,500
101-000-540.00	State Grants	1,524			56,655		
101-000-543.00	Liquor License Refund	8,309	8,439	5,000	8,500	8,500	8,500
101-000-574.00	State Shared Rev-Constitution	515,939	528,532	550,000	550,000	550,000	500,000
101-000-574.01	State Shared Rev-StatutoryEVI	103,128	108,461	108,250	110,250	110,000	110,000
101-000-588.00	Contributions from Local Unit	133,127	149,207	100,000	130,000	140,000	140,000
101-000-601.00	NSF Revenue	385	200	150	93	150	150
101-000-607.00	Charges for Services - Fees	18,906	18,289	15,000	9,576	66,000	66,000
101-000-607.02	Charges for Ser.-Plan & Zone	780	602	1,000	581	1,000	1,000
101-000-642.00	Charges for Services - Sales	51,809	32,162	50,000	24,156	50,000	50,000
101-000-642.01	Charges for Serv-Columbarium	600	450				
101-000-652.00	Parking Meter Receipts	1,016	264				
101-000-658.00	Parking Violations	1,245	3,680	3,000	2,646	3,000	3,000
101-000-659.00	District Court - Ord. Fines	116,591	93,910	95,000	95,000	115,000	115,000
101-000-659.01	Civil Infractions	880	425	500	465	500	500
101-000-665.00	Interest	11,375	10,710	4,000	10,000	10,000	10,000
101-000-667.00	Rents	46,200	46,134	35,000	45,000	45,000	45,000
101-000-671.00	Miscellaneous Revenue	179,489	94,978	80,000	115,000	102,000	150,000
101-000-675.00	Contrib. from Other Sources	133,740	43,740	74,000	73,740		
101-000-681.00	Sales of Fixed Assets		15,057				
101-000-694.00	Cash - over & short	60	(41)		(132)		
101-000-696.00	Bond Proceeds	145,000					
101-000-698.00	Proceeds from Bonds/Notes	1,927					
101-000-699.00	Transfers From Other Funds	1,108,644	996,720	978,000	1,057,325	1,136,740	1,080,000
	REVENUES Total:	5,898,946	5,820,979	5,636,325	5,795,765	6,017,203	6,007,850

CITY COUNCIL

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

Mayor Jack Reed

Councilmember At Large Kathy Miller

Councilmember First Ward Kari Schurig

Councilmember Second Ward Nick Metzger

Councilmember Third Ward Brent Williams

Councilmember Fourth Ward Michael McNeil

Councilmember Fifth Ward Joe Caron

The Mayor receives an annual salary of \$500 and the Councilmembers receive a \$300 annual salary. The Council's responsibilities and powers are described in the City Charter.

City of Marshall							
CITY COUNCIL		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
Expenditures		Actual	Actual	Budget	Forecast	Request	Projected
101-101-703.00	Part-time Salaries	2,175	2,375	2,300	2,300	2,300	2,300
101-101-715.00	Social Security	166	182	176	176	176	176
101-101-721.00	Workers Compensation	26	33	40	40	40	40
101-101-740.00	Operating Supplies	53	218	150	300	200	200
101-101-810.00	Dues & Memberships			100	100	100	100
101-101-860.00	Transportation & Travel	190	695	500	500	500	500
101-101-958.00	Education & Training			150	360	360	360
	City Council - Expenditures:	2,610	3,503	3,416	3,776	3,676	3,676

CITY MANAGER

The City Manager is 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.

City of Marshall							
CITY MANAGER		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-172-702.00	Payroll	81,633	85,273	86,634	85,859	82,581	99,124
101-172-702.01	Other Fringe Benefits-taxable	1,250	1,275	1,300	1,300	1,325	1,350
101-172-715.00	Social Security	6,233	6,496	6,628	6,629	7,537	7,685
101-172-716.00	Hospitalization	15,223	13,969	12,530	12,024	16,483	18,461
101-172-717.00	Life Insurance	754	740	586	748	684	690
101-172-718.00	Retirement	10,843	12,696	14,182	13,716	21,868	22,524
101-172-719.00	Hospitalization - Prescriptio		8				
101-172-721.00	Workers Compensation	120	152	157	299	392	400
101-172-727.00	Office Supplies			150	150	150	150
101-172-755.00	Miscellaneous Supplies		40				
101-172-810.00	Dues & Memberships	941	1,022	970	1,000	1,000	1,000
101-172-850.00	Communications	744	806	744	744	744	744
101-172-860.00	Transportation & Travel	747	452	1,000	500	600	600
101-172-941.00	Motor Pool Equip Rental	1,668	1,495	1,200	2,200	2,200	2,300
101-172-941.01	Data Processing	1,703	2,942	2,485	2,416	2,254	2,310
101-172-958.00	Education & Training	110	575	750	250	750	750
	City Manager - Expenditures:	121,969	127,941	129,316	127,835	138,568	158,088

ASSESSOR

The Assessing Department, composed of an Assessor and an Assistant Assessor, is responsible for the assessment of all real and personal property within the City for the equitable distribution of the property tax burden. The department must adhere to, and fulfill, the requirements given by the State Tax Commission and State Assessor's Board.

The Assessing Department provides information to and educates people such as homeowners, taxpayers, developers, title insurance companies, lenders, lawyers, and realtors. Office functions include assessment roll preparation, maintenance of legal descriptions and documents, coordinating and conducting Boards of Review, maintaining tax parcel maps through GIS, and sales and market studies.

On top of their many daily duties, the department has an annual goal of physically visiting 20% of all classes of properties located within the City. These on-site inspections will help provide: more up-to-date information on each parcel's record card, distinct ECF Neighborhood boundaries, and land value analysis. Compiled, fieldwork of this nature will strengthen the department's efforts to maintain accurate assessments representative of the condition of properties and the market.

City of Marshall							
ASSESSOR		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-209-702.00	Payroll	35,482	37,879	38,486	72,411	85,313	87,019
101-209-702.01	Other Fringe Benefits-taxable	1,500	1,500	1,500	1,567	0	0
101-209-704.00	Overtime Salaries	877	340	1,500	150	1,283	1,309
101-209-715.00	Social Security	2,858	2,992	3,059	5,567	6,625	6,757
101-209-716.00	Hospitalization	4,971	6,178	5,600	15,215	25,332	28,372
101-209-717.00	Life Insurance	57	57	57	147	248	251
101-209-718.00	Retirement	4,659	5,402	6,300	7,381	20,757	21,379
101-209-721.00	Workers Compensation	52	67	70	135	367	375
101-209-727.00	Office Supplies	58			655	720	750
101-209-740.00	Operating Supplies				4,915	4,000	4,000
101-209-801.00	Professional Services				37	0	0
101-209-810.00	Dues & Memberships				345	360	500
101-209-820.00	Contracted Services	28,114	25,278	28,000	7,500	7,500	7,500
101-209-850.00	Communications				627	745	745
101-209-860.00	Transportation & Travel				3,428	4,000	5,000
101-209-941.01	Data Processing				2,131	5,135	5,263
101-209-958.00	Education & Training	75		200	1,750	2,500	3,000
	Assessor - Expenditures:	78,703	79,693	84,772	123,961	164,885	172,220

CITY ATTORNEY

The City Attorney is appointed in May following each regular City election by the City Council for a two year term. Paul Beardslee has served as the City Attorney since 2005. 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.

City of Marshall							
CITY ATTORNEY		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
Expenditures		Actual	Actual	Budget	Forecast	Request	Projected
101-210-801.00	Professional Services	64,889	68,783	55,000	55,000	55,000	70,000
101-210-801.02	Prof. Services - HCOD	23,496	2,580				
	City Attorney - Expenditures:	88,385	71,363	55,000	55,000	55,000	70,000

HUMAN RESOURCES

It is the mission of the Human Resources Department to service the overall personnel needs of the City. 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 and optical 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 and a 457 investment plan. Depending on the employee's work responsibilities, full uniforms may be furnished.

City of Marshall							
HUMAN RESOURCES		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
Expenditures		Actual	Actual	Budget	Forecast	Request	Projected
101-226-702.00	Payroll	34,298	34,783	36,478	35,000	37,208	37,952
101-226-702.01	Other Fringe Benefits-taxable	1,120	1,200	1,200	1,200	1,200	1,200
101-226-715.00	Social Security	2,543	2,473	2,791	2,791	2,939	2,996
101-226-716.00	Hospitalization	10,545	12,173	10,600	10,600	12,679	14,200
101-226-717.00	Life Insurance	130	132	143	143	146	147
101-226-718.00	Retirement	4,614	5,334	5,972	5,972	9,053	9,324
101-226-719.00	Hospitalization - Prescriptio	15					
101-226-721.00	Workers Compensation	52	66	66	126	165	170
101-226-727.00	Office Supplies	65	72	200	50	200	200
101-226-740.00	Operating Supplies			250	4,651	250	250
101-226-801.00	Professional Services	848	1,344	1,000	465	1,200	1,200
101-226-810.00	Dues & Memberships			100	174	100	100
101-226-820.00	Contracted Services	26	98		116		
101-226-850.00	Communications			744	721	744	744
101-226-860.00	Transportation & Travel	299		750		250	250
101-226-901.00	Advertising	544	1,509	650	1,000	1,000	1,000
101-226-941.00	Motor Pool Equip Rental	105		250	100	250	250
101-226-941.01	Data Processing	2,962	2,117	2,030	1,966	1,757	1,801
101-226-958.00	Education & Training	345	85	500	300	500	500
	Human Resources - Expenditures:	58,511	61,386	63,724	65,375	69,641	72,284

CITY CLERK

The City Clerk, in accordance with Section 2.10 of the Marshall City Charter, is appointed by the Mayor and subject to confirmation of two-thirds of the council. The appointment is made at the first regular Council meeting of May, following the regular City election, for a two-year term beginning June 1. Trisha Nelson was appointed as City Clerk on December 3, 2012.

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 department also maintains the voter registrations files and conducts all city, county, state, and federal elections.

City of Marshall							
CLERK		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-250-702.00	Payroll	816	21,521	21,865	21,308	22,303	22,749
101-250-702.01	Other Fringe Benefits-taxable		450	500	500	550	600
101-250-715.00	Social Security	60	1,607	1,673	1,593	1,748	1,783
101-250-716.00	Hospitalization	553	9,437	6,600	6,328	7,925	8,875
101-250-717.00	Life Insurance		88	86	80	87	88
101-250-718.00	Retirement		2,211	2,500	3,566	4,526	5,589
101-250-721.00	Workers Compensation			40	176	98	100
101-250-727.00	Office Supplies		267	200	112	200	200
101-250-801.00	Professional Services			3,000	3,000	300	300
101-250-810.00	Dues & Memberships		85	240	240	240	240
101-250-820.00	Contracted Services		1,189	795	500	994	994
101-250-830.00	Elections		792	7,500	10,000	5,000	7,500
101-250-850.00	Communications		264	744	721	744	744
101-250-860.00	Transportation & Travel			250		250	250
101-250-901.00	Advertising		5,978	8,000	6,000	8,000	8,000
101-250-941.01	Data Processing		2,071	1,269	1,229	1,098	1,126
101-250-958.00	Education & Training			500		500	500
	Clerk - Expenditures:	1,429	45,960	55,762	55,353	54,563	59,638

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 Mayor and subject to confirmation of two-thirds vote of the City Council in accordance with Section 2.10 of the Marshall City Charter. The appointment is made at the first regular Council meeting of May, following the regular City election, for a two-year term beginning June 1st. The current City Treasurer, Jon B. Bartlett, was appointed by council and began employment on November 4, 2013. 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 2014, over 7000 tax bills were printed and mailed to taxpayers totaling \$12,134,371.

PURCHASING

The purchasing function involves the procurement of materials, supplies, equipment, and services at the lowest possible cost consistent with the quality needed to meet the required standards. In an effort to create uniformity and cost savings, the City is continuing to reorganize from de-centralized purchasing to centralized purchasing. In 2014, under the direction of the Finance Director, a purchasing policy was 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.

City of Marshall							
FINANCE/TREASURER		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-260-702.00	Payroll	129,464	75,685	113,633	106,728	116,851	119,188
101-260-702.01	Other Fringe Benefits-taxable	1,092	2,343	3,350	3,720	3,435	3,447
101-260-703.00	Part-time Salaries	322					
101-260-715.00	Social Security	9,836	5,858	8,693	8,288	9,202	9,382
101-260-716.00	Hospitalization	23,364	11,314	13,800	10,860	14,165	15,865
101-260-717.00	Life Insurance	539	32	414	272	414	418
101-260-718.00	Retirement	18,063	16,021	18,602	10,998	28,430	29,283
101-260-719.00	Hospitalization - Prescriptio	26	15	159		0	0
101-260-721.00	Workers Compensation	202	257	206	400	518	520
101-260-727.00	Office Supplies	9,099	11,378	13,000	11,000	11,000	12,000
101-260-727.02	Postage and Shipping	16,931	12,924	15,000	13,000	13,000	14,000
101-260-740.00	Operating Supplies	27	264	450	1,000	400	500
101-260-801.00	Professional Services	6,875	24,436	15,000	18,000	19,000	25,000
101-260-810.00	Dues & Memberships	925	799	1,025	626	1,000	1,000
101-260-820.00	Contracted Services	794	1,850	2,000	2,000	1,500	1,500
101-260-830.00	Elections	9,847	2,123				
101-260-850.00	Communications	7,532	7,643	6,000	8,000	5,000	5,500
101-260-860.00	Transportation & Travel	857	1,433	1,250	83	1,400	1,500
101-260-901.00	Advertising	7,333			543	500	500
101-260-930.00	Equipment Maintenance	194	119	500	150	250	500
101-260-941.00	Motor Pool Equip Rental	429		500	150	500	500
101-260-941.01	Data Processing	15,081	8,984	10,710	7,500	7,556	7,745
101-260-958.00	Education & Training	1,067	2,659	2,000	535	1,500	2,500
	Finance/Treasurer - Expenditures:	259,899	186,137	226,292	203,853	235,621	250,848

CITY HALL

City Hall maintenance operations are under the general direction of the new Facility Manager hired to maintain facility operations at the MRLEC, Marshall House, PSB Building and City Hall. The grounds will also be maintained by the Facility Manager and staff. It is anticipated that lawn fertilization and shrubbery maintenance will be performed by a contracted lawn care service.

Significant renovations have been made to City Hall within the last budget year. MAEDA, DDA, LDFA and Chamber of Commerce offices are located on the first floor in a completely renovated space. The renovation also included the addition of public restrooms and a training room for the City of Marshall. Additional improvements included the painting of offices on the second floor, currently housing the Assessor's office.

With the relocation of the City of Marshall Fire Station, additional renovations are scheduled for the upcoming fiscal year. The fire station bay will be demolished and replaced with an expanded parking area. The offices currently occupied by the Fire command and fire officers will be renovated to provide office space for the Assistant City Manager and other City staff. Fire housing space will be converted into storage and potential office space. It is also anticipated that a security system upgrade will be included as part of the City Hall renovations conducted in FY2016. Repainting and remodeling the Finance Department to provide for better customer service will also be a part of the renovation process. Finally, it is anticipated that the Council Chambers will undergo repainting in the upcoming year.

It is the administration's intent to maintain this historic building at a level of preservation that will allow it to be functional for many years to come.

City of Marshall							
CITY HALL		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-265-702.00	Payroll					3,915	3,993
101-265-703.00	Part-time Salaries	10,153	11,170	11,875	12,000	12,112	12,354
101-265-715.00	Social Security	777	854	908	1,067	1,227	1,233
101-265-716.00	Hospitalization					1,426	1,598
101-265-717.00	Life Insurance					6	12
101-265-721.00	Workers Compensation	128	163	170		175	175
101-265-776.00	Building Maintenance Supplies	3,224	2,366	2,000	4,723	3,000	3,000
101-265-820.00	Contracted Services	7,939	2,735	3,000	3,000	3,000	4,000
101-265-921.00	Utilities - Gas	7,178	10,224	9,400	2,535	9,400	9,400
101-265-922.00	Utilities-Elec, Water, Sewer	30,000	27,898	30,000	22,496	30,000	30,000
101-265-930.00	Equipment Maintenance	6,311	12,329	4,000	1,022	4,000	4,000
101-265-931.00	Maintenance of Building	8,324	13,081	8,000	3,964	9,000	9,000
101-265-941.00	Motor Pool Equip Rental	162			100	200	200
101-265-941.01	Data Processing	562		1,300		4,087	4,190
	City Hall - Expenditures:	74,758	80,820	70,653	50,907	81,548	83,155

CHAPEL BUILDING

The Chapel Building is 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 office in the building. The budget has minimal expenses related to maintenance costs.

City of Marshall							
CHAPEL		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-266-755.00	Miscellaneous Supplies	6					
101-266-820.00	Contracted Services	420	303	500	500	500	500
101-266-921.00	Utilities - Gas	54					
101-266-922.00	Utilities-Elec, Water, Sewer	346					
101-266-931.00	Maintenance of Building	334	1,084	1,900	1,900	1,900	1,900
	Chapel - Expenditures:	1,160	1,387	2,400	2,400	2,400	2,400

OTHER CITY PROPERTY

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

City of Marshall							
OTHER CITY PROPERTY		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-269-740.00	Operating Supplies	122					
101-269-811.00	Taxes	27,450	30,385	32,500	28,000	30,000	32,000
101-269-820.00	Contracted Services	144,441					
101-269-825.00	Insurance	5,746					
101-269-921.00	Utilities - Gas	2,980	3,745	3,700	212	3,700	3,700
101-269-922.00	Utilities-Elec, Water, Sewer	2,062	1,600	3,500	1,226	4,000	4,000
101-269-931.00	Maintenance of Building	1,755		150	0	0	0
	Other City Property - Expenditures:	184,556	35,730	39,850	29,438	37,700	39,700

CEMETERY

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

The FY 2016 annual expense budget of \$188,451 allows the City to operate and maintain Oakridge Cemetery at a level that reflects the communities pride and expected level of care for its historic cemetery.

The Department of Public Works for the City of Marshall is responsible for cemetery maintenance. During times of increased work load the full time staff is augmented by four seasonal workers.

City of Marshall							
CEMETERY		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-276-702.00	Payroll	24,027	32,827	40,000	50,000	56,982	58,122
101-276-702.01	Other Fringe Benefits-taxable	327	1,795	2,581	2,581	2,633	2,789
101-276-702.41	Payroll - Mowing/Trimming	3,987	3,810				
101-276-702.51	Payroll - Open/Close Grave	8,734	8,554				
101-276-702.52	Payroll - Decorations	1,155	845				
101-276-702.53	Payroll - Foundations	6,443	4,952				
101-276-703.00	Part-time Salaries	37,979	35,846	40,824	40,824	43,706	44,580
101-276-704.00	Overtime Salaries	930	89	1,570	147	1,791	1,827
101-276-704.41	Overtime - Mowing/Trimming		78		143		
101-276-704.51	Overtime - Open/Close Grave	2,887	3,064		3,000		
101-276-715.00	Social Security	6,546	6,963	7,070	7,417	8,042	8,210
101-276-716.00	Hospitalization	14,965	12,781	13,850	11,692	13,067	14,635
101-276-717.00	Life Insurance	203	208	155	200	155	156
101-276-718.00	Retirement	7,994	8,470	9,158	9,238	13,898	14,315
101-276-720.00	Unemployment		392	400	0	0	0
101-276-721.00	Workers Compensation	991	1,258	1,776	2,285	3,036	3,100
101-276-740.00	Operating Supplies	7,949	7,031	5,500	161	5,500	5,500
101-276-741.00	Uniforms	163	169	300	300	300	300
101-276-760.00	Medical Services	126	92		181	200	200
101-276-761.00	Safety Supplies	28	133	150	213	150	150
101-276-775.00	Repair & Maintenance Supplies	723	1,759	5,000	1,500	2,000	2,000
101-276-777.00	Minor Tools	652	920	800	976	800	800
101-276-820.00	Contracted Services	5,450	1,947	2,000	4,000	3,000	3,000
101-276-922.00	Utilities-Elec, Water, Sewer	149	195	150	120	150	150
101-276-930.00	Equipment Maintenance	172		250	83	250	250
101-276-941.00	Motor Pool Equip Rental	30,152	29,514	40,000	30,000	32,000	33,000
101-276-941.01	Data Processing	684	751	852	825	791	811
	Cemetery - Expenditures:	163,416	164,443	172,386	165,886	188,451	193,895

NON-DEPARTMENTAL

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

Many projects supported by the City are included in this area: our general membership fees for the Michigan Municipal League, (MML) and MML Defense Fund, property and liability insurance and Sister Cities. The Town Crier, a monthly publication designed to keep the public informed regarding utility bills and other City information, is funded through this budget. In addition, there is a modest amount included for unanticipated costs.

Transfers to other funds is the General Fund's contribution to the Marshall Regional Law Enforcement Center (MRLEC) operational costs, the Airport Fund and the transfer of tax revenues received by the General Fund for repayment of the Building Authority Bonds issued for the construction of the MRLEC building and the Fire Station.

City of Marshall							
NON-DEPARTMENTAL		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-294-718.00	Retirement					1,905	1,962
101-294-718.01	Retiree Health Insurance	290,374	321,916	347,000	256,260	246,237	284,688
101-294-719.00	Hospitalization - Prescriptio	1,145	1,779	1,591	167	1,600	1,600
101-294-755.00	Miscellaneous Supplies	10,727	11,993	15,000	43	12,000	12,000
101-294-801.00	Professional Services		15,000	10,000	12,232	10,000	12,000
101-294-803.00	Service Fee	83	86	80	9,300	80	100
101-294-804.00	BANK FEES				94	1,000	1,000
101-294-805.00	Administrative Costs	6,191	7,091	7,500	0	1,000	1,000
101-294-810.00	Dues & Memberships	4,909	5,089	4,000	5,200	4,500	4,500
101-294-820.00	Contracted Services	115,685	79,554	45,000	26,000	30,000	30,000
101-294-825.00	Insurance	67,984	64,389	78,095	70,000	68,535	69,000
101-294-826.00	Bond Issuance Costs	4,259			68,535		
101-294-850.00	Communications			5,000			
101-294-964.00	Refund or Rebates	9,635	2,586	17,000		5,000	5,000
101-294-969.00	Contingency	1,200	(1,702)		8,500		
101-294-990.00	Debt Service	10,000	15,000	15,000		0	
101-294-995.00	Bond Interest Paid			3,165	0	0	
101-294-999.00	Transfers to Other Funds	111,793	578,779	125,000	486,000	517,443	520,000
	Non-Departmental - Expenditures:	633,985	1,101,560	673,431	942,331	899,300	942,850

POLICE

The Police Department is made up of 15 full time sworn police officers, one motor carrier officer, two part time officers and three part time clerical staff. The department is responsible for maintaining police coverage 24 hours a day, seven days a week. We are currently working 12 hour shifts beginning at 6a - 6p and 6p - 6a.

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. These areas include self-protection, driving abilities, use of force and dealing with high stressful situations.

The department is currently a member of the Southern Michigan Training Consortium involving departments from Lenawee, Jackson, Calhoun and Eaton Counties. This allows us to receive training in a cost effective manner while collaborating and consolidating with other agencies to utilize space, instructors and training equipment. As stated before the core training is dedicated to the high liability areas to reduce risk to the officers and the public.

This budget considers all personnel wages, benefits, training, uniforms, equipment purchases and maintenance, operating supplies and data processing costs. As you look at the budget, approximately 87% of the total budget expenditures is for personnel wages and benefits. The other 13% is for operations, training and equipment purchases. This budget was developed to ensure that we are 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. The community is becoming more transit and technical use is ever changing. With these changes the law enforcement needs to also change to meet the needs of those that are potential victims from those changes. It is the responsibility and requirement for every officer to treat each individual with respect and provide the very best service to determine the most appropriate outcome.

City of Marshall							
POLICE		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-301-702.00	Payroll	787,376	807,291	834,314	795,840	850,461	867,470
101-301-702.01	Other Fringe Benefits-taxable	13,283	15,366	16,624	36,363	18,501	20,320
101-301-703.00	Part-time Salaries	92,575	100,718	46,000	82,684	97,710	99,656
101-301-704.00	Overtime Salaries	59,353	60,295	55,776	92,431	63,000	64,260
101-301-715.00	Social Security	19,415	20,352	25,000	19,476	16,042	16,383
101-301-716.00	Hospitalization	193,398	229,310	230,890	179,108	234,689	262,852
101-301-717.00	Life Insurance	1,285	1,291	1,400	1,871	2,835	2,864
101-301-718.00	Retirement	35,823	79,206	75,900	92,548	103,161	106,256
101-301-719.00	Hospitalization - Prescriptio	75	289				
101-301-720.00	Unemployment	2			296		
101-301-721.00	Workers Compensation	8,183	10,387	17,300	17,000	23,065	24,000
101-301-727.00	Office Supplies	1,744	1,307	3,000	2,468	3,000	3,000
101-301-727.02	Postage and Shipping	82	6	100	54	150	150
101-301-740.00	Operating Supplies	8,362	13,279	13,000	13,000	13,500	13,770
101-301-741.00	Uniforms	6,625	8,851	8,000	9,500	8,400	8,500
101-301-742.00	Laundry	3,708	2,716	3,000	1,092	3,000	3,000
101-301-755.00	Miscellaneous Supplies	7	47		640	500	500
101-301-760.00	Medical Services	369	222	500	500	600	600
101-301-801.00	Professional Services	18,478	12,400	13,000	13,000	14,000	14,250
101-301-810.00	Dues & Memberships	1,650	995	800	700	800	1,000
101-301-820.00	Contracted Services	354	1,746	400	402	400	425
101-301-825.00	Insurance			17,234	14,650	14,650	15,000
101-301-850.00	Communications	15,954	10,089	16,000	20,607	16,000	17,000
101-301-860.00	Transportation & Travel	201	939	2,000	64	1,000	1,000
101-301-901.00	Advertising	43		400		400	400
101-301-921.00	Utilities - Gas		3,620	450	945	500	1,000
101-301-922.00	Utilities-Elec, Water, Sewer		3,442	2,500	4,241	2,500	2,500
101-301-930.00	Equipment Maintenance	7,693	13,273	15,000	13,246	5,000	5,000
101-301-941.00	Motor Pool Equip Rental	119,636	110,144	120,000	100,000	105,000	110,000
101-301-941.01	Data Processing	17,210	20,149	26,140	25,321	25,165	25,794
101-301-958.00	Education & Training	8,861	11,517	8,500	6,639	8,500	8,500
101-301-970.00	Capital Outlay	94					
	Police - Expenditures:	1,421,839	1,539,247	1,553,228	1,544,686	1,632,529	1,695,450

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							
CROSSING GUARDS		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-316-703.00	Part-time Salaries	12,329	12,063	11,000	10,095	11,600	11,832
101-316-715.00	Social Security	943	923	842	772	887	905
101-316-721.00	Workers Compensation	105	133	130			
	Crossing Guards - Expenditures:	13,377	13,119	11,972	10,867	12,487	12,737

DISPATCH COMMUNICATIONS

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

When the original budget for services was developed the City of Marshall was paying \$228,654. The costs have steadily reduced over the past 3 years. This year's cost has been reduced to approximately \$112,900. This has been done through continued collaboration with the Dispatch Authority.

City of Marshall							
DISPATCH		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
Expenditures		Actual	Actual	Budget	Forecast	Request	Projected
101-325-820.00	Contracted Services	228,654	80,373	108,000	108,000	112,900	115,000
	Dispatch - Expenditures:	228,654	80,373	108,000	108,000	112,900	115,000

FIRE

The Fire Department is made up of a Director, Deputy Fire Chief, 6 full time certified firefighters, 24 part paid firefighters and 5 auxiliary firefighters. The department is responsible for maintaining fire coverage 24 hours a day, seven days a week. We are currently working 24 hour shifts. Part paid firefighters and auxiliary are called in on an as needed basis.

Our firefighters are responsible for responding to calls for service. These calls range from fires, medical assistance, wires or limbs down, to citizen assist calls. One area the fire department has shown a significant improvement on is home and business inspections. Because of our improved inspection program we have reduced the number of fire related calls.

The department is involved in community presentations and fire prevention programs. Marshall continues to be a leader in our schools to demonstrate proper fire protection and prevention to the elementary students. A smoke and fire trailer is brought to the elementary schools and the students have hands on training to react safely in smoke or fire situations.

You may contact the Marshall Fire Department for a new smoke detector in the event you do not have one or if your current smoke detector is not operating properly. The Marshall Fire Department will also come to your home to change batteries as required.

City of Marshall							
FIRE		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-336-702.00	Payroll	420,452	417,690	408,585	402,587	412,474	420,723
101-336-702.01	Other Fringe Benefits-taxable	9,949	8,263	24,685	16,855	17,969	18,830
101-336-703.00	Part-time Salaries	40,056	38,122	47,985	50,482	47,480	48,430
101-336-704.00	Overtime Salaries	82,089	69,702	74,880	82,674	78,500	80,070
101-336-715.00	Social Security	9,857	9,790	8,064	10,961	8,067	8,237
101-336-716.00	Hospitalization	81,448	94,646	104,000	102,552	129,599	145,150
101-336-717.00	Life Insurance	597	462	559	605	698	705
101-336-718.00	Retirement	55,223	58,037	72,840	80,748	100,355	103,365
101-336-719.00	Hospitalization - Prescriptio	58		75	0	0	0
101-336-720.00	Unemployment		1,165				
101-336-721.00	Workers Compensation	7,174	9,106	9,131	13,000	17,002	17,010
101-336-725.00	Other Fringe Benefits-non tax	4,325	4,326	5,300	4,370	4,900	4,900
101-336-727.00	Office Supplies		314	250	250	300	350
101-336-727.02	Postage and Shipping			50	50	50	50
101-336-740.00	Operating Supplies	8,661	8,594	12,000	7,000	9,000	9,000
101-336-741.00	Uniforms	3,904	13,087	5,000	5,000	5,000	5,500
101-336-742.00	Laundry				37	50	50
101-336-755.00	Miscellaneous Supplies		739	200	82	1,000	1,250
101-336-757.00	Fuels & Lubricants	5,465	7,399	5,200	5,200	6,800	7,000
101-336-760.00	Medical Services	571	1,322	4,400	1,500	2,000	2,000
101-336-777.00	Minor Tools	325		100	100	200	200
101-336-810.00	Dues & Memberships	1,821	1,738	1,700	1,700	2,000	2,000
101-336-820.00	Contracted Services	1,741	8,324	2,000	2,000	2,000	2,000
101-336-825.00	Insurance	7,734	7,798	8,183	7,655	7,655	7,700
101-336-850.00	Communications	11,583	8,274	8,000	10,168	7,500	4,000
101-336-860.00	Transportation & Travel	933	799	2,000	1,000	1,500	1,500
101-336-901.00	Advertising					50	50
101-336-921.00	Utilities-Gas					5,000	5,000
101-336-922.00	Utilities-Elec, Water, Sewer	11,400	11,400	11,400	11,043	15,000	15,000
101-336-930.00	Equipment Maintenance	29,637	43,876	37,000	30,000	30,000	30,000
101-336-941.00	Motor Pool Equip Rental	771	620	750	350	500	500
101-336-941.01	Data Processing	8,642	11,495	12,497	12,106	9,961	10,210
101-336-958.00	Education & Training	6,515	8,178	5,500	1,184	4,500	4,500
	Fire - Expenditures:	810,931	845,266	872,334	861,259	927,110	955,280

INSPECTION

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

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

City of Marshall							
		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
INSPECTION		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-371-702.00	Payroll	24,608	25,093	25,415	25,190	26,146	26,669
101-371-702.01	Other Fringe Benefits-taxable	355	315	350	814	385	420
101-371-715.00	Social Security	2,795	1,924	1,944	1,932	2,030	2,072
101-371-716.00	Hospitalization	6,487	5,988	5,300	5,042	6,260	7,011
101-371-717.00	Life Insurance	93	111	98	100	99	100
101-371-718.00	Retirement	3,515	3,837	4,160	4,233	6,396	6,588
101-371-719.00	Hospitalization - Prescriptio	3					
101-371-721.00	Workers Compensation	84	106	49	201	264	265
101-371-727.00	Office Supplies	42	35	50	50	50	50
101-371-740.00	Operating Supplies		8	300	300	300	300
101-371-810.00	Dues & Memberships			250	0	0	0
101-371-820.00	Contracted Services	29,302	51,517	42,459	50,000	50,000	50,000
101-371-850.00	Communications	132	143	372	372	372	372
101-371-860.00	Transportation & Travel			100	100	100	100
101-371-901.00	Advertising			100	100	100	100
101-371-940.00	Rentals	5,445	5,142	5,541	5,060	6,000	6,500
101-371-941.00	Motor Pool Equip Rental			250	100	250	250
101-371-941.01	Data Processing	1,431	2,784	3,892	3,770	3,434	3,520
101-371-958.00	Education & Training			200	200	200	200
	Inspection - Expenditures:	74,292	97,003	90,830	97,564	102,386	104,517

PLANNING & ZONING

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

The department consists of the Director of Community Services and the new position of Community Projects Coordinator (approved by council on February 17, 2015). The office is located in the Public Services Building at 900 South Marshall Avenue. Both positions pay membership dues to the American Planning Association (APA) and the Michigan Planning Association (MPA) which keep the staff current in all planning trends and planning law. Annually, the staff attend the National Conference for a week which serves as a concentrated educational opportunity for the department to stay current on planning trends.

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

City of Marshall							
PLANNING & ZONING		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-410-702.00	Payroll	40,931	41,763	42,272	41,938	75,057	76,558
101-410-702.01	Other Fringe Benefits-taxable	610	517	575	1,337	633	690
101-410-703.00	Part-time Salaries	17,186	17,916	17,849	15,292		
101-410-704.00	Overtime Salaries			1,454	1,454	3,638	3,711
101-410-715.00	Social Security	3,494	4,494	4,711	4,382	6,068	6,194
101-410-716.00	Hospitalization	9,320	10,106	8,900	8,502	24,089	26,980
101-410-717.00	Life Insurance	150	135	162	138	219	221
101-410-718.00	Retirement	5,295	6,382	6,920	7,095	18,296	18,845
101-410-719.00	Hospitalization - Prescriptio	61					
101-410-721.00	Workers Compensation	138	176	87	335	580	590
101-410-727.00	Office Supplies	119	35	300	300	500	500
101-410-740.00	Operating Supplies	301	42	300	300	500	500
101-410-801.00	Professional Services		75	60,000	60,000	0	
101-410-810.00	Dues & Memberships	295	295	350	570	570	570
101-410-850.00	Communications	396	419	636	636	1,116	1,116
101-410-860.00	Transportation & Travel	1,228	1,503	2,000	2,000	2,000	2,500
101-410-901.00	Advertising	413	1,284	2,760	2,500	2,500	2,750
101-410-940.00	Rentals	5,445	5,142	5,541	5,060	6,604	6,306
101-410-941.00	Motor Pool Equip Rental	2,715	3,069	3,300	3,300	500	500
101-410-941.01	Data Processing	7,162	2,096	2,167	4,514	4,514	4,626
101-410-958.00	Education & Training	992	1,795	2,200	2,200	3,000	3,000
	Planning & Zoning - Expenditures Total:	96,251	97,244	162,484	161,853	150,384	156,157

STREETS

The majority 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
- repair and replacement of sidewalk
- maintenance of City right-of-ways
- forestry operations
- sanitary and sewer maintenance and repair
- street signage replacement and repair
- snow removal operations
- brush removal and curbside leaf pickup

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

The FY 2016 annual expense budget allows the City to operate and maintain the City public works at a level that reflects the communities expected level of service and ongoing care for its historic City.

The Streets Division along with the Parks and Cemetery Divisions comprise the Department of Public Works for the City of Marshall.

Staff:

Phil Damon	Supervisor, DPW
John Hacker	Equipment Operator
Cody Burgdorf	Equipment Operator
Dale Holmes	Equipment Operator
Jim Trudeau	Equipment Operator
Curt Crow	Equipment Operator
Ron Ashby	Equipment Operator
Cindy Upright	Equipment Operator
Michael Hackworth	Superintendent, DPW

City of Marshall							
		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
STREETS		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-441-702.00	Payroll	223,442	219,763	336,967	318,467	307,776	313,931
101-441-702.01	Other Fringe Benefits-taxable	10,368	10,460	19,215	19,215	10,284	11,634
101-441-702.60	Payroll - Forestry Tree Removal&Trimming	16,526	16,779				
101-441-702.61	Payroll - Events Barricades/Banners	2,379	5,691				
101-441-702.62	Payroll - Parking Lot Maint	2,599	9,815				
101-441-702.63	Payroll - Christmas Decorations	4,324	4,333				
101-441-702.64	Payroll - Leaf Disposal	18,646					
101-441-702.65	Payroll - Brush Disposal	3,703					
101-441-702.66	Payroll - Sign Replacement	2,769	3,242				
101-441-702.67	Payroll - Sidewalk	950	1,144				
101-441-703.00	Part-time Salaries	2,704	232	9,228	115	9,228	9,228
101-441-703.64	Part-time Leaf Disposal	7,456					
101-441-704.00	Overtime Salaries	4,895	9,601	10,000	10,000	4,157	4,241
101-441-704.60	Overtime - Forestry Removal&Trimming	520	687				
101-441-704.61	Overtime - Events Barricades/Banners		464				
101-441-704.62	Overtime - Parking Lot Maint	1,452	2,964				
101-441-704.64	Overtime - Leaf Disposal	14,854					
101-441-704.65	Overtime - Brush Disposal	594					
101-441-704.66	Overtime - Sign Replacement	57	59				
101-441-715.00	Social Security	24,009	21,189	27,250	21,155	25,046	25,634
101-441-716.00	Hospitalization	49,041	48,124	60,555	47,186	78,505	87,925
101-441-717.00	Life Insurance	706	776	869	745	797	805
101-441-718.00	Retirement	34,777	39,682	55,161	43,605	86,373	88,933
101-441-719.00	Hospitalization - Prescriptio	195	101	106	0	0	0
101-441-721.00	Workers Compensation	4,321	5,486	11,704	15,800	23,111	23,200
101-441-727.00	Office Supplies	280	32		21	0	0
101-441-740.00	Operating Supplies	6,054	4,348	5,000	5,000	8,000	8,000
101-441-741.00	Uniforms	3,285	3,548	3,100	3,790	3,100	4,000
101-441-755.00	Miscellaneous Supplies			3,000	3,000	0	0
101-441-760.00	Medical Services	1,231	919	1,000	2,780	1,000	1,000
101-441-761.00	Safety Supplies	971	791	1,000	1,000	1,000	1,000
101-441-775.00	Repair & Maintenance Supplies	3,542	(3,347)	5,000	2,500	3,000	3,000
101-441-777.00	Minor Tools	515	4,942	3,600	3,600	3,600	3,800
101-441-778.00	Paint & Signs	1,502	1,049	1,500	1,500	1,500	1,500
101-441-801.00	Professional Services	1,629	994	300	1,750	500	500
101-441-805.00	Administrative Costs			100	0	0	0
101-441-810.00	Dues & Memberships	638	741	700	150	700	700
101-441-820.00	Contracted Services	24,166	23,347	20,000	20,000	20,380	20,380
101-441-850.00	Communications	1,917	1,704	2,500	2,500	2,500	2,500
101-441-860.00	Transportation & Travel		56	1,500	1,500	1,500	1,750
101-441-901.00	Advertising	696	232	200	55	200	200
101-441-922.00	Utilities-Elec, Water, Sewer	88,156	83,606	92,000	92,000	92,000	92,000
101-441-939.00	Contracted Maintenance	1,450	16,166	12,000	12,000	12,000	12,000
101-441-940.00	Rentals	5,445	5,142	5,541	5,060	6,604	6,306
101-441-941.00	Motor Pool Equip Rental	138,617	161,478	130,000	140,000	142,000	144,000
101-441-941.01	Data Processing	3,924	2,978	6,879	6,664	7,881	8,078
101-441-958.00	Education & Training	5,052	4,699	1,000	393	1,000	1,000
101-441-970.00	Capital Outlay			10,000	15,000		
101-441-990.00	Debt Service	15,000	15,000	15,000	15,000	15,000	15,000
101-441-995.00	Bond Interest Paid	4,365	3,765	4,400	3,165	2,550	1,935
	Streets - Expenditures Total:	739,722	732,782	856,375	814,716	871,292	894,180

ENGINEERING

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, park, sewer, street, and water main design, preparation of plans and specifications, and field inspection of construction projects. Other department responsibilities include review of utility construction permits, site plans and managing the GIS system.

In FY2016, it is being recommended that the City hire a new City Engineer, to assume the responsibilities indicated above.

City of Marshall							
ENGINEERING		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-447-702.00	Payroll	4,988	5,323	5,162	5,328	31,400	32,028
101-447-702.01	Other Fringe Benefits-taxable	243	198	195	239	195	200
101-447-703.00	Part-time Salaries	683					
101-447-715.00	Social Security	453	448	395	417	2,402	2,450
101-447-716.00	Hospitalization	626	1,084	680	759	7,845	8,786
101-447-717.00	Life Insurance	103	116	18	120	98	99
101-447-718.00	Retirement	931	779	845	930	1,337	1,377
101-447-721.00	Workers Compensation	15	19	65	35	50	50
101-447-727.00	Office Supplies		21	100	150	100	100
101-447-740.00	Operating Supplies	350	39	300	550	300	300
101-447-801.00	Professional Services	300	326	500	600	600	600
101-447-810.00	Dues & Memberships	100	255	250	250	250	250
101-447-820.00	Contracted Services	7		100	0	0	0
101-447-850.00	Communications	264	286	750	750	750	750
101-447-860.00	Transportation & Travel		241	0	0	0	0
101-447-940.00	Rentals	3,267	3,085	3,000	3,036	3,962	3,784
101-447-941.01	Data Processing	2,465	744	735	712	694	712
101-447-958.00	Education & Training	2,110	2,406	2,500	1,700	2,000	2,000
	Engineering - Expenditures Total:	16,905	15,370	15,595	15,576	51,983	53,486

PSB OPERATIONS

The Public Services Building opened in May of 2001. It houses the Recreation Department, Electric Utility Department, Dial-A-Ride, Engineering, Purchasing, as well as the Community Services Department. 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							
PSB OPERATIONS		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-540-702.00	Payroll	6,289	3,045	3,346	3,346	11,243	11,468
101-540-702.01	Other Fringe Benefits-taxable	12	13	164	33	165	190
101-540-703.00	Part-time Salaries	7,520	7,511	13,446	9,000	8,221	8,386
101-540-704.00	Overtime Salaries		175				
101-540-715.00	Social Security	1,056	821	1,285	825	1,502	1,534
101-540-716.00	Hospitalization	263	237	245	212	3,091	3,461
101-540-717.00	Life Insurance	16	21	11	20	22	22
101-540-718.00	Retirement	308	499	548	539	2,735	2,817
101-540-721.00	Workers Compensation	175	222	520	50	400	410
101-540-727.00	Office Supplies	1,279	1,408	500	1,000	1,500	1,500
101-540-740.00	Operating Supplies	2,160	4,011	3,500	3,500	3,800	3,800
101-540-760.00	Medical Services	20	8		18		
101-540-776.00	Building Maintenance Supplies	1,720	2,270	2,000	2,000	2,000	2,000
101-540-820.00	Contracted Services	13,217	9,414	10,000	10,000	10,000	10,000
101-540-825.00	Insurance	6,679	6,715	7,116	6,625	6,625	6,700
101-540-850.00	Communications	5,292	4,629	5,600	3,235	5,600	5,600
101-540-921.00	Utilities - Gas	8,404	17,829	13,000	13,000	13,000	13,000
101-540-922.00	Utilities-Elec, Water, Sewer	34,167	36,477	36,000	38,000	38,000	38,000
101-540-930.00	Equipment Maintenance	1,295	701	1,003	2,419	1,500	1,500
101-540-931.00	Maintenance of Building	6,996	2,680	4,000	4,000	5,000	5,000
101-540-941.00	Motor Pool Equip Rental	264	680	500	1,500	1,500	1,500
101-540-941.01	Data Processing	562	272	2,176	2,108	6,138	6,292
	PSB Operations - Expenditures:	97,694	99,638	104,960	101,430	122,042	123,180

PARKS

The City of Marshall is fortunate to have seven 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.

City of Marshall							
PARKS		FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Forecast	FY 2016 Request	FY 2017 Projected
Expenditures							
101-774-702.00	Payroll	9,723	8,300	11,689	16,689	25,359	25,866
101-774-702.01	Other Fringe Benefits-taxable	1,302	1,642	1,825	1,825	4,951	5,462
101-774-702.40	Payroll - Rubbish/Garbage	291	301				
101-774-702.41	Payroll - Mowing/Trimming	2,285	2,904				
101-774-702.55	Payroll - Trees/Forestry	704	81				
101-774-702.58	Payroll - Fountain	1,740	761				
101-774-703.00	Part-time Salaries	11,095	10,757	17,057	11,000	14,701	14,995
101-774-704.00	Overtime Salaries	186	190				
101-774-704.40	Overtime - Rubbish/Garbage		63				
101-774-704.55	Overtime - Trees/Forestry		119				
101-774-704.58	Overtime - Fountain		63				
101-774-715.00	Social Security	2,086	1,878	2,200	2,736	1,502	1,534
101-774-716.00	Hospitalization	262	274	365	178	3,090	2,461
101-774-717.00	Life Insurance	54	56	33	54	22	22
101-774-718.00	Retirement	1,981	1,771	1,913	1,913	2,901	2,988
101-774-721.00	Workers Compensation	866	1,099	1,200	500	765	775
101-774-740.00	Operating Supplies	5,518	4,878	4,000	4,000	5,000	5,000
101-774-741.00	Uniforms	353					
101-774-760.00	Medical Services	54	40	75	41	75	75
101-774-775.00	Repair & Maintenance Supplies	6,606	3,246	2,800	2,800	4,000	5,000
101-774-777.00	Minor Tools	244	371	400	400	400	400
101-774-801.00	Professional Services		102	600	600	600	600
101-774-820.00	Contracted Services	2,696	2,701	2,000	2,000	2,000	2,000
101-774-922.00	Utilities-Elec, Water, Sewer	11,913	10,378	12,000	12,000	12,000	12,000
101-774-930.00	Equipment Maintenance		50				
101-774-939.00	Contracted Maintenance	863	2,538	2,000	2,000	2,500	3,000
101-774-941.00	Motor Pool Equip Rental	20,178	21,153	22,000	22,000	22,000	23,000
101-774-941.01	Data Processing	122	136	132	128	122	125
	Parks - Expenditures Total:	81,122	75,852	82,289	80,864	101,988	105,303

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.

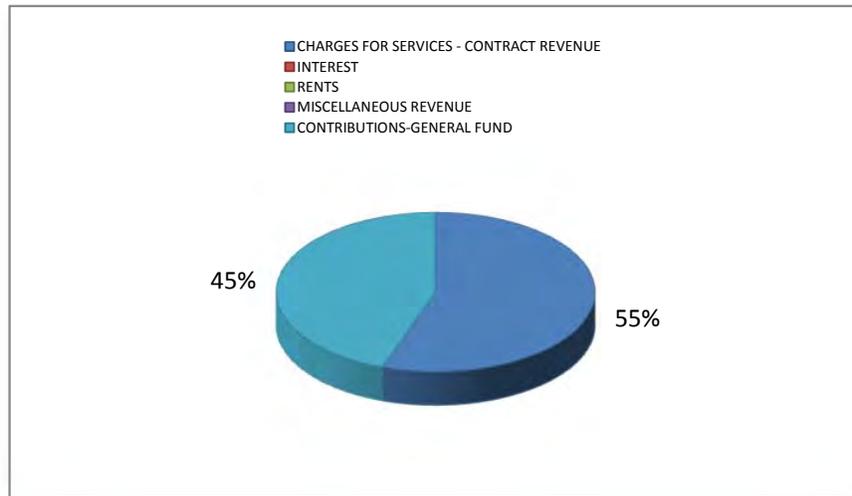
City of Marshall							
CAPITAL IMPROVEMENTS		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Expenditures							
101-900-970.00	Capital Outlay	58,920	184,036	197,000	215,000	164,300	200,000
101-900-971.00	Capital Outlay - Land	60,000					
	Capital Improvements Expenditures Total:	118,920	184,036	197,000	215,000	164,300	200,000

MARSHALL REGIONAL LAW ENFORCEMENT CENTER

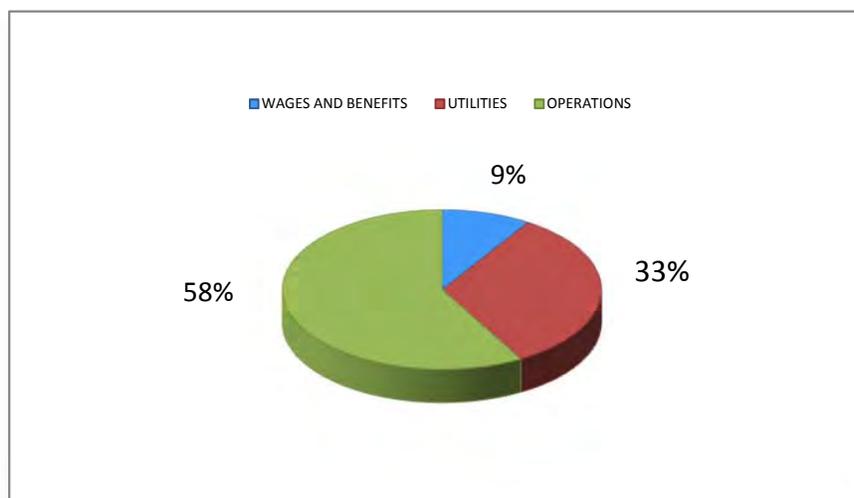
The Marshall Regional Law Enforcement Center (MRLEC) is a unique building designed to house the Marshall Police Department, Calhoun County Sheriff's Office and the Michigan State Police. All three agencies utilize this building to perform all police operations. Another unique concept is the ability to use this building for Emergency Management Operations in the event the current operation center in Battle Creek becomes unusable.

The building is owned and maintained by the City of Marshall. All three agencies are responsible for paying into the budget to support building maintenance, ongoing operations and a reserve fund for future replacement and repairs. This building is designed to allow expansion in the future if needed.

FY 2016 MRLEC REVENUES BY SOURCE		
CHARGES FOR SERVICES - CONTRACT REVENUE	\$ 156,108	55%
INTEREST	-	0%
RENTS	-	0%
MISCELLANEOUS REVENUE	-	0%
CONTRIBUTIONS-GENERAL FUND	125,667	45%
TOTAL REVENUES	\$ 281,775	100%



FY 2016 MRLEC EXPENDITURES		
WAGES AND BENEFITS	\$ 22,300	9%
UTILITIES	80,250	33%
OPERATIONS	142,825	58%
TOTAL EXPENDITURES	\$ 245,375	100%



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, “Recreation for a Lifetime”.

Revenues:

The two main sources of revenue are from the dedicated recreation millage (.9393) which equals 46% of the budget and user fees representing the remaining 54% of the budget.

User fees are generated through a large variety of programming which includes; Adult Sports, Youth Sports, Youth Camps, Golf Camp (partnership with Marshall Country Club) Afterschool Programming, and Lil’ Programming for 3-5 year olds. Our big community wide family events include the Daddy Daughter Date Night, Mom/Son Activity Night, and Haunted Trail. The older adult trip to Mackinac Island has been a programming mainstay for 10+years. In addition, since 2012 the Baseball Players Association of Kalamazoo has utilized the Marshall Athletic Fields as a site for their demanding tournament schedule. This generates a significant amount of revenue for the Department through facility rentals but also makes a major economic impact on the community as tournament participants and their families purchase goods/services locally. The 15-16 FY will also see the continued effort to roll out the Canoe Livery Business Plan which will provide additional family outdoor recreation opportunities on the Kalamazoo River, our treasured natural resource.

Expenses:

The Recreation Department consists of 3.28 FTE, seasonal employees and exempt employees such as umpires, referees, and scorekeepers making payroll & benefits (FT employees) our largest expense. Other expenses include operational supplies for programs, and other Department functions. Typically, staff attends annual training and networking through our membership with the Michigan Recreation and Park Association. Other training for this year will include certification in canoe/kayak instruction. This certification may also provide membership with the American Canoe Association.

Fund Balance:

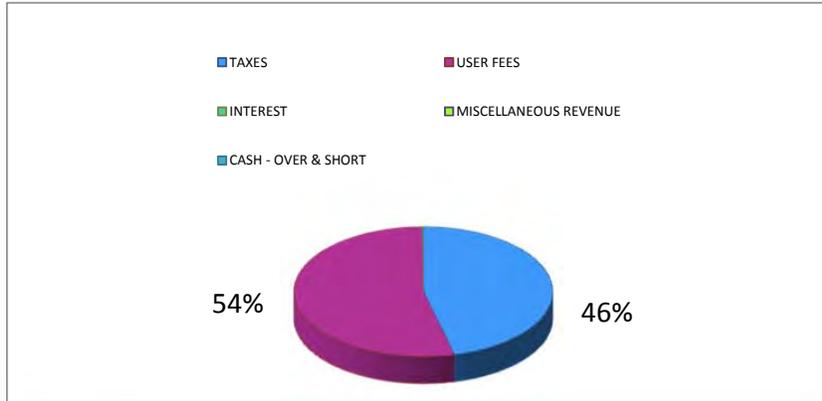
With a healthy fund balance that exceeds expectations the Department desires to continue to access these dollars to continue capital improvements at the Marshall Athletic Fields which is the sole facility under Recreation Department jurisdiction.

Other:

The Department has increased their on-line presence via the updated website, repro.cityofmarshall.com and social media including facebook & Instagram. All are well received by the community and continue to be an increasingly important communication tools.

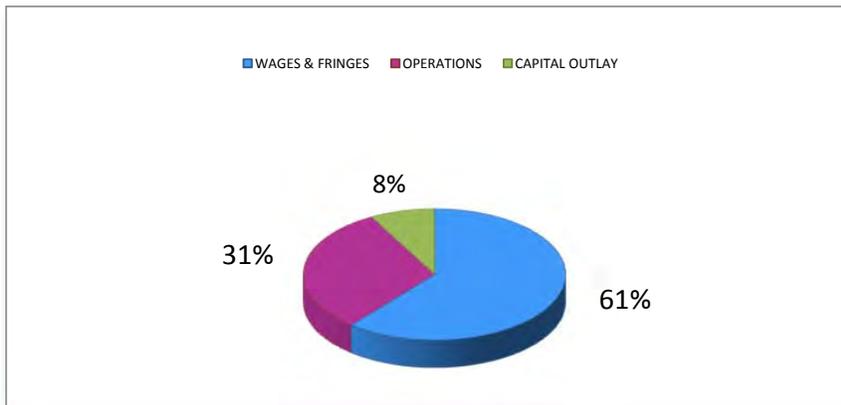
FY 2016 GENERAL FUND-RECREATION REVENUES BY SOURCE

TAXES	\$ 183,479	46%
USER FEES	213,280	54%
INTEREST	700	0%
MISCELLANEOUS REVENUE	-	0%
CASH - OVER & SHORT	-	0%
TOTAL REVENUES	\$ 397,459	100%



FY 2016 GENERAL FUND-RECREATION EXPENDITURES

WAGES & FRINGES	262,297	61%
OPERATIONS	133,700	31%
CAPITAL OUTLAY	34,400	8%
TOTAL EXPENDITURES	\$ 430,397	100%

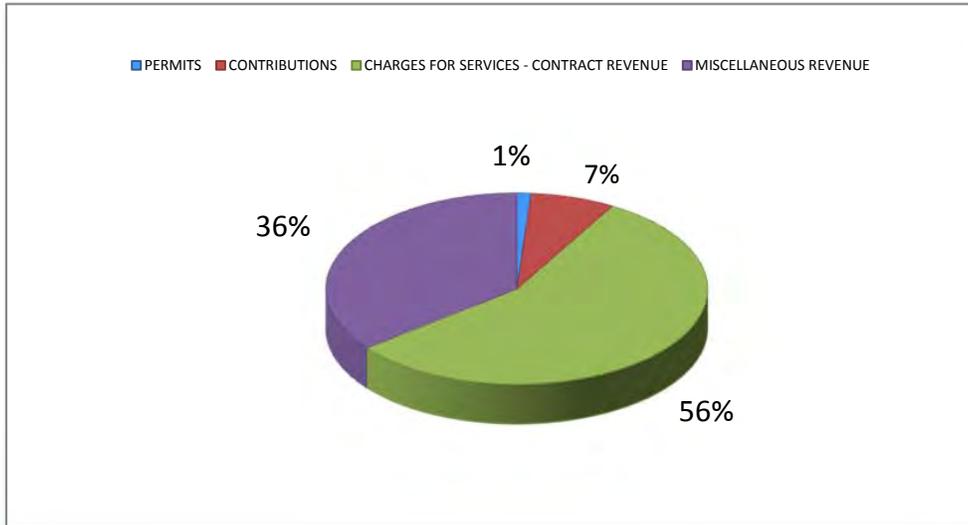


FARMER'S MARKET

Since 2002, the Marshall Area Farmer's Market has operated in Marshall's downtown area bringing fresh fruits and vegetables, meat and poultry, baked goods, plants and flowers, and more to Marshall's citizens and visitors. We are committed to support of Michigan based local farmers, growers, artisans and producers who also support sustainable economies and environmental practices while providing employment and income to our citizens. In 2014, management of the Farmer's Market was formalized by the established of appointed advisory board and the addition of a part time Market Manager. Cheryl Vosburg is the designated staff liaison for the Farmer's Market. In 2015 the Farmer's Market will be moved to a larger parking lot at 125 W. Green Street. This will allow for the Market to remain in the downtown area while providing the opportunity for potential vendor growth, access to parking, and an expanded area to accommodate a larger number of customers and additional activities. The market will occupy four rows of parking on the west section of the lot. The remaining area of the lot to the east will remain parking. The proposed schedule for the Farmer's Market will every Saturday from 8:00am to 1:00pm, May 16 through October 31.

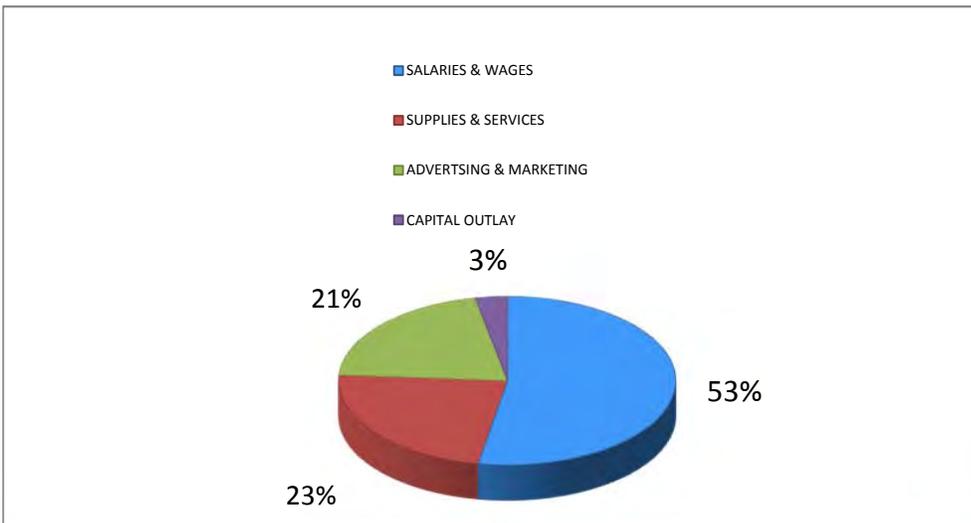
FY 2016 FARMER'S MARKET REVENUES BY SOURCE

PERMITS	170	1%
CONTRIBUTIONS	1,000	7%
CHARGES FOR SERVICES - CONTRACT REVENUE	\$ 7,858	56%
MISCELLANEOUS REVENUE	4,995	36%
TOTAL REVENUES	\$ 14,023	100%



FY 2016 FARMER'S MARKET EXPENDITURES

SALARIES & WAGES	\$ 6,916	53%
SUPPLIES & SERVICES	3,045	23%
ADVERTISING & MARKETING	2,740	21%
CAPITAL OUTLAY	400	3%
TOTAL EXPENDITURES	\$ 13,101	100%



City of Marshall							
		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
Marshall Farmer's Market		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
210-000-451.01	Permits					170	174
210-000-588.10	Contributions					1,000	1,025
210-000-627.00	Charges for Services-Contracts					2,699	2,766
210-000-642.00	Chargest for Services-Sales					5,159	5,288
207-000-671.00	Miscellaneous Revenue					4,995	5,120
Farmer's Market Revenues Total:		0	0	0	0	14,023	14,373
Expenditures							
210-000-703.00	Part-time Salaries					6,424	6,585
210-000-715.00	Social Security					492	504
210-000-727.00	Office Supplies					295	302
210-000-755.00	Miscellaneous Supplies					220	226
210-000-850.00	Communications					2,410	2,470
210-000-860.00	Transportation & Travel					45	46
210-000-901.00	Advertising					1,800	1,845
210-000-902.00	Marketing					940	964
210-000-958.00	Education & Training					75	77
210-000-970.00	Capital Outlay					400	410
Farmer's Market Expenditures Total:		0	0	0	0	13,101	13,429
Excess of Revenues Over (Under) Expenditures		0	0	0	0	922	944

COMPOST

In 2000 the City of Marshall combined its composting efforts with Calhoun County's Solid Waste program. This composting program serves not only the City of Marshall, but also Calhoun County. This partnership is located two miles east of the City of Marshall on Division Drive. This site, while still in very close proximity to the City of Marshall also encourages residents of the County to utilize it.

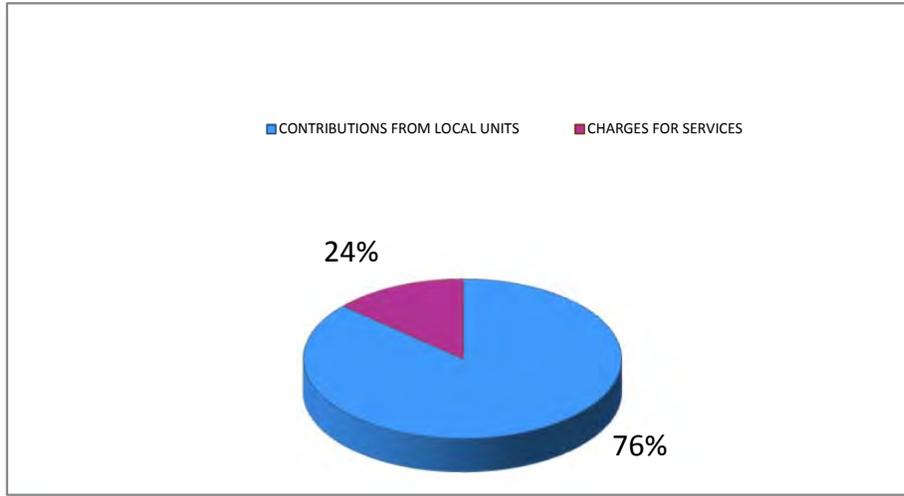
In addition to joining with the County the City has also joined with another group of composting communities known as the Southwest Michigan Compost Group (SWMCG). The SWMCG members own, operate and share on a scheduled basis a brush grinder and compost row turner.

The FY2016 annual budget will allow the Community Compost Center to serve the residents of the City of Marshall and the greater Calhoun County for the coming fiscal year.

The City operates the Compost Center from mid-April until Thanksgiving using a seasonal hire to manage daily operations. Turning of compost piles and chipping of brush are done by Public Works employees.

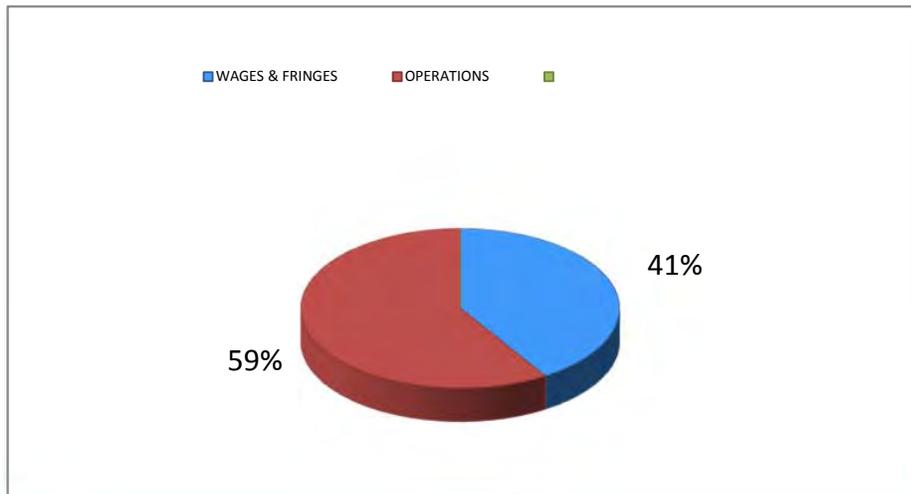
FY 2016 GENERAL FUND-COMPOST REVENUES BY SOURCE

CONTRIBUTIONS FROM LOCAL UNITS	\$	24,000	86%
CHARGES FOR SERVICES		3,750	14%
TOTAL REVENUES	\$	27,750	100%



FY 2016 GENERAL FUND-COMPOST EXPENDITURES

WAGES & FRINGES	\$	24,672	41%
OPERATIONS		35,400	59%
TOTAL EXPENDITURES	\$	60,072	100%



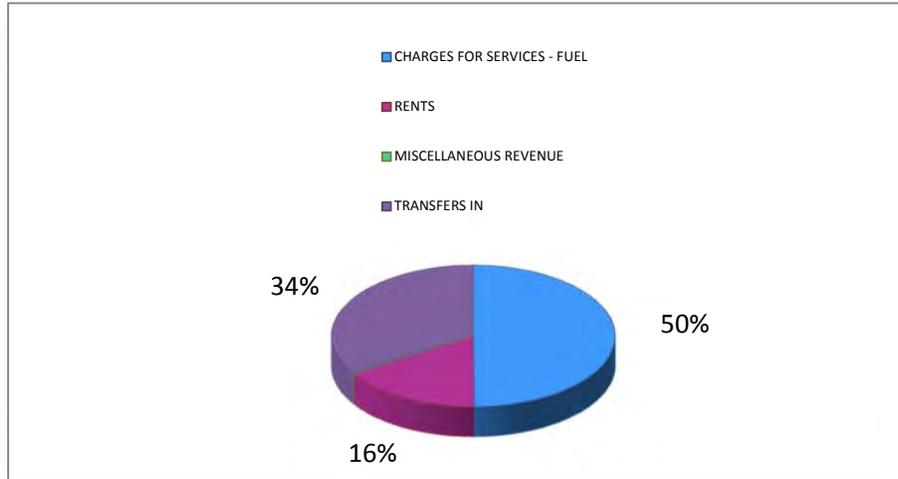
AIRPORT

Brooks Field is an uncontrolled airfield owned and operated by the City of Marshall. It is managed by a five member Airport Advisory Board, and the City Council.

The airport features a single runway 3500 x 75 feet, helipad, public and private hangars, lighted wind indicator, segmented circle, Compass Rose, and a tie down apron. The airport also offers two types of self-service fuels, 100LL and 90 Octane-ethanol free, at very competitive prices which are available 24 hours a day 7 days a week.

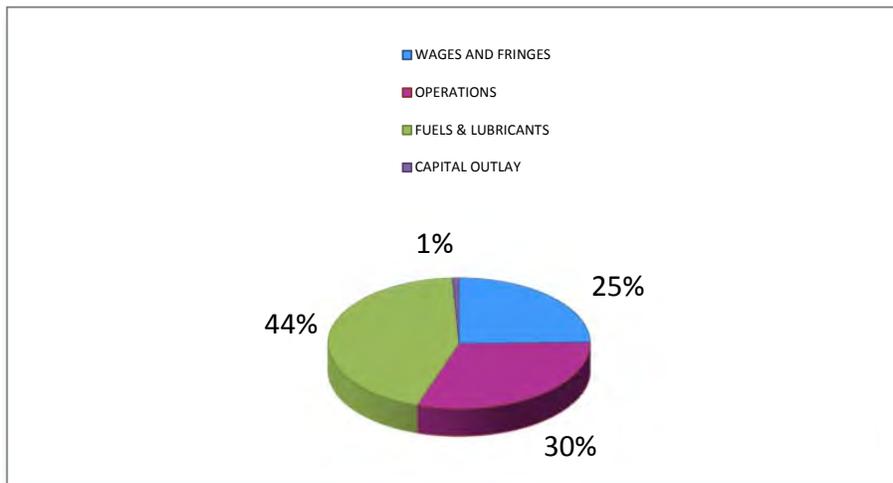
FY 2016 GENERAL FUND-AIRPORT REVENUES BY SOURCE

CHARGES FOR SERVICES - FUEL	\$ 93,000	50%
RENTS	30,000	16%
MISCELLANEOUS REVENUE	500	0%
TRANSFERS IN	63,000	34%
TOTAL REVENUES	\$ 186,500	100%



FY 2016 GENERAL FUND-AIRPORT EXPENDITURES

WAGES AND FRINGES	\$ 46,086	25%
OPERATIONS	56,860	30%
FUELS & LUBRICANTS	82,000	44%
CAPITAL OUTLAY	1,500	1%
TOTAL EXPENDITURES	\$ 186,446	100%



MOTOR VEHICLE HIGHWAY (MVH) MAJOR AND TRUNKLINE

The City of Marshall has 14.28 miles of major streets. Each year the City receives Act 51 monies from the State based upon the number of miles and population. These monies are derived from the gasoline tax. In FY2016 the City anticipates receiving approximately \$448,800.00 in major street revenues. In addition, the City maintains approximately eight miles of State trunkline roads, for which it receives reimbursement from the State.

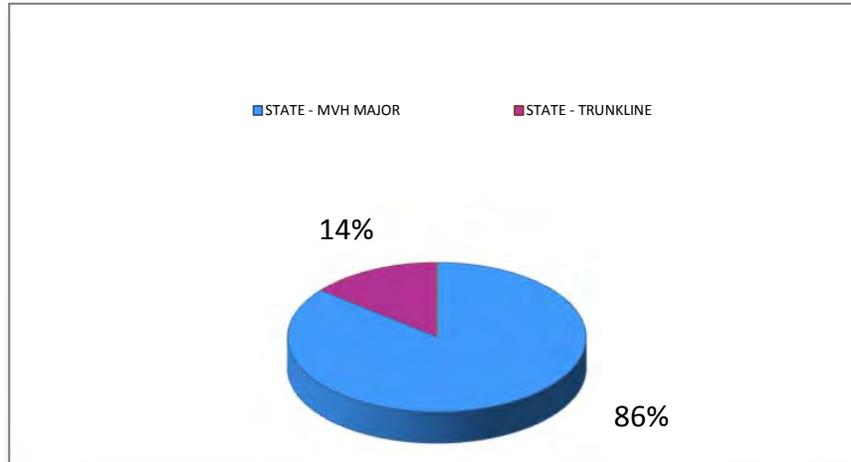
The funds within this budget are used for the maintenance and improvements of major streets and the State trunkline within Marshall. Major streets are defined by parameters set by the Michigan Department of Transportation and deal with criteria such as traffic volume, speed, and purpose.

There are two State trunklines that run through Marshall. The first is Business Loop I-94 which is also known as Michigan Avenue, and the other is M227, which is the truck by-pass that extends from Michigan Avenue and West Drive, to South Kalamazoo Avenue then south to Hughes Street.

The City of Marshall Department of Public Works is responsible for Major Street and State trunkline maintenance and repair.

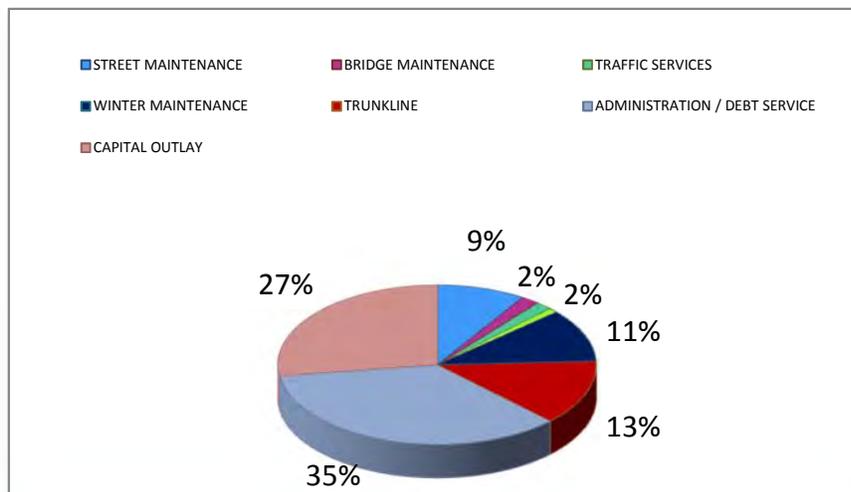
FY 2016 MVH MAJOR STREETS REVENUES BY SOURCE

STATE - MVH MAJOR	385,000	86%
STATE - TRUNKLINE	63,600	14%
INTEREST	200	0%
TOTAL REVENUES	\$ 448,800	100%



FY 2016 MVH MAJOR STREETS EXPENDITURES

STREET MAINTENANCE	34,071	9%
BRIDGE MAINTENANCE	7,000	2%
TRAFFIC SERVICES	6,380	2%
TRAFFIC SIGNALS	3,700	1%
WINTER MAINTENANCE	40,806	11%
TRUNKLINE	49,971	13%
ADMINISTRATION / DEBT SERVICE	137,763	35%
CAPITAL OUTLAY	103,250	27%
TOTAL EXPENDITURES	\$ 382,941	100%



City of Marshall
Summary of Michigan Transportation Fund Debt

Fiscal Year Ending June 30	ISSUE: 33 AUTH: Act 34 CUSIP: 572427 TYPE: MTF (LT) PURPOSE: Street Improvements DATED: May 1, 2013 CALLABLE: 10/1/22 @ Par Fund 202				Total Michigan Transportation Fund Debt		
	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2016	\$100,000	2.00%	\$35,213	\$135,213	\$100,000	\$35,213	\$135,213
2017	\$100,000	2.00%	\$33,213	\$133,213	\$100,000	\$33,213	\$133,213
2018	\$100,000	2.00%	\$31,213	\$131,213	\$100,000	\$31,213	\$131,213
2019	\$105,000	2.00%	\$29,163	\$134,163	\$105,000	\$29,163	\$134,163
2020	\$105,000	2.00%	\$27,063	\$132,063	\$105,000	\$27,063	\$132,063
2021	\$105,000	2.00%	\$24,963	\$129,963	\$105,000	\$24,963	\$129,963
2022	\$110,000	2.00%	\$22,813	\$132,813	\$110,000	\$22,813	\$132,813
2023	\$110,000	2.00%	\$20,613	\$130,613	\$110,000	\$20,613	\$130,613
2024	\$115,000	2.15%	\$18,276	\$133,276	\$115,000	\$18,276	\$133,276
2025	\$120,000	2.15%	\$15,750	\$135,750	\$120,000	\$15,750	\$135,750
2026	\$120,000	2.30%	\$13,080	\$133,080	\$120,000	\$13,080	\$133,080
2027	\$125,000	3.00%	\$9,825	\$134,825	\$125,000	\$9,825	\$134,825
2028	\$130,000	3.00%	\$6,000	\$136,000	\$130,000	\$6,000	\$136,000
2029	\$135,000	3.00%	\$2,025	\$137,025	\$135,000	\$2,025	\$137,025
	\$1,580,000		\$289,210	\$1,869,210	\$1,580,000	\$289,210	\$1,869,210

City of Marshall							
		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
MVH Major & Trunkline Streets		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
Revenues							
202-000-547.00	State - MVH Major	357,710	368,124	380,000	380,000	385,000	385,000
202-000-548.00	State - Trunkline	54,115	106,745	52,500	52,500	52,500	52,500
202-000-570.00	State Operating Assistance				33,300	11,100	
202-000-665.00	Interest	169	344	400	500	200	200
202-000-696.00	Bond Proceeds	762,150					
202-000-697.00	Premiums on Bonds	24,546					
202-000-699.00	Transfers From Other Funds		6,737				
MVH-Major & Trunkline Revenues Total:		1,198,690	481,950	432,900	466,300	448,800	437,700
Expenditures							
Administrative							
202-000-803.00	Service Fee	550	400	300		300	300
202-000-805.00	Administrative Costs	662	1,926	750	(22)	250	250
MVH-Major Administrative Expenditures Total:		1,212	2,326	1,050	-22	550	550
Expenditures							
Street Maintenance							
202-463-702.00	Payroll	9,698	5,284	14,000	14,000	14,000	14,000
202-463-703.00	Part-time Salaries	73					
202-463-704.00	Overtime Salaries	1,120	192	1,000	74	1,000	1,020
202-463-715.00	Social Security	823	414	1,148	118	1,071	1,071
202-463-716.00	Hospitalization	2,012	3,018	2,800	2,712	3,000	
202-463-718.00	Retirement	1,345	2,177	2,000	2,352		
202-463-721.00	Workers Compensation	310	394	363			
202-463-775.00	Repair & Maintenance Supplies	2,798	2,183	5,000	5,000	5,000	5,000
202-463-939.00	Contracted Maintenance	2,351	8,084	5,000	5,000	5,000	5,000
202-463-941.00	Motor Pool Equip Rental	8,532	1,346	9,000	5,000	5,000	5,500
MVH-Major Street Maintenance Expenditures Total:		29,062	23,092	40,311	34,256	34,071	31,591
Expenditures							
Bridge Maintenance							
202-470-801.00	Professional Services	1,200	3,500	3,000	3,000	7,000	3,000
MVH-Major Bridge Maintenance Expenditures Total:		1,200	3,500	3,000	3,000	7,000	3,000
Expenditures							
Traffic Services							
202-474-702.00	Payroll	116	167	3,000	3,000	3,000	3,000
202-474-704.00	Overtime Salaries			1,000		500	510
202-474-715.00	Social Security	9	12	306		230	230
202-474-716.00	Hospitalization	431	647	650	630	650	
202-474-718.00	Retirement	288	467	400	504		
202-474-721.00	Workers Compensation	87	111	102			
202-474-775.00	Repair & Maintenance Supplies	138		1,000	1,000	1,000	1,000
202-474-778.00	Paint & Signs	1,001	500	500	500	500	500
202-474-939.00	Contracted Maintenance	1,007	835	500	500	500	500
MVH-Major Traffic Service Expenditures Total:		3,077	2,739	7,458	6,134	6,380	5,740
Expenditures							
Traffic Signals							
202-476-922.00	Utilities-Elec, Water, Sewer	2,542	1,924	2,500	2,500	2,500	2,500
202-476-939.00	Contracted Maintenance	25			1,200	1,200	1,200
MVH-Major Traffic Signal Expenditures Total:		2,567	1,924	2,500	3,700	3,700	3,700
Expenditures							
Winter Maintenance							
202-480-702.00	Payroll	3,404	4,139	4,000	4,000	4,000	4,000
202-480-704.00	Overtime Salaries	4,633	9,602	5,000	529	6,000	6,120
202-480-715.00	Social Security	607	1,042	690	290	306	306
202-480-716.00	Hospitalization	575	862	900	872	500	
202-480-718.00	Retirement	384	622	600	672		
202-480-721.00	Workers Compensation	310	394	363			
202-480-775.00	Repair & Maintenance Supplies	5,347	10,300	15,000	15,000	15,000	15,000
202-480-941.00	Motor Pool Equip Rental	14,148	15,889	15,000	15,000	15,000	15,500
MVH-Major Winter Maintenance Expenditures Total:		29,408	42,850	41,553	36,363	40,806	40,926
Expenditures							
Trunkline							
202-486-702.00	Payroll	15,008	26,868	12,000	12,000	12,000	12,000
202-486-704.00	Overtime Salaries	80	10,148	453	1,313	453	453
202-486-715.00	Social Security	1,137	2,802	953	784	918	918

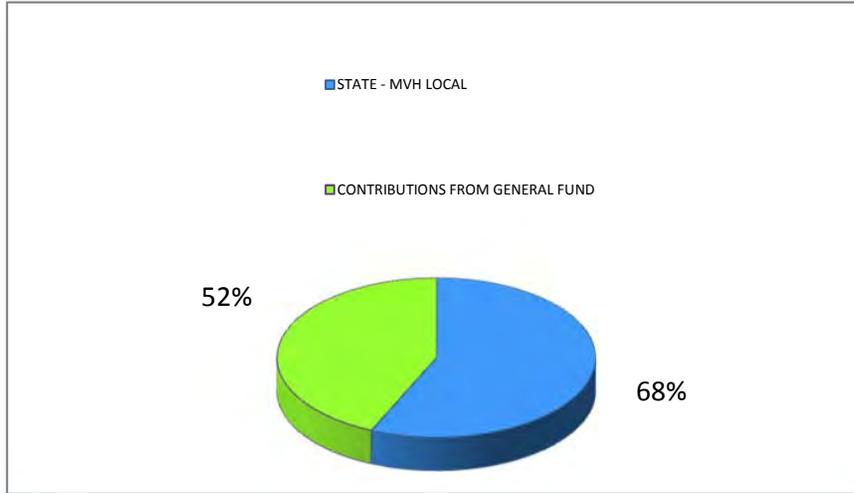
MOTOR VEHICLE HIGHWAY (MVH) LOCAL

The City of Marshall has 26.44 miles of local streets. Each year the City receives Act 51 monies from the State based upon the number of miles and population. These monies are derived from the gasoline tax. In FY2016 the City anticipates receiving approximately \$235,160 in local street revenues.

The City of Marshall Department of Public Works is responsible for Major Street and State trunkline maintenance and repair.

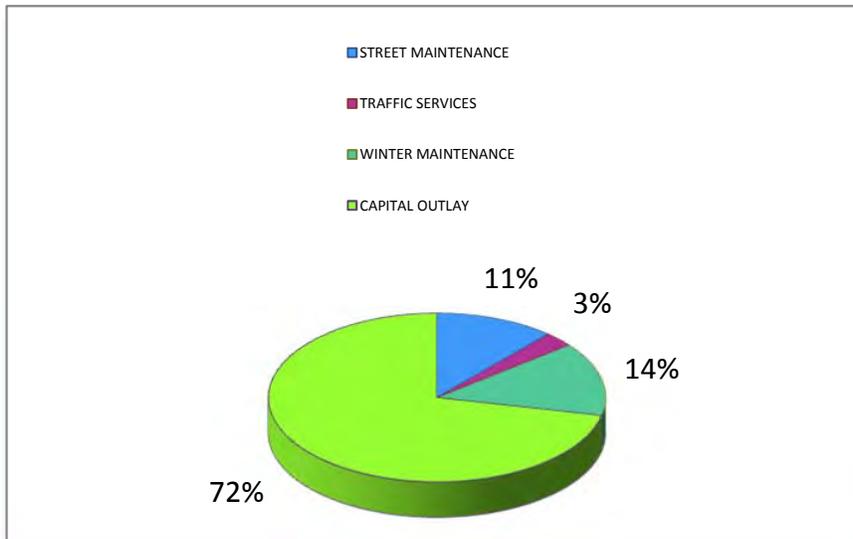
FY 2016 MVH LOCAL STREETS REVENUES BY SOURCE

STATE - MVH LOCAL	\$ 160,000	68%
INTEREST	160	0%
CONTRIBUTIONS FROM GENERAL FUND	75,000	52%
TOTAL REVENUES	\$ 235,160	100%



FY 2016 MVH LOCAL STREETS EXPENDITURES

STREET MAINTENANCE	35,165	11%
TRAFFIC SERVICES	8,783	3%
WINTER MAINTENANCE	43,412	14%
CAPITAL OUTLAY	220,000	72%
TOTAL EXPENDITURES	\$ 307,360	100%



BRUSH, LEAF, AND TRASH PICKUP

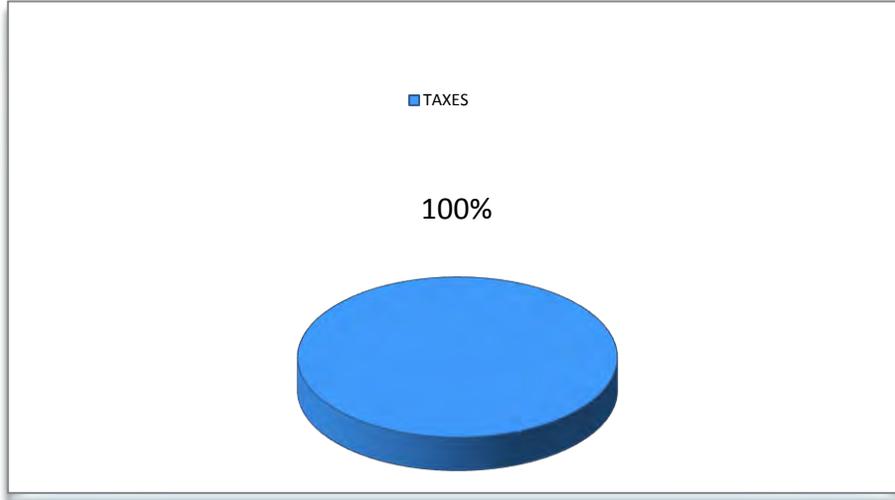
Every April the Department of Public Works conducts a city wide brush pickup so that citizens can dispose of brush that has accumulated over the long winter season. Citizens place brush next to the curb and crews make one pass thru the city chipping the brush and hauling it away.

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.

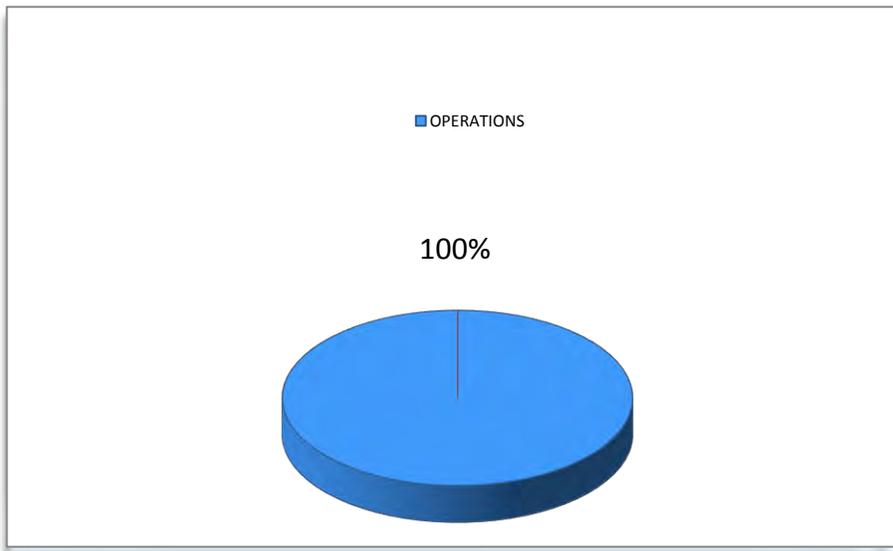
**FY 2016 LEAF, BRUSH AND TRASH REMOVAL
REVENUES BY SOURCE**

TAXES	\$ 74,966	100%
TOTAL REVENUES	\$ 74,966	100%



**FY 2016 LEAF, BRUSH AND TRASH REMOVAL
EXPENDITURES**

OPERATIONS	95,532	100%
TOTAL EXPENDITURES	\$ 95,532	100%



LOCAL DEVELOPMENT FINANCING AUTHORITY

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

The current Board consists of the following members:

Richard Lindsey, Chairperson

Steve Dodge, Vice-Chairperson

Sue Damron

Matt Davis

Desmond Kirkland

Jason LaForge

Jim Pardoe

Dan Stulberg

Tom Tarkiewicz

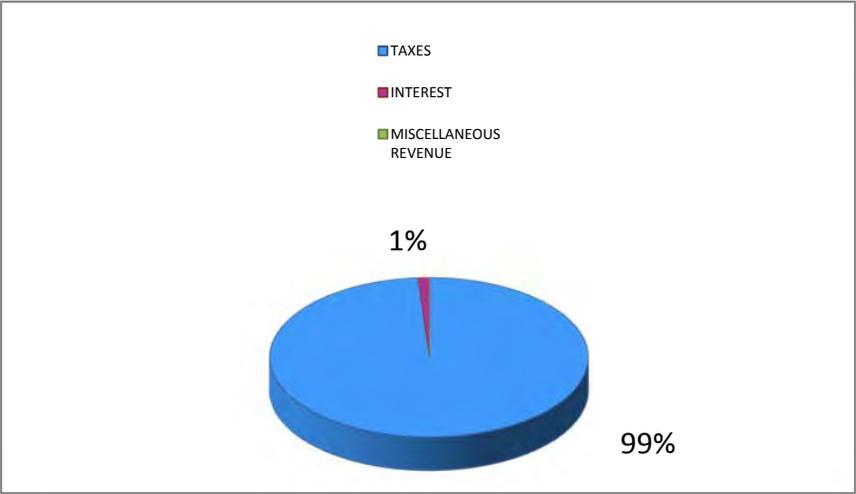
J.P. Walters

Catherine Yates

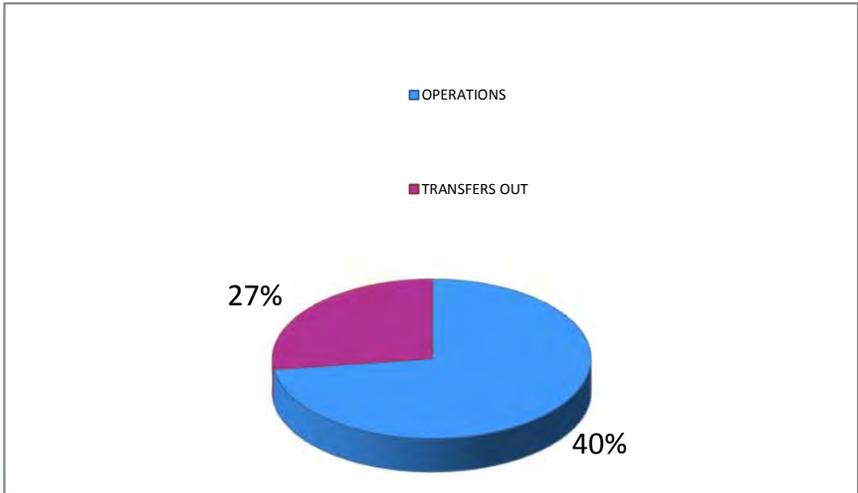
The LDFA receives its revenue through the increase in equalized values within the LDFA District over the base value determined in December 31, 1990.

\$235,000 is allocated as a payment to the Marshall Area Economic Development Alliance (MAEDA) to provide economic development support. \$123,400 is allocated for debt payments for a 2005 Capital Improvement bond.

FY 2016 LDFA REVENUES BY SOURCE		
TAXES	\$ 435,000	99%
INTEREST	5,000	1%
MISCELLANEOUS REVENUE	-	0%
TOTAL REVENUES	\$ 440,000	100%



FY 2016 LDFA EXPENDITURES		
OPERATIONS	\$ 630,850	73%
TRANSFERS OUT	235,000	27%
TOTAL EXPENDITURES	\$ 865,850	



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				Total LDFA Debt		
	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2016	\$85,000	3.90%	\$38,400	\$123,400	\$85,000	\$38,400	\$123,400
2017	\$90,000	3.90%	\$35,085	\$125,085	\$90,000	\$35,085	\$125,085
2018	\$90,000	4.20%	\$31,575	\$121,575	\$90,000	\$31,575	\$121,575
2019	\$90,000	4.20%	\$27,795	\$117,795	\$90,000	\$27,795	\$117,795
2020	\$90,000	4.20%	\$24,015	\$114,015	\$90,000	\$24,015	\$114,015
2021	\$95,000	4.20%	\$20,235	\$115,235	\$95,000	\$20,235	\$115,235
2022	\$95,000	4.20%	\$16,245	\$111,245	\$95,000	\$16,245	\$111,245
2023	\$95,000	4.30%	\$12,255	\$107,255	\$95,000	\$12,255	\$107,255
2024	\$95,000	4.30%	\$8,170	\$103,170	\$95,000	\$8,170	\$103,170
2025	\$95,000	4.30%	\$4,085	\$99,085	\$95,000	\$4,085	\$99,085
	<u>\$920,000</u>		<u>\$217,860</u>	<u>\$1,137,860</u>	<u>\$920,000</u>	<u>\$217,860</u>	<u>\$1,137,860</u>

City of Marshall							
Local Development Finance Authority		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
296-000-402.00	Current Property Taxes	441,135	383,880	380,000	435,000	435,000	435,000
296-000-404.00	Property Taxes - Prior Years	50,226					
296-000-445.00	Penalties & Int. on Taxes	(36)					
296-000-665.00	Interest	7,532	6,895	5,000	5,000	5,000	5,000
296-000-671.00	Miscellaneous Revenue	2,900	1,650	5,800			
	L DFA Revenues Total:	501,757	392,425	390,800	440,000	440,000	440,000
Expenditures							
296-000-727.00	Office Supplies	546					
296-000-740.00	Operating Supplies	258					
296-000-801.00	Professional Services	120,012	756	5,250	2,704	5,000	5,000
296-000-803.00	Service Fee	225	263	125	150	150	150
296-000-805.00	Administrative Costs	17,068	1,250	11,725	11,268	11,900	11,900
296-000-810.00	Dues & Memberships	1,340					
296-000-811.00	Taxes	5,672	5,931	5,700	5,901	5,900	5,900
296-000-820.00	Contracted Services	4,906	219,655		7,000	7,000	7,000
296-000-860.00	Transportation & Travel	150					
296-000-902.00	Marketing	6,850					
296-000-922.00	Utilities-Elec, Water, Sewer	3,338		2,500	2,500	2,500	2,500
296-000-941.00	Motor Pool Equip Rental			100			
296-000-941.01	Data Processing	4,275	2,019				
296-000-958.00	Education & Training	15					
296-000-964.00	Refund or Rebates	879					
296-000-970.00	Capital Outlay	44					
296-000-990.00	Debt Service	80,000	85,000	85,000	85,000	560,000	90,000
296-000-995.00	Bond Interest Paid	48,230	45,030	41,715	41,715	38,400	35,085
296-000-999.00	Transfers to Other Funds	20,000	18,776	235,000	235,000	235,000	235,000
	L DFA Expenditures Total:	313,808	378,680	387,115	391,238	865,850	392,535
Excess of Revenues Over (Under) Expenditures		187,949	13,745	3,685	48,762	(425,850)	47,465

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:

Richard Lindsey, Chairperson

Steve Dodge, Vice-Chairperson

Sue Damron

Matt Davis

Desmond Kirkland

Jason LaForge

Jim Pardoe

Dan Stulberg

Tom Tarkiewicz

J.P. Walters

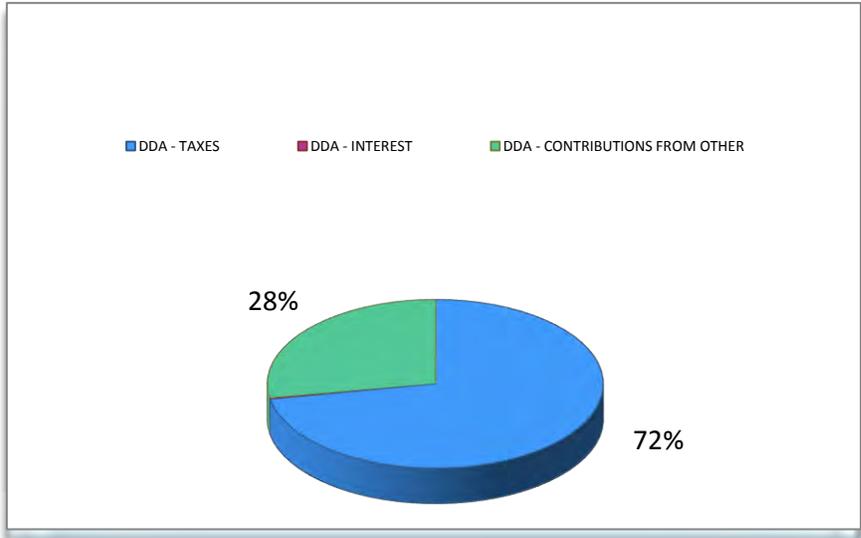
Catherine Yates

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.

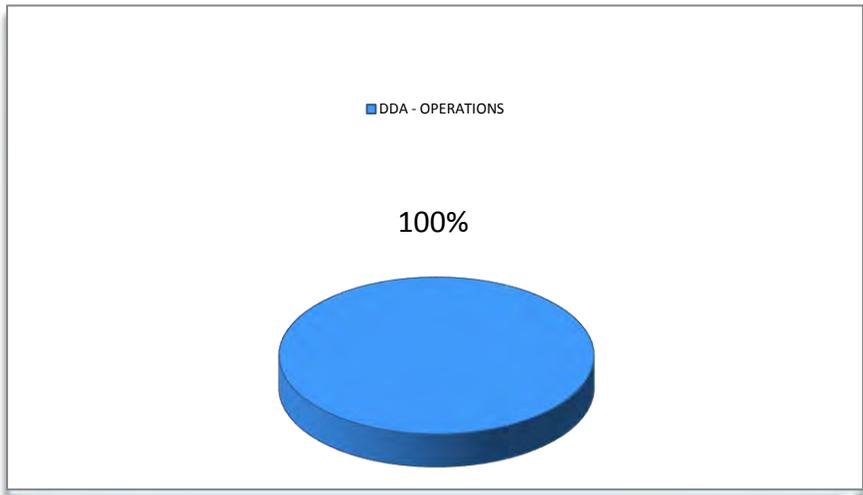
The DDA performs snow removal from the sidewalks within the District. The DDA also uses City crews to remove rubbish from the downtown trash containers and maintains the parking structure with pavement wash downs and snow removal.

The proposed FY 2016 DDA budget includes \$12,500 to install new parking lot lighting. The Electric Fund will also fund \$12,500 for the project. This is a multi-year replacement project for all downtown parking lot lights. \$15,000 is proposed for building façade improvement grants. \$23,000 is allocated as a payment to the Marshall Area Economic Development Alliance (MAEDA) to provide downtown business support. \$83,738 is allocated for debt payments for a 2002 and 2012 Capital Improvement bond.

FY 2016 DDA REVENUES BY SOURCE		
DDA - TAXES	\$ 156,000	72%
DDA - INTEREST	540	0%
DDA - CONTRIBUTIONS FROM OTHER	60,000	28%
TOTAL REVENUES	\$ 216,540	100%



FY 2016 DDA EXPENDITURES		
DDA - OPERATIONS	\$ 239,624	100%
TOTAL EXPENDITURES	\$ 239,624	100%



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

Fiscal Year	ISSUE: 18 AUTH: Act 197 CUSIP: 572427 TYPE: DDA (LT) PURPOSE: Downtown Development DATED: June 1, 2002 CALLABLE: 6/1/12 @ 100 Fund 298				ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: DDA (LT) PURPOSE: DDA - Parking Lots DATED: September 5, 2012 CALLABLE: Fund 298				Total DDA Debt		
	Ending June 30	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL	PRINCIPAL	INTEREST
2016	\$45,000	4.80%	\$7,360	\$52,360	\$15,000	2.00%	\$2,700	\$17,700	\$60,000	\$10,060	\$70,060
2017	\$50,000	4.90%	\$5,200	\$55,200	\$15,000	2.00%	\$2,400	\$17,400	\$65,000	\$7,600	\$72,600
2018	\$55,000	5.00%	\$2,750	\$57,750	\$15,000	2.00%	\$2,100	\$17,100	\$70,000	\$4,850	\$74,850
2019					\$15,000	3.00%	\$1,800	\$16,800	\$15,000	\$1,800	\$16,800
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>\$150,000</u>		<u>\$15,310</u>	<u>\$165,310</u>	<u>\$105,000</u>		<u>\$11,700</u>	<u>\$116,700</u>	<u>\$255,000</u>	<u>\$27,010</u>	<u>\$282,010</u>

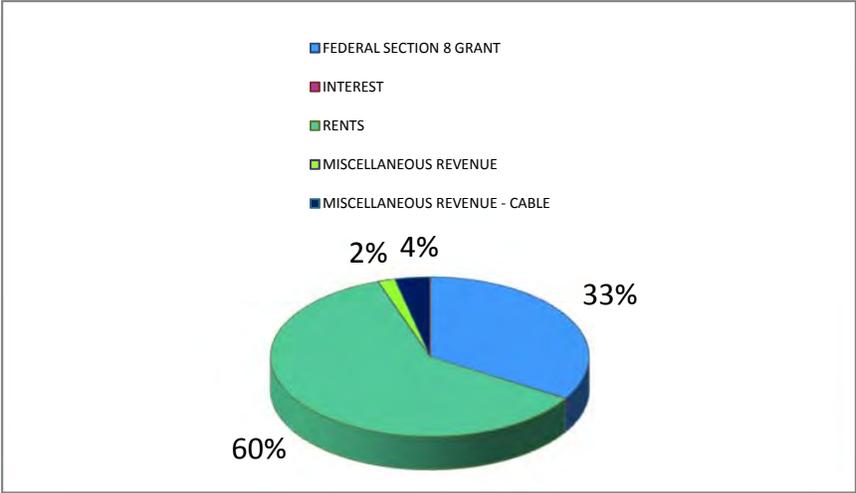
MARSHALL HOUSE

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 55 or older, 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.

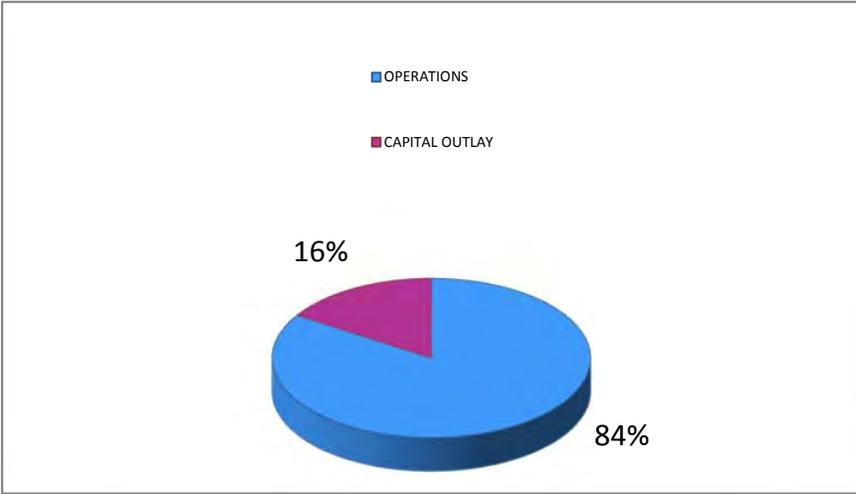
The community is comprised of four stories, and houses an administrative staff of three full time employees and one part-time receptionist, a community/activity/dining room, library with computers, internet access and a social gathering area. Each floor of the building has a coin operated laundry room, 3rd floor houses a beauty salon with an operator taking appointments two days per week. The fourth floor has a small exercise room.

Comfort and safety are an important goal at the Marshall House. Each unit is equipped with two emergency pull-cords that are located in the bedroom and bathrooms of each unit. In the event of need for help, a tenant can pull the cord and an alarm alerts immediate neighbors to direct help to the unit in need. A security lock system is used in all public entries to the building. Only tenants and staff may enter the building by using an electronic key. All other visitors must use a telephone entry system to gain access to the building.

FY 2016 MARSHALL HOUSE REVENUES BY SOURCE		
FEDERAL SECTION 8 GRANT	\$ 208,000	33%
INTEREST	\$ 510	0%
RENTS	375,000	60%
MISCELLANEOUS REVENUE	17,000	2%
MISCELLANEOUS REVENUE - CABLE	22,000	4%
TOTAL REVENUES	\$ 622,510	100%



FY 2016 MARSHALL HOUSE EXPENDITURES		
OPERATIONS	\$ 589,891	84%
CAPITAL OUTLAY	112,244	16%
TOTAL EXPENDITURES	\$ 702,135	100%



City of Marshall							
Marshall House							
		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
536-000-531.00	Federal Section 8 Grant	190,258	190,397	205,000	237,766	208,000	208,000
536-000-665.00	Interest	1,586	1,332	1,200	600	510	510
536-000-667.00	Rents	336,319	338,018	373,476	351,618	375,000	375,000
536-000-671.00	Miscellaneous Revenue	15,532	17,471	17,000	10,394	17,000	17,000
536-000-671.02	Misc. Revenue-Cable	21,709	19,981	22,000	20,101	22,000	22,000
536-000-681.00	Sales of Fixed Assets		(4,492)				
Marshall House Revenues Total:		565,404	562,707	618,676	620,479	622,510	622,510
Expenditures							
536-700-702.00	Payroll	96,374	99,912	107,707	104,376	115,306	117,613
536-700-702.01	Other Fringe Benefits-taxable	20	23	1,000	58	28	30
536-700-703.00	Part-time Salaries	12,199	12,437	14,820	14,539	12,649	12,902
536-700-704.00	Overtime Salaries	1,514	437	3,060	3,884	4,000	4,000
536-700-715.00	Social Security	7,665	8,482	9,608	8,738	10,709	10,370
536-700-716.00	Hospitalization	16,582	24,197	24,500	25,620	31,858	35,681
536-700-717.00	Life Insurance	203	279	300	270	317	321
536-700-718.00	Retirement	13,260	15,704	17,632	19,554	27,102	27,915
536-700-718.01	Retiree Health Insurance	8,357	4,952	5,415	5,407	6,690	7,492
536-700-719.00	Hospitalization - Prescriptio	138	179	350			
536-700-720.00	Unemployment	1,411			3,033	3,033	3,033
536-700-721.00	Workers Compensation	150	190	834	1,600	1,977	1,980
536-700-727.00	Office Supplies	2,110	1,402	1,500	650	650	650
536-700-727.02	Postage and Shipping	51		240	100	100	100
536-700-740.00	Operating Supplies	2,013	4,267	3,000	2,902	3,000	3,000
536-700-741.00	Uniforms		256	260	260	260	265
536-700-755.00	Miscellaneous Supplies		390				
536-700-760.00	Medical Services	195	168	200		120	120
536-700-776.00	Building Maintenance Supplies	6,891	14,696	8,000	9,053	8,000	8,000
536-700-801.00	Professional Services	9,997	2,306	5,000	3,224	5,000	5,000
536-700-802.00	Management and Admin Fee	48,000	73,740	73,740	85,717	73,740	73,740
536-700-803.00	Service Fee	773					
536-700-805.00	Administrative Costs	25,740	16	750	0	250	250
536-700-810.00	Dues & Memberships	124	3,018	800	3,200	3,500	3,500
536-700-820.00	Contracted Services	30,622	49,878	30,000	52,638	52,000	52,000
536-700-825.00	Insurance	9,667	10,158	10,674	9,935	9,935	10,000
536-700-850.00	Communications	2,697	2,978	1,500	3,214	3,220	3,252
536-700-860.00	Transportation & Travel	416	1,340	2,500	2,500	2,500	2,500
536-700-901.00	Advertising	1,610	330	800	58	800	800
536-700-921.00	Utilities - Gas	6,727	23,782	45,000	6,178	20,000	20,000
536-700-922.00	Utilities-Elec, Water, Sewer	93,273	85,909	70,000	91,250	80,000	80,000
536-700-923.00	Cable	16,193	16,313	24,000	18,000	18,000	18,000
536-700-930.00	Equipment Maintenance	2,364	1,119	1,500	1,500	1,500	1,500
536-700-931.00	Maintenance of Building	46,164	25,482	35,000	35,000	35,000	35,000
536-700-941.00	Motor Pool Equip Rental	1,302	250	1,500	250	500	500
536-700-941.01	Data Processing	5,336	6,219	8,786	8,511	8,747	8,965
536-700-958.00	Education & Training	1,413	2,908	2,500	846	2,500	2,500
536-700-968.00	Depreciation	60,837	41,483	67,773	65,651	46,900	46,900
536-700-970.00	Capital Outlay		2,180	50,000	32,143	8,000	8,000
536-700-970.06	Capital Outlay-Replacement Rs	617	23,848	125,000	75,000	104,244	104,244
Marshall House Expenditures Total:		533,005	561,228	755,249	694,859	702,135	710,123
Excess of Revenues Over (Under) Expenditures		32,399	1,479	(136,573)	(74,380)	(79,625)	(87,613)
ALLOCATED POSITIONS:							
		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
Job Description		FTE's	FTE's	FTE's	FTE's	FTE's	
Director of Community Services		0.03	0.03	0.03	0.03	0.03	
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		3.03	3.03	3.03	3.03	3.03	

ELECTRIC DEPARTMENT

The mission of the City of Marshall's Electric Department is to provide safe, reliable and cost effective electric service to residents and customers in an environmentally conscious 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; three journey line workers; four electric line apprentices; four powerhouse and three meter department employees. The employees are dedicated to provide quality electric service at a reasonable cost to the city's 3857 residential, 638 commercial and 19 industrial customers. In addition to providing service to customers the department also manages the street and security lighting systems consisting of 1400 lights.

The FY2016 requested budget for the department is \$14,407,813 with \$9,350,000 being allocated for power supply purchases.

Electric power supply is approximately 70% of the cost of providing electric service to the residents and customers so much attention is applied to the purchase and controlling of the cost of the electricity purchases.

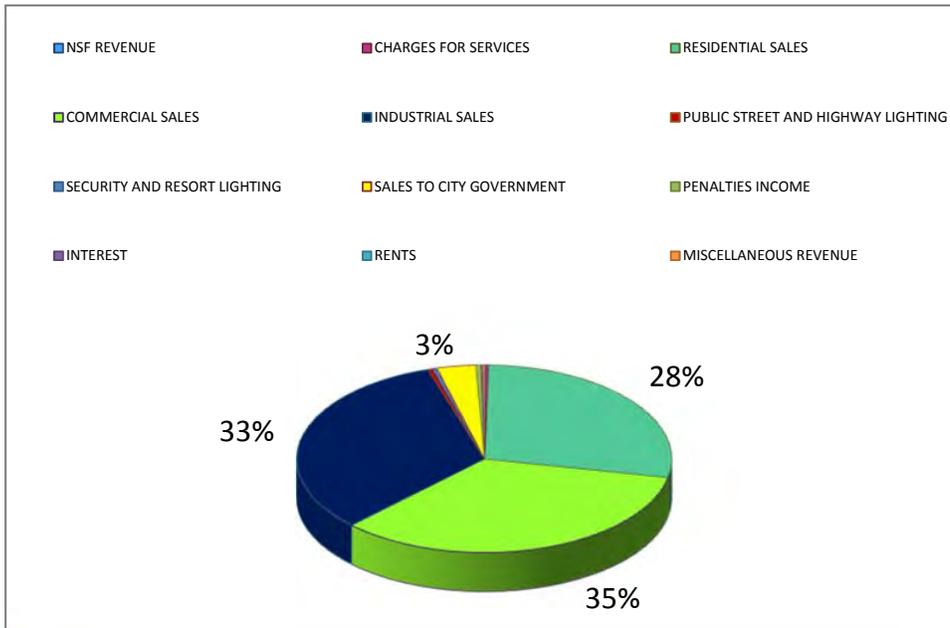
Electric power supply is currently provided through diverse long term contracts with major generating facilities and a small generation contribution from the two remaining hydro generators and diesel/natural gas generators located at the original power house site on the Kalamazoo River. The major generating facilities include: Endicott (Litchfield, MI); Prairie State (Marissa, IL); Amp Energy Center (Fremont, OH); Menominee Hydro (Menominee, MI) and Octono Hydro (Green Bay, WI). Approximately 30% of the purchases are from Renewable Energy sources.

Safety and reliability are prime areas of focus, therefore, concentrated efforts are expended by the departments' electric line workers on the condition of poles, wires, apparatus and 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.

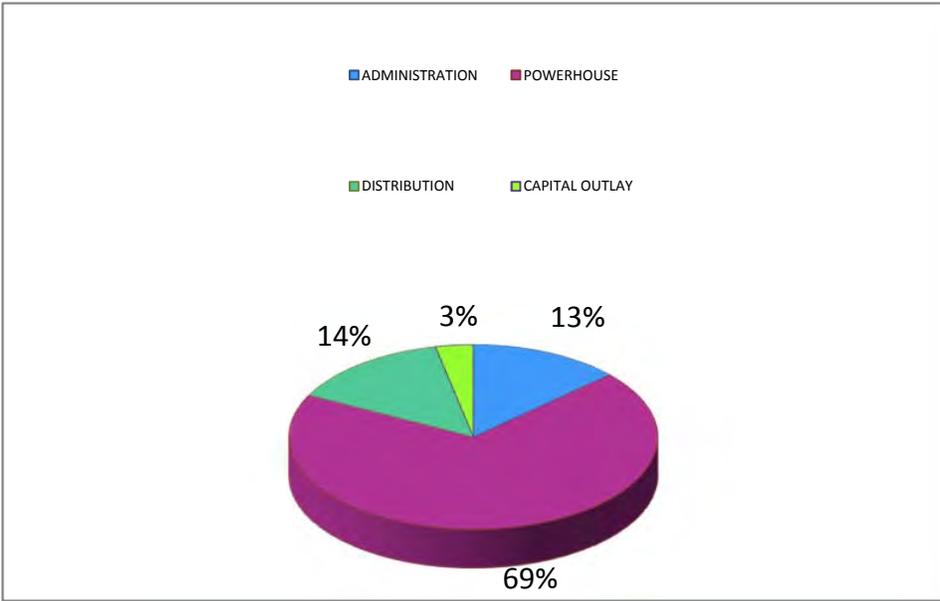
The department is affiliated with the Michigan Municipal Electric Association (MMEA), the American Municipal Power organization (AMP), the American Public Power Association (APPA) and the Michigan South Central Power Agency (MSCPA) to gain the collective benefit of addressing state and federal issues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

FY 2016 ELECTRIC REVENUES BY SOURCE

NSF REVENUE	\$ 3,000	0%
CHARGES FOR SERVICES	45,000	0%
RESIDENTIAL SALES	4,050,000	28%
COMMERCIAL SALES	4,850,000	35%
INDUSTRIAL SALES	4,750,000	33%
PUBLIC STREET AND HIGHWAY LIGHTING	57,000	0%
SECURITY AND RESORT LIGHTING	55,000	0%
SALES TO CITY GOVERNMENT	490,000	3%
PENALTIES INCOME	65,000	0%
INTEREST	8,000	0%
RENTS	12,000	0%
MISCELLANEOUS REVENUE	23,000	0%
TOTAL REVENUES	\$ 14,408,000	100%



FY 2016 ELECTRIC EXPENDITURES		
ADMINISTRATION	\$ 1,907,687	13%
POWERHOUSE	9,978,146	69%
DISTRIBUTION	2,045,980	14%
CAPITAL OUTLAY	476,000	3%
TOTAL EXPENDITURES	\$ 14,407,813	100%



City of Marshall Summary of Electric Debt

Fiscal Year	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: Fund 582				Total Electric Debt			
	Ending June 30	PRINCIPAL (9/1)	RATE	INTEREST (3/1 & 9/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2016		\$75,000	5.20%	\$19,890	\$94,890	\$35,000	4.00%	\$23,755	\$58,755	\$110,000	\$43,645	\$153,645
2017		\$80,000	5.20%	\$15,860	\$95,860	\$40,000	4.00%	\$22,355	\$62,355	\$120,000	\$38,215	\$158,215
2018		\$85,000	5.20%	\$11,570	\$96,570	\$40,000	4.10%	\$20,755	\$60,755	\$125,000	\$32,325	\$157,325
2019		\$90,000	5.20%	\$7,020	\$97,020	\$40,000	4.10%	\$19,115	\$59,115	\$130,000	\$26,135	\$156,135
2020		\$90,000	5.20%	\$2,340	\$92,340	\$45,000	4.10%	\$17,475	\$62,475	\$135,000	\$19,815	\$154,815
2021						\$45,000	4.25%	\$15,630	\$60,630	\$45,000	\$15,630	\$60,630
2022						\$45,000	4.25%	\$13,718	\$58,718	\$45,000	\$13,718	\$58,718
2023						\$50,000	4.25%	\$11,805	\$61,805	\$50,000	\$11,805	\$61,805
2024						\$50,000	4.40%	\$9,680	\$59,680	\$50,000	\$9,680	\$59,680
2025						\$55,000	4.40%	\$7,480	\$62,480	\$55,000	\$7,480	\$62,480
2026						\$55,000	4.40%	\$5,060	\$60,060	\$55,000	\$5,060	\$60,060
2027						\$60,000	4.40%	\$2,640	\$62,640	\$60,000	\$2,640	\$62,640
		<u>\$420,000</u>		<u>\$56,680</u>	<u>\$476,680</u>	<u>\$560,000</u>		<u>\$169,468</u>	<u>\$729,468</u>	<u>\$980,000</u>	<u>\$226,148</u>	<u>\$1,206,148</u>

City of Marshall							
Electric		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
582-000-445.00	Penalties & Int. on Taxes	72	286				
582-000-601.00	NSF Revenue	4,075	3,385	4,200	3,000	3,000	3,000
582-000-607.00	Charges for Services - Fees	41,080	58,087	30,000	45,000	45,000	45,000
582-000-636.00	Residential Sales	3,524,302	3,737,809	4,215,000	4,000,000	4,050,000	4,100,000
582-000-644.00	Commercial Sales	4,295,139	4,309,690	4,452,000	4,750,000	4,850,000	5,000,000
582-000-645.00	Industrial Sales	3,695,708	4,201,680	4,080,000	4,700,000	4,750,000	4,800,000
582-000-646.00	Public Str. & Hwy. Lighting	57,133	56,729	57,000	57,000	57,000	58,000
582-000-647.00	Security & Resort Lighting	50,523	53,845	50,000	55,000	55,000	55,000
582-000-648.00	Sales to City Government	463,819	486,267	510,000	490,000	490,000	520,000
582-000-660.00	Penalties Income	66,544	67,781	70,000	63,817	65,000	65,000
582-000-665.00	Interest	956,797	14,574	10,000	8,300	8,000	8,000
582-000-667.00	Rents	6,121	7,609	6,000	11,000	12,000	13,000
582-000-671.00	Miscellaneous Revenue	57,994	146,310	50,000	22,606	23,000	23,000
582-000-692.00	INCR/DECR VALUE OF INVESTMENT	(1,006,100)	1,350,334		(90,000)		
582-000-693.00	Gain\loss- Sales of Investmen	(180,729)					
582-000-699.00	Transfers From Other Funds	8,945					
	Electric Revenues Total:	12,041,423	14,494,386	13,534,200	14,115,723	14,408,000	14,690,000
Expenditures							
Administration							
582-539-702.00	Payroll	202,639	186,441	208,398	200,000	191,905	195,743
582-539-702.01	Other Fringe Benefits-taxable	3,425	3,697	3,773	8,696	2,340	3,449
582-539-703.00	Part-time Salaries	477		1,630			
582-539-704.00	Overtime Salaries	482	744				
582-539-715.00	Social Security	15,271	15,297	16,068	14,373	14,860	15,162
582-539-716.00	Hospitalization	220,307	241,342	235,000	230,000	214,841	240,623
582-539-717.00	Life Insurance	2,137	2,080	2,522	1,441	2,318	2,340
582-539-718.00	Retirement	25,564	31,157	34,115	36,586	49,983	51,483
582-539-718.01	Retiree Health Insurance	164,399	201,028	200,000	200,000	241,554	270,541
582-539-719.00	Hospitalization - Prescriptio	1,300	2,026	1,200		1,500	
582-539-721.00	Workers Compensation	356	452	1,677	1,950	1,185	1,190
582-539-727.00	Office Supplies	6,215	9,180	8,248	10,000	10,000	10,000
582-539-727.02	Postage and Shipping	17,403	13,343	15,302	15,378	15,455	16,000
582-539-740.00	Operating Supplies	1,559	92	1,003	1,062	1,013	1,000
582-539-755.00	Miscellaneous Supplies		104	216	58	218	200
582-539-760.00	Medical Services		45				
582-539-801.00	Professional Services	68,689	56,084	73,618	46,721	50,000	55,000
582-539-803.00	Service Fee	730	1,868	1,000	628	1,000	1,000
582-539-804.00	BANK FEES				493		
582-539-805.00	Administrative Costs	7,852	4,568	8,000	3,595	4,000	4,000
582-539-810.00	Dues & Memberships	11,702	12,668	14,147	13,500	14,000	14,500
582-539-811.00	Taxes				1,455		
582-539-813.00	Energy Optimization	45,516	77,863	60,000	60,000	50,000	50,000
582-539-820.00	Contracted Services	11,085	1,552	5,982	12,000	10,000	10,000
582-539-825.00	Insurance	51,680	53,295	32,346	24,835	24,835	25,000
582-539-850.00	Communications	57		144		145	150
582-539-860.00	Transportation & Travel	5,309	3,832	5,853	2,655	3,000	3,000
582-539-901.00	Advertising	(1,709)	362	963	2,820	2,000	1,000
582-539-930.00	Equipment Maintenance	342	342	682	830	689	700
582-539-941.01	Data Processing	14,248	14,729	13,750	13,319	15,000	12,588
582-539-956.00	Bad Debt Expense	1,210	1,072	1,742	1,000	1,000	1,500
582-539-958.00	Education & Training	3,758	2,210	3,253	2,500	2,500	3,000
582-539-966.00	Amortization	(88)	(88)	2,145		2,166	2,200
582-539-968.00	Depreciation	16,535	16,535	7,915	7,667	16,535	16,866
582-539-995.00	Bond Interest Paid	56,642	52,098	48,780	48,000	43,645	38,215
582-539-999.00	Transfers to Other Funds	1,019,596	1,103,321	915,000	950,000	920,000	850,000
	Administration Expenditures Total:	1,974,688	2,109,339	1,924,472	1,911,562	1,907,687	1,896,450
Powerhouse							
582-543-702.00	Payroll	26,251					
582-543-702.01	Other Fringe Benefits-taxable	1,905					
582-543-704.00	Overtime Salaries	17,410	9,310	20,100	13,559	14,280	14,566
582-543-704.03	Overtime - Overhead Lines		221				
582-543-704.04	Overtime- Electrical Apparatu	230					

City of Marshall							
Electric		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
582-543-704.25	Overtime - Hydro	135	68				
582-543-705.00	Station Labor	217,887	193,874	246,605	196,306	190,626	195,443
582-543-705.01	Other Fringe Benefits-taxable	18,758	24,632	24,561	27,682	18,669	18,769
582-543-710.01	Labor - Structure Imp. & Main	3,328	2,628		445		
582-543-710.03	Labor - Diesels & Generators	17,108	2,639		1,888		
582-543-710.04	Labor - Electrical Apparatus	5,110	4,861		2,933		
582-543-710.24	Labor - Dam & Waterways	2,278	6,522		822		
582-543-710.25	Labor - Hydro	794	330		905		
582-543-715.00	Social Security	22,314	19,290	20,423	17,237	17,103	17,404
582-543-716.00	Hospitalization				219		
582-543-717.00	Life Insurance				100		
582-543-718.00	Retirement	31,883	36,945	40,369	41,231	46,379	47,771
582-543-721.00	Workers Compensation	2,376	3,016	4,162	5,000	5,317	5,350
582-543-727.02	Postage and Shipping	11	74	152	38	154	200
582-543-738.00	Purchase Power - MSCPA	9,079,737	10,763,152	9,800,000	9,300,000	9,350,000	9,400,000
582-543-740.00	Operating Supplies	3,777	5,660	6,556	2,119	4,000	5,000
582-543-741.00	Uniforms	3,725	3,500	4,635	3,924	4,681	5,000
582-543-750.00	Diesel Fuel - Oil	4,478	7,843	44,188	730	10,000	10,000
582-543-751.00	Diesel Fuel - Gas	22,885	30,714	38,885	7,000	20,000	20,000
582-543-752.00	Lubricants	2,391	311	3,395	2,000	2,000	2,000
582-543-757.00	Fuels & Lubricants		248				
582-543-760.00	Medical Services				260		
582-543-761.00	Safety Supplies	171	874	2,000	3,000	2,000	2,500
582-543-776.00	Building Maintenance Supplies	163	1,633	2,000	3,200	3,000	3,200
582-543-777.00	Minor Tools	259	1,643	1,200	1,092	1,200	1,300
582-543-780.01	Maintenance - Structures & Im	4,537	3,571	6,134	6,000	6,195	6,300
582-543-780.02	Maint. - Fuel Oil Tanks	250	494	500	698	505	520
582-543-780.03	Maint. - Diesels & Generator	5,943	1,806	15,000	599	5,000	5,000
582-543-780.04	Maint. - Electrical Apparatus	3,164	15,747	40,000	40,000	40,400	41,000
582-543-780.24	Maintenance - Dam & Waterways	188	5,136	4,500	3,000	5,000	5,000
582-543-780.25	Maintenance - Hydro	274	1,271	3,000	1,500	1,500	1,500
582-543-801.00	Professional Services	60,450	31,989	62,997	50,000	55,000	55,000
582-543-820.00	Contracted Services	22,827	15,662	22,895	40,000	40,000	40,000
582-543-832.00	State Emmission Fee	5,556	5,077	5,750	6,000	6,000	6,000
582-543-850.00	Communications	3,519	2,705	3,637	1,364	3,000	3,000
582-543-860.00	Transportation & Travel	10	286	1,000	3,000	3,000	3,000
582-543-921.00	Utilities - Gas			3,200			
582-543-922.00	Utilities-Elec, Water, Sewer			3,232			
582-543-930.00	Equipment Maintenance	137	643	1,000	23	1,000	1,000
582-543-941.00	Motor Pool Equip Rental	3,142	5,045	3,500	8,000	8,000	8,000
582-543-941.01	Data Processing	3,774	3,624	4,466	4,428	4,545	4,659
582-543-958.00	Education & Training	105	25	2,500	1,000	1,000	1,000
582-543-968.00	Depreciation	131,489	(122,005)	197,610	191,422	108,592	110,764
	Powerhouse Expenditures Total:	9,730,729	11,091,064	10,640,152	9,988,724	9,978,146	10,040,246
	Distribution						
582-544-702.00	Payroll	247	562				
582-544-703.00	Part-time Salaries	10,578	10,489	12,480	10,071	20,400	20,400
582-544-704.00	Overtime Salaries	5,781	21,083	10,000	7,551	10,000	
582-544-704.05	Overtime - Overhead Lines	17,402	32,769	27,591	27,000	27,590	28,142
582-544-704.06	Overtime - Transformer & Dev	1,634	778	930	2,025	2,600	2,652
582-544-704.07	Overtime - Services	9,466	9,428	1,984	8,324	1,984	2,024
582-544-704.09	Overtime - St. Lights & Signs		427	620	155	620	633
582-544-704.12	Overtime - Meter Reading			283		283	288
582-544-704.13	Overtime- Christmas Decoratio	305	382	310		310	316
582-544-704.14	Overtime - Meter Shop		35		41	100	
582-544-704.29	Overtime - Underground Lines	1,072	2,015	6,510	2,753	6,510	6,640
582-544-704.30	Overtime - Line Clearance	11	43				
582-544-705.00	Station Labor	152,605	182,207	552,497	173,800	510,910	521,129
582-544-705.01	Other Fringe Benefits-taxable	29,769	37,878	37,824	43,279	34,490	35,279
582-544-710.05	Labor - Overhead Lines	158,483	199,739		168,210		
582-544-710.06	Labor - Transformers & Device	2,680	807		362		
582-544-710.07	Labor - Services	17,711	10,094		6,450		

City of Marshall		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
582-544-710.09	Labor - St. Lights & Signals	17,318	19,327		15,662		
582-544-710.10	Labor - Security Lights	2,339	1,649		7,313		
582-544-710.11	Labor - Brooks Fountain	3,476	5,025		6,954		
582-544-710.12	Labor - Meter Reading	42,812	44,189	43,753	46,000	44,628	45,521
582-544-710.13	Labor - Christmas Decorations	16,092	19,125		20,000		
582-544-710.14	Labor - Meter Shop	48,464	49,132	49,441	48,184	50,430	51,439
582-544-710.29	Labor - Underground Lines	30,303	41,568		53,701		
582-544-710.30	Labor - Line Clearance	69,275	37,029		18,000		
582-544-715.00	Social Security	47,656	55,494	49,039	48,712	53,759	54,843
582-544-716.00	Hospitalization	24			15,000		
582-544-718.00	Retirement	75,548	88,584	105,700	97,289	147,432	151,856
582-544-720.00	Unemployment				4,208		
582-544-721.00	Workers Compensation	7,449	9,456	9,265	13,700	14,464	14,500
582-544-727.02	Postage and Shipping		82	177		179	200
582-544-740.00	Operating Supplies	13,285	11,623	17,227	11,581	12,000	12,000
582-544-741.00	Uniforms	6,795	6,412	6,997	6,000	6,500	6,700
582-544-760.00	Medical Services	1,359	1,166	1,736	2,574	1,753	
582-544-761.00	Safety Supplies	8,614	8,942	12,000	13,000	10,000	13,000
582-544-776.00	Building Maintenance Supplies		47				
582-544-777.00	Minor Tools	8,887	8,277	10,000	12,000	12,000	10,000
582-544-780.05	Maint. - Overhead Lines	17,772	36,643	26,379	40,000	40,000	41,000
582-544-780.06	Maint.- Transformers & Device	839	6,297	5,010	1,500	2,000	2,000
582-544-780.07	Maintenance - Services	2,817	7,813	3,893	5,869	5,000	5,000
582-544-780.08	Maintenance - Meters	4,435	15,304	42,716	10,685	15,000	15,000
582-544-780.09	Maintenance - St. Lights & Si	13,794	10,903	12,440	35,000	35,000	25,000
582-544-780.10	Maintenance - Security Lights	2,556	1,412	2,564	3,500	3,500	3,600
582-544-780.11	Maintenance - Brooks Fountain			100		100	100
582-544-780.13	Maint. - Christmas Decoration	57		100		100	100
582-544-780.29	Maintenance- Underground Line	(210)	5,812	13,861	20,000	20,000	20,000
582-544-801.00	Professional Services	1,985	154	9,767		5,000	5,000
582-544-820.00	Contracted Services	33,757	52,242	165,000	150,000	400,000	400,000
582-544-850.00	Communications	1,385	1,454	2,155	2,148	2,177	2,200
582-544-860.00	Transportation & Travel	2,742	6,080	5,651	1,062	2,000	2,000
582-544-901.00	Advertising	48					
582-544-930.00	Equipment Maintenance	2,746	1,958	3,354	13	1,000	2,000
582-544-932.00	Vehicle Maintenance		124	196	3,500	2,000	2,000
582-544-940.00	Rentals	60,980	57,594	62,057	56,674	73,960	70,626
582-544-941.00	Motor Pool Equip Rental	182,581	172,242	167,000	167,000	172,000	174,000
582-544-941.01	Data Processing	5,372	12,027	15,362	14,881	15,500	13,027
582-544-958.00	Education & Training	8,962	10,881	9,812	10,067	9,910	10,000
582-544-968.00	Depreciation	291,977	270,685	304,288	294,759	272,791	278,247
	Distribution Expenditures Total:	1,442,035	1,585,488	1,808,069	1,706,557	2,045,980	2,048,462
582-900-970.00	Capital Outlay	(22,688)	95,862	341,000	300,000	476,000	500,000
	Capital Outlay Total:	(22,688)	95,862	341,000	300,000	476,000	500,000
	Electric Expenditures Total:	13,124,764	14,881,753	14,713,693	13,906,843	14,407,813	14,485,158
	Excess of Revenues Over (Under) Expenditures	(1,083,341)	(387,367)	(1,179,493)	208,880	187	204,842

City of Marshall							
Electric		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
ALLOCATED POSITIONS:							
Job Description		FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
		FTE's	FTE's	FTE's		FTE's	FTE's
City Manager		0.20	0.20	0.20		0.20	0.20
Director of Public Services		0.20	0.20	0.45		0.15	0.15
Electric Superintendent		1.00	1.00	1.00		1.00	1.00
Powerhouse Superintendent		1.00	1.00	1.00		1.00	1.00
GIS Specialist						0.25	0.25
Treasurer		0.00	0.15	0.15		0.15	0.15
Clerk		0.15	0.15	0.15		0.15	0.15
Purchasing Agent		0.75	0.75	0.75		0.75	0.75
Payroll/Accounting Clerk		0.50	0.50	0.50		0.50	0.50
Accountant		0.44	0.44	0.44		0.44	0.44
Utility Billing Specialist		0.50	0.50	0.50		0.50	0.50
Receptionist/Cashier		0.37	0.37	0.37		0.37	0.37
Receptionist		0.15	0.15	0.15		0.15	0.15
Maintenance Mechanic II/PH Operator		1.00	1.00	1.00		1.00	1.00
Maintenance Mechanic I/PH Operator		1.00	1.00	1.00		1.00	1.00
Operator II		1.00	1.00	1.00		1.00	1.00
Lead Operator		2.00	2.00	2.00		1.00	1.00
Lead Lineman		1.00	1.00	1.00		0.00	0.00
Senior Lineman		4.00	4.00	4.00		5.00	5.00
Apprentice Lineman		2.00	2.00	4.00		3.00	3.00
Meter Reader II		0.50	0.50	0.50		0.50	0.50
Meter Serviceman		1.00	1.00	1.00		0.50	0.50
Total		18.76	18.91	21.16		18.61	18.61

DART

Dial-a-Ride (DART) is the public transportation provider in the City of Marshall. Service is available to City residents on weekdays from 7am – 6pm. DART provides approximately 28,000 rides annually for persons wishing to go to medical appointments, shopping, and school.

On October 1, 2014, DART also implemented a new, accessible bus service to the citizens of Albion and Marshall. The new service, known as the “Albion-Marshall Connector “ , currently operates 3 days a week, providing increased access to medical care and other services offered in both communities. The “Connector“ is funded by federal grants, the City of Albion, user fees, and various philanthropic organizations in Battle Creek and Marshall.

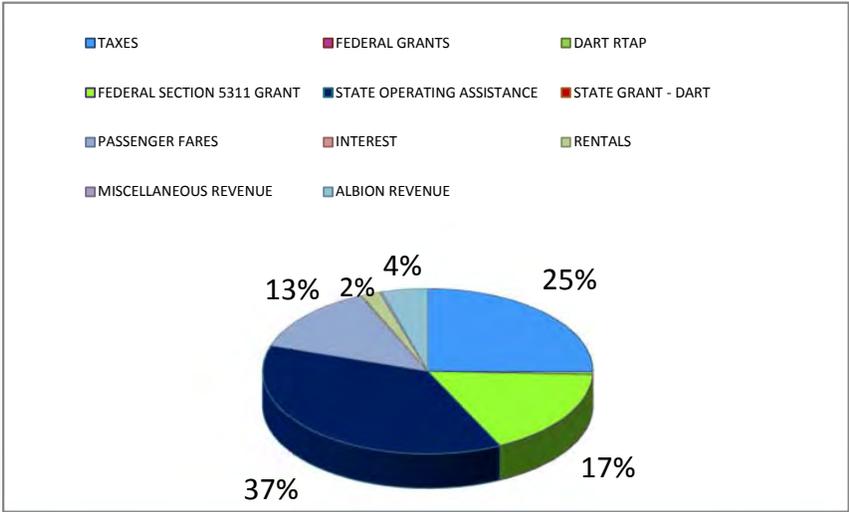
Expenses:

The DART Department currently consists of a part-timer administrator, 6 part-time and 3 full-time drivers. As with most service sector jobs, payroll and benefits represent DART’s largest expense, constituting approximately 70% of DART’s overall budget. Other major expenses include vehicle maintenance and fuel.

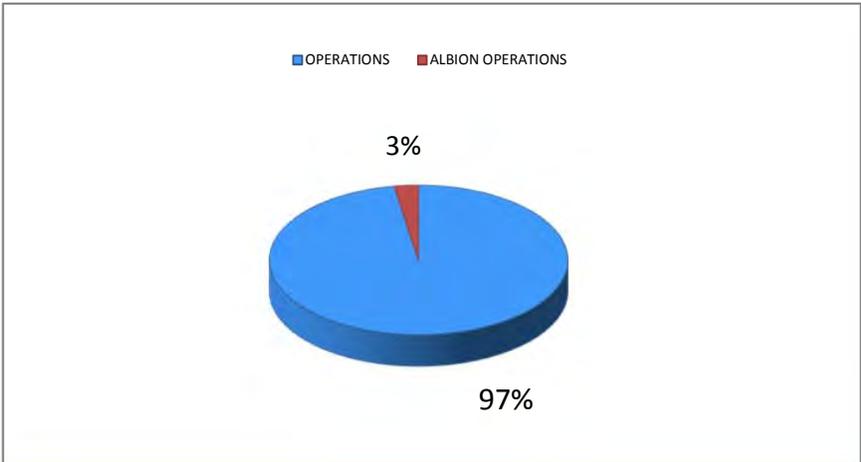
Revenues:

DART’s operating revenues come from several sources, including federal and state grants, user fees, and City millage. Expenses for FY2016 are projected to exceed operating revenues. Fund balance is available to cover this projected shortfall.

FY 2016 DIAL-A-RIDE REVENUES BY SOURCE		
TAXES	\$ 94,375	25%
FEDERAL GRANTS	-	0%
DART RTAP	2,000	1%
FEDERAL SECTION 5311 GRANT	64,469	17%
STATE OPERATING ASSISTANCE	143,579	37%
STATE GRANT - DART	-	0%
PASSENGER FARES	50,000	13%
INTEREST	550	0%
RENTALS	6,800	2%
MISCELLANEOUS REVENUE	1,000	0%
ALBION REVENUE	16,750	4%
TOTAL REVENUES	\$ 379,523	100%



FY 2016 DIAL-A-RIDE EXPENDITURES		
OPERATIONS	\$ 430,148	97%
ALBION OPERATIONS	11,545	3%
TOTAL EXPENDITURES	\$ 441,693	100%



City of Marshall							
DIAL-A-RIDE		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
588-000-402.00	Current Property Taxes	94,534	93,883	92,887	91,911	94,175	94,175
588-000-420.00	Delinquent Personal Prop Tax	23	215	100		100	100
588-000-445.00	Penalties & Int. on Taxes	292	298	100	7	100	100
588-000-529.00	Federal Grants			300			
588-000-529.01	DART RTAP	917		2,000		2,000	2,000
588-000-530.00	Federal Section 5311 Grant	33,113	81,110	59,648	63,192	64,469	64,469
588-000-570.00	State Operating Assistance	141,675	147,357	143,447	143,447	143,579	143,579
588-000-571.00	State Grant - DART		1,221				
588-000-610.00	Passenger Fares	58,952	50,748	50,000	48,110	50,000	50,000
588-000-665.00	Interest	349	235	1,000	100	550	550
588-000-667.00	Rentals					6,800	6,800
588-000-671.00	Miscellaneous Revenue	5,367	10,759	5,000	2,150	1,000	2,000
588-000-681.00	Sales of Fixed Assets	2,651					
	DART Revenue	335,222	385,826	354,482	348,917	362,773	363,773
Dept 541-DART - ALBION							
588-541-610.00	Passenger Fares				425	750	1,000
588-541-675.00	Contrib. from Other Sources				22,000	16,000	16,000
	ALBION Revenue	0	0	0	22,425	16,750	17,000
	Dial-A-Ride Revenues Total:	335,222	385,826	354,482	371,342	379,523	380,773
Expenditures							
588-538-702.00	Payroll	96,290	97,083	97,953	95,658	96,731	98,665
588-538-702.01	Other Fringe Benefits-taxable	3,751	3,859	3,956	9,197	2,450	2,566
588-538-703.00	Part-time Salaries	92,045	86,256	106,381	90,000	90,000	90,000
588-538-704.00	Overtime Salaries	3,110	4,296	5,000	3,082	5,000	6,000
588-538-715.00	Social Security	14,772	14,425	16,014	15,098	16,236	16,442
588-538-716.00	Hospitalization	35,255	35,860	39,000	33,199	22,655	25,374
588-538-717.00	Life Insurance	180	176	179	181	179	181
588-538-718.00	Retirement	12,622	14,935	16,035	16,701	23,535	24,241
588-538-718.01	Retiree Health Insurance	11,296	13,312	9,000	7,877	23,135	25,912
588-538-721.00	Workers Compensation	3,021	3,835	2,840	3,540	4,460	4,470
588-538-727.00	Office Supplies	348	546	250	456	350	350
588-538-740.00	Operating Supplies	1,691	1,143	1,000	2,628	1,500	1,500
588-538-757.00	Fuels & Lubricants	31,560	26,353	30,000	20,483	25,000	25,000
588-538-760.00	Medical Services	851	1,641	1,200	2,965	1,200	1,300
588-538-801.00	Professional Services	1,241	1,179	1,500	1,769	1,500	1,500
588-538-805.00	Administrative Costs	22,460	10,529	22,000	25,573	22,000	22,000
588-538-810.00	Dues & Memberships	408	700	700	700	700	700
588-538-820.00	Contracted Services	193	95				
588-538-825.00	Insurance	4,394	4,472	4,981	5,795	5,795	5,800
588-538-850.00	Communications	604	495	600	309	600	600
588-538-901.00	Advertising	(858)	703	800	518	800	800
588-538-930.00	Equipment Maintenance			500		500	500
588-538-932.00	Vehicle Maintenance	5,179	15,430	8,500	17,000	15,000	15,000
588-538-933.00	Tires	2,208	2,338	3,000	1,624	3,000	3,000
588-538-940.00	Rentals	9,800	9,256	9,973	9,108	11,886	11,351
588-538-941.00	Motor Pool Equip Rental	448		500	250	250	250
588-538-941.01	Data Processing	2,331	2,712	5,006	4,849	4,471	4,583
588-538-958.00	Education & Training	917		2,000	80		
588-538-958.01	EXP RTAP					2,000	2,000
588-538-964.00	Refund or Rebates	302	133		251		
588-538-968.00	Depreciation	47,271	47,271	42,742	41,403	49,215	49,215
588-538-970.00	Capital Outlay	3,851					
588-538-999.00	Transfers to Other Funds		10,000				
	DART Expenditures	407,541	409,033	431,610	410,294	430,148	439,300
Dept 541-DART - ALBION							
588-541-702.00	Payroll				235	500	500
588-541-703.00	Part-time Salaries				938	2,000	2,000
588-541-704.00	Overtime Salaries				213	400	400
588-541-715.00	Social Security				105	200	200
588-541-740.00	Operating Supplies				945	945	945
588-541-757.00	Fuels & Lubricants				700	700	700
588-541-940.00	Rentals					6,800	6,800
	ALBION Expenditures	0	0	0	3,136	11,545	11,545
	Dial-A-Ride Expenditures Total:	407,541	409,033	431,610	413,430	441,693	450,845
Excess of Revenues Over (Under) Expenditures		(72,319)	(23,207)	(77,128)	(42,088)	(62,170)	(70,072)
ALLOCATED POSITIONS:							
		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	
		FTE's	FTE's	FTE's	FTE's	FTE's	
Job Description							
Director of Community Services		0.03	0.03	0.03	0.03	0.03	
Deputy Director of Community Services		0.10	0.10	0.00	0.00	0.00	
Dispatcher/Bus Driver		1.00	1.00	1.00	1.00	1.00	
Driver		2.00	2.00	2.00	2.00	2.00	
Total		3.13	3.13	3.03	3.03	3.03	

WASTEWATER

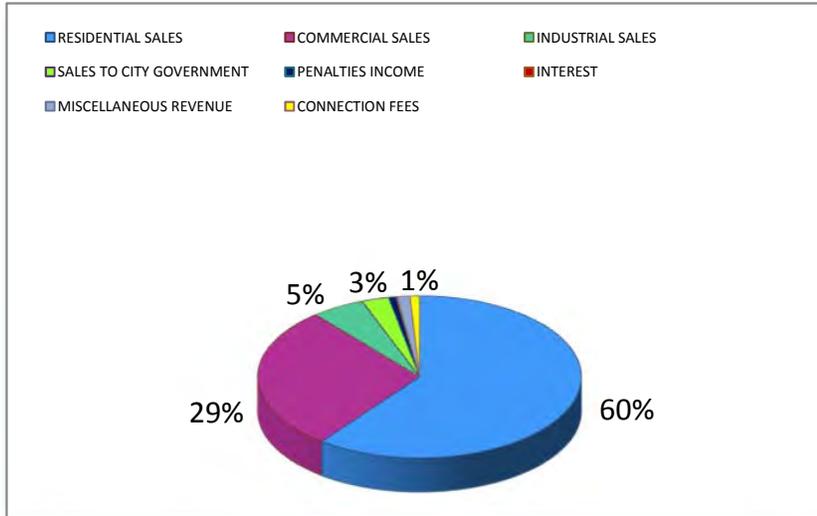
In 2012, major capital improvements were made to the Blower Building. In 2013 and 2014, over \$2,500,000 in capital improvements were made to the Wastewater Treatment Plant, lift stations and electronic system controls. We plan to continue to enhance the environment at the plant throughout the next fiscal year.

Capital Improvements that are planned include completing the Lyon Lake lift station pump upgrades, replacing the Channel Monster in the plant influent channel, developing an asset management program, continuing replacement of doors and windows at the plant, and finally lining of aging sewer infrastructure.

Staff continue to pursue excellence in our operational activities in order to provide the best quality service to the citizens of Marshall.

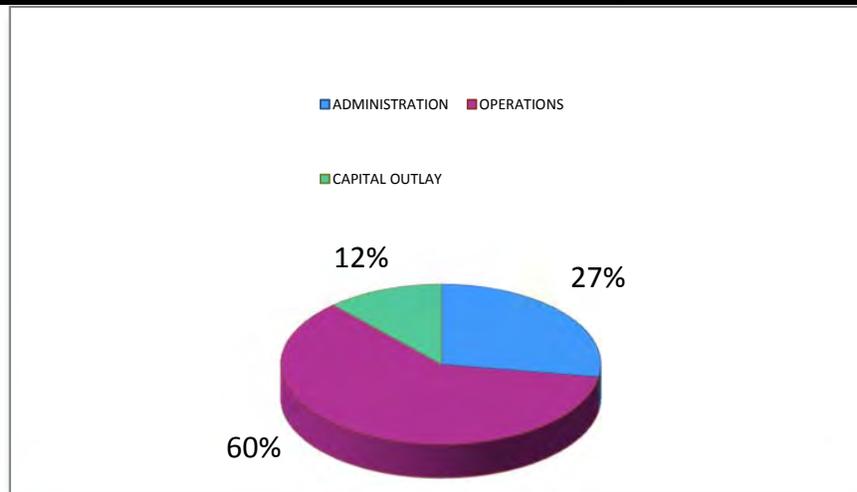
FY 2016 WASTEWATER REVENUES BY SOURCE

RESIDENTIAL SALES	960,000	60%
COMMERCIAL SALES	455,000	29%
INDUSTRIAL SALES	85,000	5%
SALES TO CITY GOVERNMENT	43,000	3%
PENALTIES INCOME	12,000	1%
INTEREST	2,100	0%
MISCELLANEOUS REVENUE	20,000	1%
CONNECTION FEES	15,000	1%
TOTAL REVENUES	\$ 1,592,100	100%



FY 2016 WASTEWATER EXPENDITURES

ADMINISTRATION	\$ 504,105	27%
OPERATIONS	1,131,253	60%
CAPITAL OUTLAY	215,000	12%
TOTAL EXPENDITURES	\$ 1,850,358	100%



City of Marshall

Summary of Wastewater Debt

Fiscal Year	ISSUE: 7 AUTH: Act 185 CUSIP: 1E+05 TYPE: Limited Tax PURPOSE: Water-34%, Sewer-66% DATED: June 25, 1996/Refunded 2006 CALLABLE: 5/1/08 @ 100 Fund 590				ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Sewer System Improvements DATED: September 5, 2012 CALLABLE: Fund 590				Total Sewer Debt			
	Ending June 30	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)				TOTAL
2016		\$236,586	4.25%	\$32,678	\$269,264			\$66,540	\$66,540	\$236,586	\$99,218	\$335,804
2017		\$138,009	4.25%	\$22,624	\$160,633	\$20,000	2.00%	\$66,540	\$86,540	\$158,009	\$89,164	\$247,173
2018		\$141,295	4.25%	\$17,103	\$158,398	\$20,000	2.00%	\$66,140	\$86,140	\$161,295	\$83,243	\$244,538
2019		\$141,295	4.25%	\$11,451	\$152,746	\$20,000	3.00%	\$65,740	\$85,740	\$161,295	\$77,191	\$238,486
2020		\$138,009	4.25%	\$5,658	\$143,667	\$20,000	3.00%	\$65,140	\$85,140	\$158,009	\$70,798	\$228,807
						\$150,000	3.00%	\$64,540	\$214,540	\$150,000	\$64,540	\$214,540
						\$155,000	3.00%	\$60,040	\$215,040	\$155,000	\$60,040	\$215,040
						\$155,000	3.00%	\$55,390	\$210,390	\$155,000	\$55,390	\$210,390
						\$160,000	3.00%	\$50,740	\$210,740	\$160,000	\$50,740	\$210,740
						\$165,000	3.00%	\$45,940	\$210,940	\$165,000	\$45,940	\$210,940
						\$170,000	3.00%	\$40,990	\$210,990	\$170,000	\$40,990	\$210,990
						\$175,000	3.00%	\$35,890	\$210,890	\$175,000	\$35,890	\$210,890
						\$180,000	3.00%	\$30,640	\$210,640	\$180,000	\$30,640	\$210,640
						\$185,000	3.10%	\$25,240	\$210,240	\$185,000	\$25,240	\$210,240
						\$195,000	3.20%	\$19,505	\$214,505	\$195,000	\$19,505	\$214,505
						\$200,000	3.25%	\$13,265	\$213,265	\$200,000	\$13,265	\$213,265
						\$205,000	3.30%	\$6,765	\$211,765	\$205,000	\$6,765	\$211,765
		<u>\$795,194</u>		<u>\$89,514</u>	<u>\$884,708</u>	<u>\$2,175,000</u>		<u>\$779,045</u>	<u>\$2,954,045</u>	<u>\$2,970,194</u>	<u>\$868,559</u>	<u>\$3,838,753</u>

City of Marshall							
Wastewater		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Revenues							
590-000-529.00	Federal Grants	77,274					
590-000-636.00	Residential Sales	902,670	937,859	935,000	950,000	960,000	970,000
590-000-644.00	Commercial Sales	436,104	449,958	475,000	450,000	455,000	460,000
590-000-645.00	Industrial Sales	77,647	66,596	70,000	84,000	85,000	86,000
590-000-648.00	Sales to City Government	35,436	40,019	42,000	42,000	43,000	44,000
590-000-660.00	Penalties Income	11,318	14,734	12,000	12,000	12,000	12,000
590-000-665.00	Interest	6,007	2,591	3,000	1,400	2,100	2,100
590-000-671.00	Miscellaneous Revenue	8,048	24,174	3,000	20,000	20,000	20,000
590-000-671.01	Connection Fees	2,000	3,081	3,000	32,000	15,000	15,000
590-000-699.00	Transfers From Other Funds		305,841				
590-000-699.36	CONTRIBUTION - STATE FARM		720,000				
	Wastewater Revenues Total:	1,556,504	2,564,853	1,543,000	1,591,400	1,592,100	1,609,100
Expenditures							
Administration							
590-539-702.00	Payroll	104,484	106,134	111,244	108,633	128,041	130,602
590-539-702.01	Other Fringe Benefits-taxable	1,847	2,161	2,301	4,704	1,975	2,127
590-539-703.00	Part-time Salaries	245					
590-539-704.00	Overtime Salaries	241	372				
590-539-715.00	Social Security	7,853	8,221	8,510	8,419	9,946	10,154
590-539-716.00	Hospitalization	80,767	92,921	95,200	90,636	98,722	110,568
590-539-717.00	Life Insurance	833	859	892	933	399	403
590-539-718.00	Retirement	15,103	16,790	18,211	17,351	31,916	32,874
590-539-718.01	Retiree Health Insurance	25,088	28,407	27,000	23,873	30,337	33,977
590-539-721.00	Workers Compensation	223	283	1,498	1,315	1,887	1,890
590-539-727.00	Office Supplies	3,162	4,767	6,000	6,000	6,000	6,000
590-539-727.02	Postage and Shipping	6,300	5,713	6,200	6,200	6,200	6,200
590-539-740.00	Operating Supplies	2,360					
590-539-760.00	Medical Services	81	157	200	235	200	200
590-539-801.00	Professional Services	4,756	4,008	4,500	9,137	500	5,000
590-539-803.00	Service Fee	291	291	457	561	500	500
590-539-804.00	BANK FEES				246	250	250
590-539-805.00	Administrative Costs	627	3,788	1,000	1,000	1,000	1,000
590-539-810.00	Dues & Memberships	306	614	300	365	300	300
590-539-820.00	Contracted Services	3,293	3,766	2,500	5,138	2,500	2,500
590-539-825.00	Insurance	22,467	25,163	25,083	23,000	25,000	25,000
590-539-826.00	Bond Issuance Costs	67,092					
590-539-850.00	Communications	264	286	744	721	744	744
590-539-860.00	Transportation & Travel	752	301	500	270	500	500
590-539-901.00	Advertising	25	76				
590-539-930.00	Equipment Maintenance	167	167	300	300	300	300
590-539-941.01	Data Processing	7,415	7,481	7,581	7,344	6,035	6,186
590-539-956.00	Bad Debt Expense	26,198	106	500	0	500	250
590-539-958.00	Education & Training	410	1,304	3,500	903	1,500	1,500
590-539-966.00	Amortization	2,704	1,074	12,000	2,000	2,500	2,500
590-539-968.00	Depreciation	133	133	2,367	2,293	135	135
590-539-995.00	Bond Interest Paid	112,899	115,411	108,435	126,047	99,218	89,164
590-539-999.00	Transfers to Other Funds	46,228	48,056	47,000	54,634	47,000	47,000
	Wastewater Administration Expenditures Total:	544,614	478,810	494,023	502,258	504,105	517,824
Operations							
590-545-703.00	Part-time Salaries	950	4,615	8,880	8,880	8,880	8,880
590-545-704.00	Overtime Salaries	12,073	11,183	11,491	11,491	11,605	11,605
590-545-705.00	Station Labor	214,432	192,083	206,072	212,490	208,674	212,848
590-545-705.01	Other Fringe Benefits-taxable	3,739	4,264	5,388	8,547	5,118	5,560
590-545-710.12	Labor - Meter Reading	21,407	22,096	21,876	21,321	22,314	22,761
590-545-715.00	Social Security	18,865	17,608	17,232	19,920	18,175	18,567
590-545-718.00	Retirement	28,984	38,137	37,315	45,140	55,717	57,389
590-545-721.00	Workers Compensation	2,138	2,714	4,730	4,435	5,422	5,425
590-545-740.00	Operating Supplies	16,721	17,441	15,000	15,000	15,000	18,000
590-545-741.00	Uniforms	1,826	2,022	2,500	1,964	2,500	2,500
590-545-755.00	Miscellaneous Supplies	453	283		246	250	250
590-545-757.00	Fuels & Lubricants			5,000	1,000	1,000	1,000

WATER

The Water Department has two separate operations, one being water production and the other water distribution. 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. The current plant is manned 8hrs/day Monday through Friday and 2hrs on Saturday and Sunday. Distribution operators are responsible for maintenance of the distribution system infrastructure, meters, water services, hydrants, mains and two elevated storage tanks.

The Michigan Department of Environmental Quality (MDEQ) regulates many of the programs that the water department is responsible for. Routine and special water sampling, a valve maintenance program, hydrant flushing, a cross connection program, wellhead protection program, monthly operation reports, and new additions to the plant and distribution system. Licensing for water operators is also regulated by the MDEQ. The MDEQ requires a D-2 license for Water Production and an S-2 for Water Distribution. Currently Aaron Ambler is the Operator in Charge of reporting to the MDEQ as Water Superintendent with both a D-2 and S-2 license.

Current Staffing:

Aaron Ambler- Water Superintendent, State of Michigan D-2, S-2 Certified – Hire Date: 5/11/98

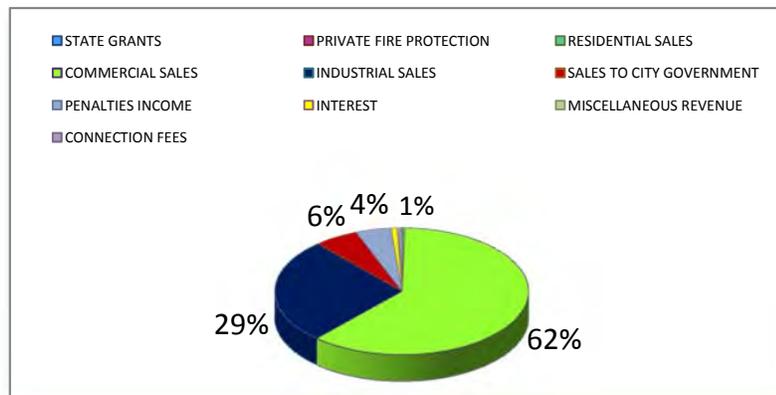
Dave Johnson – Plant Operator, State of Michigan D-3, S-2 Certified – Hire Date: 5/27/14

John Huepenbecker – Utility 1, State of Michigan D-3, S-3 Certified – Hire Date: 7/16/07

Joe Delapas – Utility 1, State of Michigan D-4, S-4 Certified – Hire Date: 10/24/90

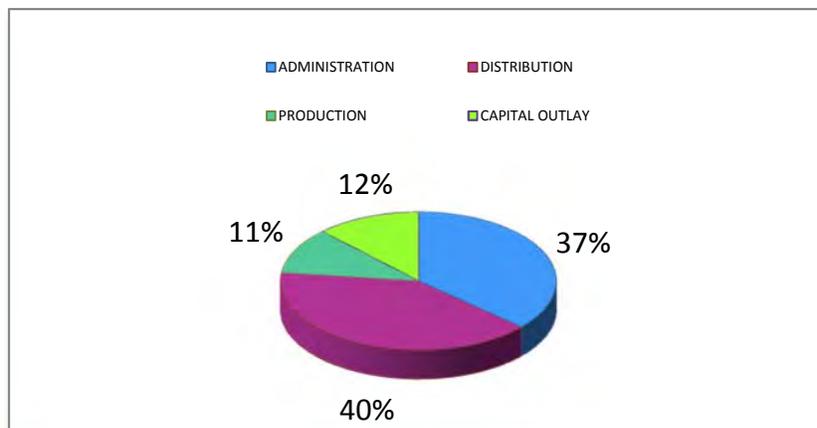
FY 2016 WATER REVENUES BY SOURCE

STATE GRANTS	\$ 1,000	0%
PRIVATE FIRE PROTECTION	5,000	0%
RESIDENTIAL SALES	955,000	62%
COMMERCIAL SALES	425,000	27%
INDUSTRIAL SALES	89,000	6%
SALES TO CITY GOVERNMENT	71,000	4%
PENALTIES INCOME	12,000	1%
INTEREST	2,600	0%
MISCELLANEOUS REVENUE	7,500	0%
CONNECTION FEES	10,000	1%
TOTAL REVENUES	\$ 1,578,100	100%



FY 2016 WATER EXPENDITURES

ADMINISTRATION	\$ 595,655	37%
DISTRIBUTION	656,663	40%
PRODUCTION	175,778	11%
CAPITAL OUTLAY	200,000	12%
TOTAL EXPENDITURES	\$ 1,628,096	100%



City of Marshall Summary of Water Debt

	ISSUE: 7 AUTH: Act 185 CUSIP: 1E+05 TYPE: Limited Tax PURPOSE: Water-34%, Sewer-66% DATED: June 25, 1996/Refunded 2006 CALLABLE: 5/1/08 @ 100 Fund 591				ISSUE: 9 AUTH: Act 185 CUSIP: 1E+05 TYPE: Limited Tax PURPOSE: Water DATED: November 3, 1997/Refunded 2008 CALLABLE: 5/1/08 @ 100 Fund 591				ISSUE: 20 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Hanover Water Main DATED: August 24, 2004 CALLABLE: 4/1/14 @ 100 Fund 591			
Fiscal Year	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (5/1)	RATE	INTEREST (5/1 & 11/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL
Ending June 30												
2016	\$123,414	4.25%	\$17,047	\$140,461	\$200,000	4.00%	\$32,000	\$232,000	\$15,000	4.10%	\$6,500	\$21,500
2017	\$71,991	4.25%	\$11,801	\$83,792	\$200,000	4.00%	\$24,000	\$224,000	\$15,000	4.10%	\$5,885	\$20,885
2018	\$73,705	4.25%	\$8,922	\$82,627	\$200,000	4.00%	\$16,000	\$216,000	\$15,000	4.40%	\$5,270	\$20,270
2019	\$73,705	4.25%	\$5,974	\$79,679	\$200,000	4.00%	\$8,000	\$208,000	\$15,000	4.40%	\$4,610	\$19,610
2020	\$71,991	4.25%	\$2,952	\$74,943					\$15,000	4.40%	\$3,950	\$18,950
2021									\$15,000	4.70%	\$3,290	\$18,290
2022									\$15,000	4.70%	\$2,585	\$17,585
2023									\$20,000	4.70%	\$1,880	\$21,880
2024									\$20,000	4.70%	\$940	\$20,940
2025												
2026												
2027												
2028												
2029												
2030												
2031												
2032												
	\$414,806		\$46,696	\$461,502	\$800,000		\$80,000	\$880,000	\$105,000		\$34,910	\$179,910

City of Marshall Summary of Water Debt

Fiscal Year	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			
	Ending June 30	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)	TOTAL	PRINCIPAL (4/1)	RATE	INTEREST (4/1 & 10/1)
2016	\$10,000	4.10%	\$4,725	\$14,725	\$5,000	4.10%	\$2,480	\$7,480	\$55,000	4.00%	50,840	\$105,840
2017	\$10,000	4.10%	\$4,315	\$14,315	\$5,000	4.10%	\$2,275	\$7,275	\$55,000	4.00%	48,420	\$103,420
2018	\$10,000	4.40%	\$3,905	\$13,905	\$5,000	4.40%	\$2,070	\$7,070	\$60,000	4.00%	46,000	\$106,000
2019	\$10,000	4.40%	\$3,465	\$13,465	\$5,000	4.40%	\$1,850	\$6,850	\$60,000	4.00%	43,180	\$103,180
2020	\$10,000	4.40%	\$3,025	\$13,025	\$5,000	4.40%	\$1,630	\$6,630	\$65,000	4.00%	40,360	\$105,360
2021	\$10,000	4.70%	\$2,585	\$12,585	\$5,000	4.70%	\$1,410	\$6,410	\$70,000	4.00%	37,240	\$107,240
2022	\$15,000	4.70%	\$2,115	\$17,115	\$5,000	4.70%	\$1,175	\$6,175	\$70,000	4.00%	33,880	\$103,880
2023	\$15,000	4.70%	\$1,410	\$16,410	\$10,000	4.70%	\$940	\$10,940	\$75,000	4.00%	30,450	\$105,450
2024	\$15,000	4.70%	\$705	\$15,705	\$10,000	4.70%	\$470	\$10,470	\$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												
	\$75,000		\$26,250	\$131,250	\$35,000		\$14,300	\$69,300	\$435,000		\$428,545	\$1,463,545

City of Marshall Summary of Water Debt

Fiscal Year Ending June 30	ISSUE: 32 AUTH: Act 34 CUSIP: 572427 TYPE: Limited Tax PURPOSE: Water System Improvements DATED: September 5, 2012 CALLABLE: Fund 591				Total Water Debt		
	PRINCIPAL (6/1)	RATE	INTEREST (6/1 & 12/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL
2016	\$60,000	2.00%	\$42,535	\$102,535	\$468,414	\$156,127	\$624,541
2017	\$65,000	2.00%	\$41,335	\$106,335	\$421,991	\$138,031	\$560,022
2018	\$65,000	2.00%	\$40,035	\$105,035	\$428,705	\$122,202	\$550,907
2019	\$65,000	3.00%	\$38,735	\$103,735	\$428,705	\$105,814	\$534,519
2020	\$65,000	3.00%	\$36,785	\$101,785	\$231,991	\$88,702	\$320,693
2021	\$65,000	3.00%	\$34,835	\$99,835	\$165,000	\$79,360	\$244,360
2022	\$70,000	3.00%	\$32,885	\$102,885	\$175,000	\$72,640	\$247,640
2023	\$85,000	3.00%	\$30,785	\$115,785	\$205,000	\$65,465	\$270,465
2024	\$90,000	3.00%	\$28,235	\$118,235	\$210,000	\$57,125	\$267,125
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
	\$455,000		\$447,385	\$1,897,385	\$4,004,806	\$1,078,086	\$5,082,892

City of Marshall							
Water		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
Summary of Dept Totals							
Revenues							
591-000-540.00	State Grants			1,000	1,000	1,000	1,000
591-000-621.00	Private Fire Protection	5,168	5,256	5,000	5,000	5,000	5,000
591-000-636.00	Residential Sales	845,106	921,259	960,000	940,000	955,000	960,000
591-000-644.00	Commercial Sales	412,827	429,990	455,000	420,000	425,000	428,000
591-000-645.00	Industrial Sales	84,690	80,521	87,000	87,000	89,000	90,000
591-000-648.00	Sales to City Government	64,077	58,710	63,000	70,000	71,000	72,000
591-000-660.00	Penalties Income	10,499	14,183	12,000	12,000	12,000	12,000
591-000-665.00	Interest	5,453	2,966	3,000	2,200	2,600	2,600
591-000-671.00	Miscellaneous Revenue	7,424	22,152	7,500	24,000	7,500	7,500
591-000-671.01	Connection Fees	1,300	1,984	1,500	16,000	10,000	10,000
	Water Revenues Total:	1,436,544	1,537,021	1,595,000	1,577,200	1,578,100	1,588,100
Expenditures							
Administration							
591-539-702.00	Payroll	105,818	107,870	112,697	112,697	128,041	130,602
591-539-702.01	Other Fringe Benefits-taxable	2,722	2,961	3,001	3,000	2,575	2,627
591-539-703.00	Part-time Salaries	245					
591-539-704.00	Overtime Salaries	241	372				
591-539-715.00	Social Security	8,044	8,403	8,622	8,642	9,992	10,192
591-539-716.00	Hospitalization	80,339	91,288	89,500	60,118	96,668	108,268
591-539-717.00	Life Insurance	736	735	797	630	849	858
591-539-718.00	Retirement	14,051	16,603	18,448	17,676	31,916	32,874
591-539-718.01	Retiree Health Insurance	48,767	49,018	43,500	41,747	46,904	52,532
591-539-721.00	Workers Compensation	248	315	1,118	1,875	2,563	2,570
591-539-727.00	Office Supplies	3,105	4,214	3,500	3,500	3,500	3,500
591-539-727.02	Postage and Shipping	5,940	4,754	5,500	5,365	5,500	5,500
591-539-740.00	Operating Supplies	256	82	200	200	200	200
591-539-755.00	Miscellaneous Supplies		38				
591-539-760.00	Medical Services		81	70		70	70
591-539-801.00	Professional Services	4,756	3,313	4,500	4,500	4,500	4,500
591-539-803.00	Service Fee	863	1,733	1,500	675	1,500	1,500
591-539-804.00	BANK FEES				246		
591-539-805.00	Administrative Costs	2,057	7,666	1,800	730	1,800	1,800
591-539-810.00	Dues & Memberships	708	260	920	1,075	1,500	1,500
591-539-820.00	Contracted Services	3,163	3,896	2,500	4,000	4,000	4,000
591-539-825.00	Insurance	7,207	7,508	8,183	9,685	9,685	9,700
591-539-826.00	Bond Issuance Costs	48,739					
591-539-850.00	Communications	1,318	1,222	1,700	1,400	1,400	1,400
591-539-860.00	Transportation & Travel		244	400	400	400	400
591-539-901.00	Advertising	621	226	200	200	200	200
591-539-930.00	Equipment Maintenance	167	167	200	200	200	200
591-539-941.01	Data Processing	5,300	5,049	4,684	4,537	3,265	3,347
591-539-956.00	Bad Debt Expense	10,597	101	500			
591-539-958.00	Education & Training		501	1,300	1,300	1,300	1,300
591-539-966.00	Amortization	(690)	(1,579)	24,368		25,000	
591-539-995.00	Bond Interest Paid	193,799	182,968	173,065	173,065	156,127	138,031
591-539-999.00	Transfers to Other Funds	67,616	74,155	55,500	55,500	56,000	60,000
	Water Administration Expenditures Total:	616,733	574,164	568,273	512,963	595,655	577,671
Distribution							
591-544-702.00	Payroll		188				
591-544-704.00	Overtime Salaries	1,351	860	4,680	5,500	6,470	6,599
591-544-704.07	Overtime - Services	1,905	4,059				
591-544-704.08	Overtime - Meters	24	82				
591-544-704.20	Overtime - Hydrants	419	152				
591-544-704.22	Overtime - Towers	189	357				
591-544-704.27	Overtime - Mains	1,531	2,308				
591-544-705.00	Station Labor	64,316	68,532	130,656	130,656	131,367	133,995
591-544-705.01	Other Fringe Benefits-taxable	12,631	15,719	17,081	21,457	18,072	18,273
591-544-710.07	Labor - Services	15,258	18,329				
591-544-710.08	Labor - Meters	19,268	12,695				

City of Marshall							
Water		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
591-544-710.12	Labor - Meter Reading	21,405	22,094	21,876	21,319	22,314	22,761
591-544-710.20	Labor - Hydrants	7,898	8,641				
591-544-710.22	Labor - Towers	1,367	1,990				
591-544-710.27	Labor - Mains	23,740	19,754				
591-544-715.00	Social Security	12,701	13,194	10,354	13,048	13,634	13,895
591-544-718.00	Retirement	19,928	23,744	24,969	29,338	37,381	38,512
591-544-719.00	Hospitalization - Prescriptio	82	188				
591-544-721.00	Workers Compensation	2,107	2,675	2,192	2,535	2,883	2,890
591-544-740.00	Operating Supplies	4,305	1,681	5,000	5,000	5,000	5,000
591-544-741.00	Uniforms	964	1,625	1,300	1,300	1,300	1,300
591-544-755.00	Miscellaneous Supplies		36				
591-544-757.00	Fuels & Lubricants		9				
591-544-760.00	Medical Services		56				
591-544-761.00	Safety Supplies	547		500	500	500	500
591-544-777.00	Minor Tools	306	632	600	700	700	700
591-544-780.00	Equipment Maintenance Supplie			300	300	300	300
591-544-780.07	Maintenance - Services	3,878	2,803	4,000	4,000	4,000	4,000
591-544-780.20	Maintenance - Hydrants	4,170	5,623	5,000	5,000	5,000	5,000
591-544-780.21	Maintenance - Meters	17,038	25,816	15,000	20,000	20,000	20,000
591-544-780.22	Maintenance - Towers	79	6,348	1,500	1,500	2,000	2,000
591-544-780.27	Maintenance - Mains	9,920	11,326	10,000	5,000	10,000	10,000
591-544-810.00	Dues & Memberships	295	729	800	800	800	800
591-544-820.00	Contracted Services	719	739	20,000	20,000	10,000	6,000
591-544-850.00	Communications	133	28	100	100	100	100
591-544-860.00	Transportation & Travel			100	100	100	100
591-544-901.00	Advertising		627	150	600	600	600
591-544-922.00	Utilities-Elec, Water, Sewer	1,631	1,753	2,100	1,800	1,800	1,800
591-544-930.00	Equipment Maintenance	120	690	500	500	500	500
591-544-940.00	Rentals	5,445	5,142	5,541	5,060	6,604	6,306
591-544-941.00	Motor Pool Equip Rental	34,630	40,194	32,000	30,000	30,000	30,000
591-544-941.01	Data Processing	4,236	7,069	7,495	7,260	9,438	9,674
591-544-958.00	Education & Training	606	649	1,500	1,500	1,500	1,500
591-544-968.00	Depreciation	275,071	385,159	277,849	277,849	314,300	320,000
	Water Distribution Expenditures Total:	570,213	714,295	603,143	612,722	656,663	663,105
	Production						
591-546-704.00	Overtime Salaries	1,506	3,544	1,423	2,500	2,433	2,457
591-546-705.00	Station Labor	47,375	67,771	49,379	49,379	47,503	48,453
591-546-705.01	Other Fringe Benefits-taxable	1,356	2,195	1,581	1,581	1,200	1,200
591-546-715.00	Social Security	3,671	5,582	3,887	3,316	4,315	4,400
591-546-718.00	Retirement	6,518	6,730	8,038	9,094	11,557	11,904
591-546-721.00	Workers Compensation	702	892	728	1,385	1,658	1,675
591-546-727.02	Postage and Shipping	24					
591-546-740.00	Operating Supplies	4,872	3,149	8,000	8,000	5,000	5,000
591-546-741.00	Uniforms	314	243	250	250	250	250
591-546-761.00	Safety Supplies			100	100	100	100
591-546-776.00	Building Maintenance Supplies	207	44	500	500	500	500
591-546-777.00	Minor Tools			150	150	150	150
591-546-780.01	Maintenance - Structures & Im	18	2,199	400	400	400	400
591-546-780.15	Maintenance - Plant Equipment	2,366	5,381	4,000	4,000	5,000	5,000
591-546-780.17	Maintenance - Pumps		575	1,000	1,000	1,000	1,000
591-546-780.18	Maintenance - Wells	1,353	12,928	18,000	21,390	15,000	15,000
591-546-780.19	Maintenance - Purification Eq		1,080	1,000	1,000	1,000	1,000
591-546-780.30	MAINT - SCADA	505	89	3,500	3,500	3,500	3,500
591-546-790.00	Chemical Cost	19,951	18,193	25,000	21,000	21,000	21,000
591-546-801.00	Professional Services	932	1,127	2,000	2,000	2,000	2,000
591-546-820.00	Contracted Services	332	1,436	3,600	3,000	3,000	3,000
591-546-833.00	State fees	2,921	2,909	3,500	3,000	4,000	4,000
591-546-850.00	Communications	2,012	1,391	1,600			
591-546-921.00	Utilities-Gas				2,500	3,000	3,000
591-546-922.00	Utilities-Elec, Water, Sewer	34,334	35,975	38,000	36,000	36,000	36,000
591-546-930.00	Equipment Maintenance			150	150	150	150
591-546-958.00	Education & Training	225		300	400	500	500

City of Marshall							
Water		FY 2013	FY 2014	FY 2015	FY 2015	FY 2016	FY 2017
		Actual	Actual	Budget	Forecast	Request	Projected
591-546-968.00	Depreciation	3,993	5,932	4,445	4,445	5,562	6,000
	Water Production Expenditures Total:	135,487	179,365	180,531	180,040	175,778	177,639
591-000-999.00	Transfers to Other Funds		305,841				
	Capital Outlay						
591-900-970.00	Capital Outlay	69,963	(65,327)	166,500	117,500	200,000	235,000
	Capital Outlay Expenditures Total:	69,963	-65,327	166,500	117,500	200,000	235,000
	Water Expenditures Total:	1,392,396	1,708,338	1,518,447	1,423,225	1,628,096	1,653,415
	Excess of Revenues Over (Under) Expenditures	44,148	(171,317)	76,553	153,975	(49,996)	(65,315)
ALLOCATED POSITIONS:							
Job Description		FY 2013	FY 2014	FY 2015		FY 2016	FY 2017
		FTE's	FTE's	FTE's		FTE's	FTE's
City Manager		0.05	0.05	0.05		0.05	0.05
Director of Public Services		0.15	0.15	0.15		0.25	0.25
Water Superintendent		1.00	1.00	1.00		1.00	1.00
GIS Specialist						0.25	0.25
Treasurer		0.00	0.05	0.05		0.05	0.05
Clerk		0.05	0.05	0.05		0.05	0.05
Purchasing Agent		0.25	0.25	0.25		0.25	0.25
Payroll/Accounting Clerk		0.25	0.25	0.25		0.25	0.25
Accountant		0.22	0.22	0.22		0.22	0.22
Utility Billing Specialist		0.25	0.25	0.25		0.25	0.25
Receptionist/Cashier		0.19	0.19	0.19		0.19	0.19
Receptionist		0.05	0.05	0.05		0.00	0.00
IPP/Environmental Specialist		0.60	0.60	0.60		0.60	0.60
Operator II		1.00	1.00	1.00		1.00	1.00
Utility Worker		2.00	2.00	2.00		2.00	2.00
Meter Reader II		0.25	0.25	0.25		0.25	0.25
Meter Tester/Serviceman		0.25	0.25	0.25		0.25	0.25
Total		6.56	6.61	6.61		6.91	6.91

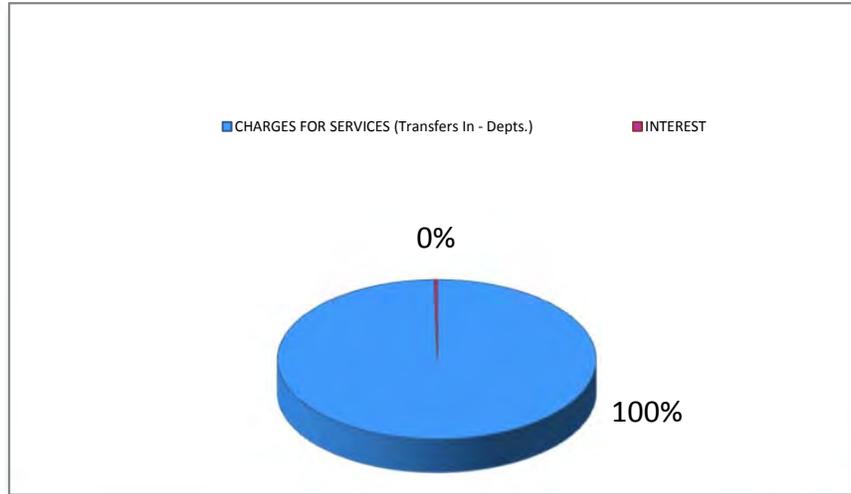
Data Processing

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 10-12 computers each year. This results in all computers are replaced in approximately 5 years. Large copy machines, used by multiple departments, are replaced every 6 years. The servers and laser printers are replaced as needed.

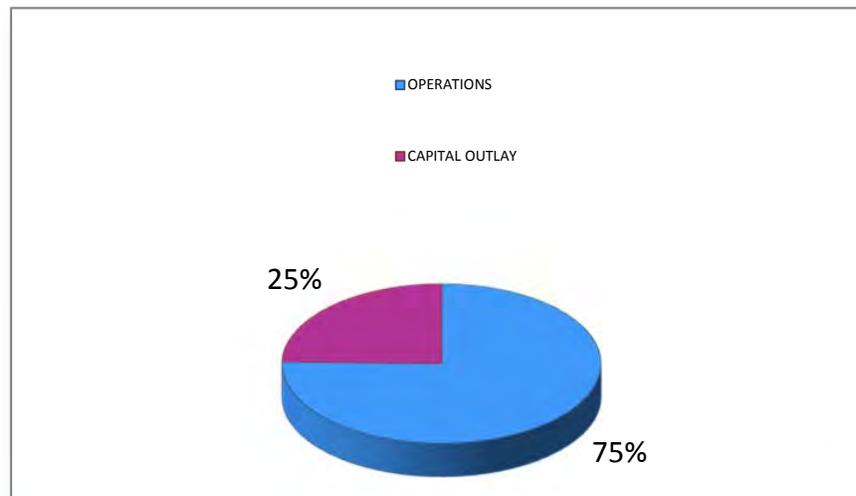
FY 2016 DATA PROCESSING REVENUES BY SOURCE

CHARGES FOR SERVICES (Transfers In - Depts.)	\$ 163,220	100%
INTEREST	500	0%
TOTAL REVENUES	\$ 163,720	100%



FY 2016 DATA PROCESSING EXPENDITURES

OPERATIONS	\$ 116,017	75%
CAPITAL OUTLAY	38,000	25%
TOTAL EXPENDITURES	\$ 154,017	100%



MOTOR POOL

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

Revenues for the FY2016 fiscal year are expected to be \$696,650. The majority of this revenue is provided by the various City user departments and the rents that are charged by the Motor Pool fund. Motor Pool expenses which include labor, operation, maintenance and capital outlay costs are anticipated to be \$1,041,197.

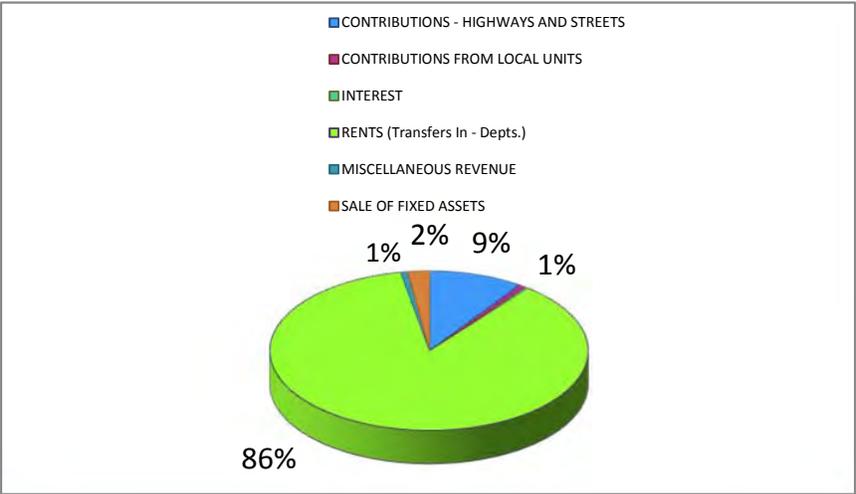
Each year the vehicle and equipment fleet is reviewed to determine the various needs of each City Department. Using a master replacement schedule with projected replacement dates and evaluation criteria that includes, current usage, overall condition, and available funding, every vehicle and piece of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

Staff:

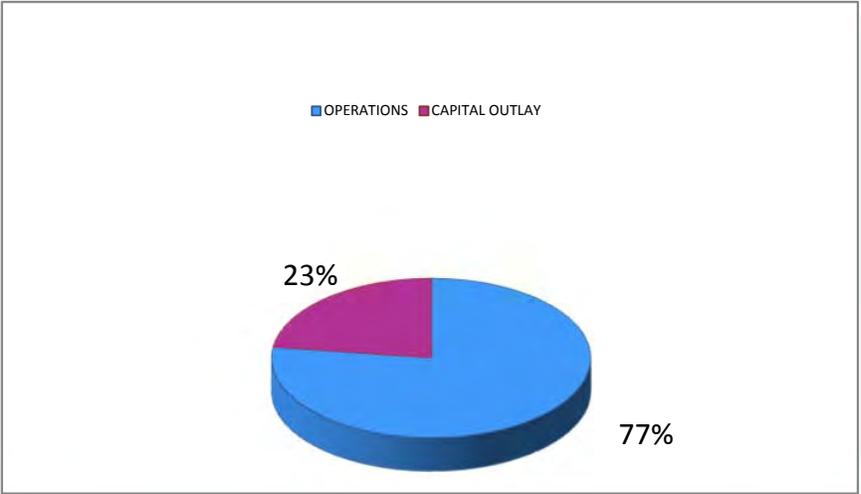
George Arnold – Mechanic

Mike Hackworth - Superintendent

FY 2016 MOTOR POOL REVENUES BY SOURCE		
CONTRIBUTIONS - HIGHWAYS AND STREETS	\$ 66,100	9%
CONTRIBUTIONS FROM LOCAL UNITS	5,000	1%
INTEREST	2,200	0%
RENTS (Transfers In - Depts.)	603,350	86%
MISCELLANEOUS REVENUE	5,000	1%
SALE OF FIXED ASSETS	15,000	2%
TOTAL REVENUES	\$ 696,650	100%



FY 2016 MOTOR POOL EXPENDITURES		
OPERATIONS	\$ 803,197	77%
CAPITAL OUTLAY	238,000	23%
TOTAL EXPENDITURES	\$ 1,041,197	100%



City of Marshall Summary of Motor Pool Installment Purchase Agreement Debt

	ISSUE: 30 AUTH: CUSIP: 344 TYPE: Installment Purchase Agreement PURPOSE: Motor Pool Equipment DATED: November 10, 2011 CALLABLE: Matures 11-1-2016 Fund 661	ISSUE: 31 AUTH: CUSIP: 349 TYPE: Installment Purchase Agreement PURPOSE: Motor Pool Equipment DATED: November 28, 2011 CALLABLE: Matures 11-1-2016 Fund 661								
Fiscal Year				Total Motor Pool Debt						
Ending June 30	PRINCIPAL (11/1)	RATE	INTEREST (11/1)	TOTAL	PRINCIPAL	INTEREST	TOTAL			
2016	\$92,137	2.89%	\$5,402	\$97,539	\$24,687	\$1,448	\$26,135	\$116,824	\$6,850	\$123,674
2017	\$94,799	2.89%	\$2,740	\$97,539	\$25,401	\$734	\$26,135	\$120,200	\$3,474	\$123,674
2018										
2019										
2020										
2021										
2022										
2023										
2024										
2025										
	<u>\$186,936</u>		<u>\$8,142</u>	<u>\$195,078</u>	<u>\$50,088</u>	<u>\$2,182</u>	<u>\$52,270</u>	<u>\$237,024</u>	<u>\$10,324</u>	<u>\$247,348</u>

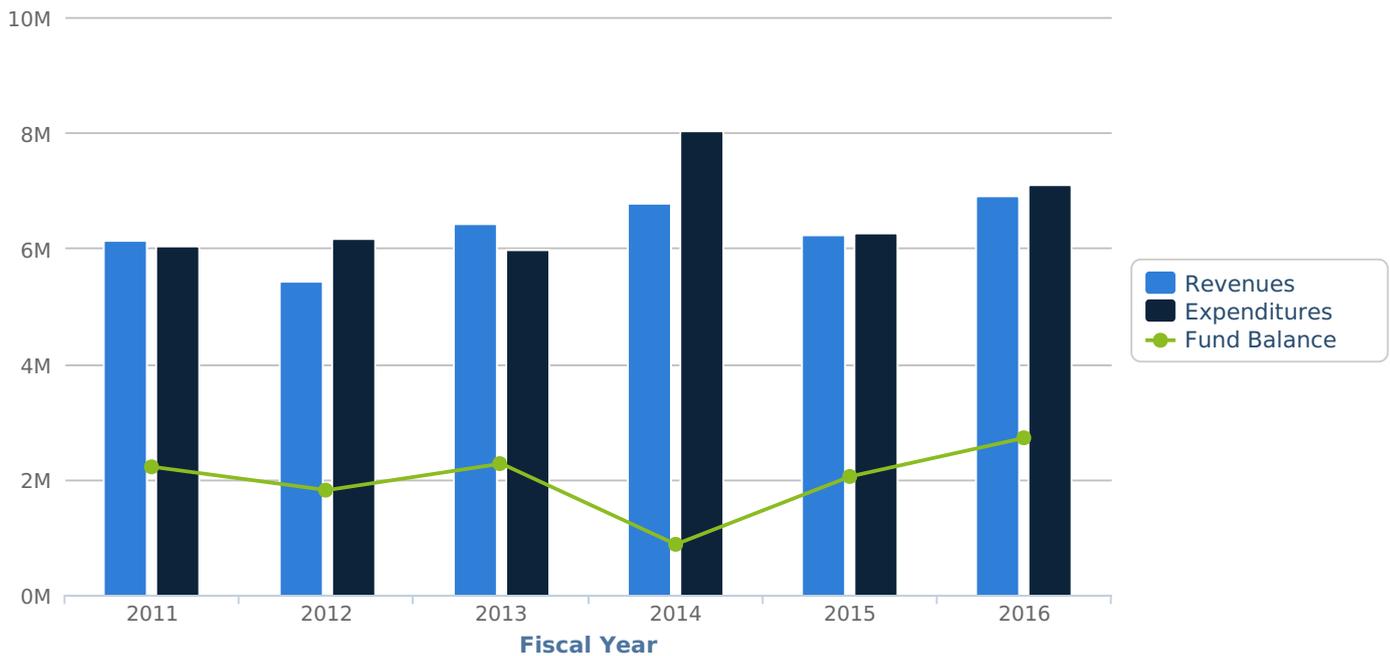
General Info

Name	Type	Fiscal Year End	Population (2010)	Phone	Website
Marshall	City	June	7,088	(269) 781-5183	www.cityofmarshall.com

Multi-Year General Fund Only

Year	Data Status	Fiscal Score	Population	Operating Millage	General Fund Revenues	General Fund Expenditures	Available Fund Balance	Taxable Value
2016	Forecast	1	7,088	17.1629	\$6,924,710	\$7,116,145	\$2,716,639	\$206,855,267
2015	Budget	1	7,088	17.1629	\$6,244,309	\$6,280,860	\$2,047,601	\$204,710,917
2014	Audited	2	7,088	17.1629	\$6,770,019	\$8,027,000	\$872,850	\$204,889,069
2013	Historic	1	7,038	15.4629	\$6,437,721	\$5,979,012	\$2,269,444	\$209,480,425
2012	Historic	1	7,058	15.4629	\$5,430,654	\$6,160,085	\$1,810,735	\$210,559,358
2011	Historic	1	7,053	15.4629	\$6,131,885	\$6,058,070	\$2,213,965	\$219,237,420

How We Have Managed Our Resources



Fiscal Year Assumptions Notes

2016 Notes:

Table Of Budget Assumption			
<u>Revenues</u>	<u>FY2015</u>	<u>FY2016</u>	<u>Source</u>
Taxes	-1.40%	1.50%	Per Assessor
State Shared Revenues	0.00%	0.00%	Per State Website
Investment Income	1.00%	.500%	Per Finance Director (current market data)
Other Revenues	0.00%	0.00%	

<u>Expenditures</u>	<u>FY2015</u>	<u>FY2016</u>	<u>Source</u>
Full-time and part-time wages	1.00%	1.00%	TBD by Council
Employee Health Insurance	12.00%	20.00%	per insurance Carrier
Retiree health insurance growth	12.00%	20.00%	per insurance Carrier
Pension contr - General	16.37%	18.74%	per Actuary-% of Wages
Workers' Comp	3.70%	3.00%	per Finance Director (trend)
PSB Allocations	14.78%		per Public Services
Data Processing Charge	5.21%		per Finance Director and IT
Motor Pool Charge			per MDOT (Schedule C)
Liability Insurance	3.00%	2.00%	per Insurance Carrier

Financial Statement

Including General Fund and All Other Governmental Funds but excludes Enterprise and Component Unit funds

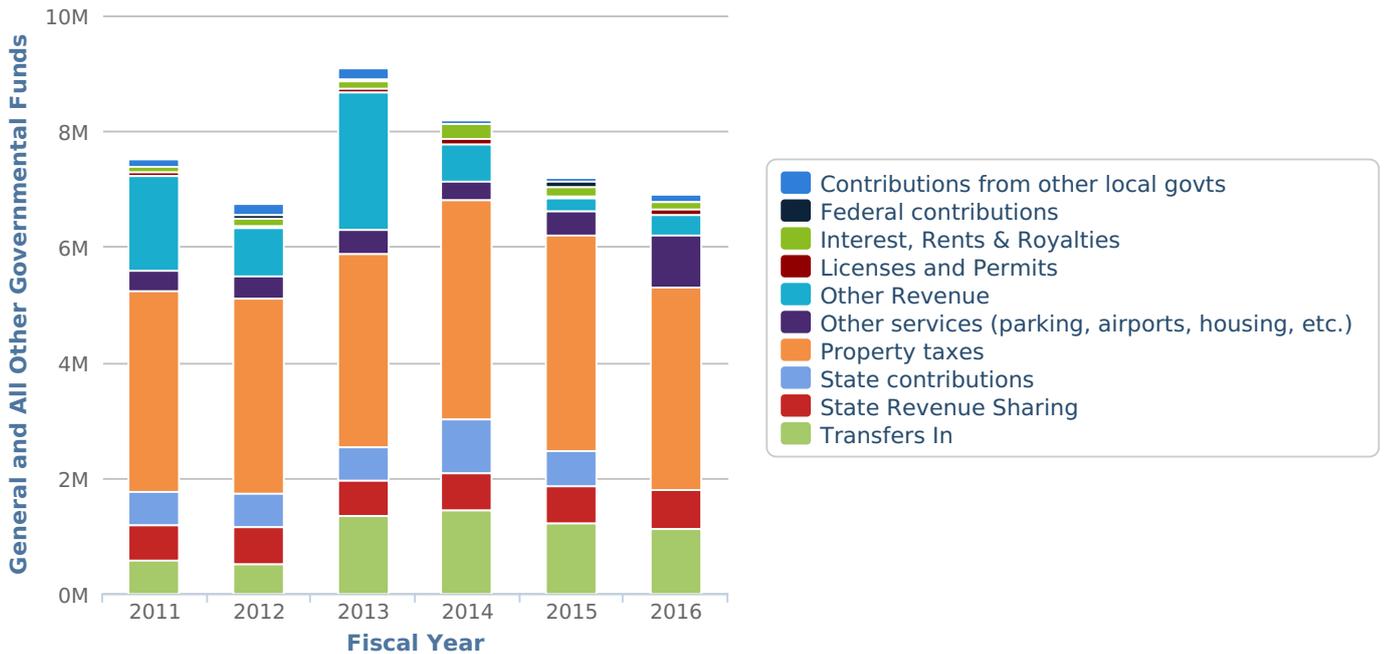
Balance Sheet

Category Name	2016	2015	2014	2013	2012	2011
Fund Equity	\$0	\$2,371,819	\$4,056,097	\$5,424,159	\$3,703,632	\$3,500,347
Total Assets			\$4,785,834	\$5,888,235	\$4,255,498	\$3,834,869
Total Liabilities	\$0		\$729,737	\$464,076	\$551,866	\$334,522

Revenues

Category Name	2016	2015	2014	2013	2012	2011
Contributions from other local govts	\$140,000	\$60,786	\$58,504	\$170,719	\$210,789	\$131,360
Federal contributions	\$15,500	\$100,000	\$16,085	\$45,048	\$37,440	
Interest, Rents & Royalties	\$125,500	\$144,300	\$246,188	\$143,130	\$140,713	\$108,504
Licenses and Permits	\$96,200	\$46,200	\$104,559	\$50,050	\$41,394	\$61,282
Other Revenue	\$345,650	\$236,447	\$617,901	\$2,395,154	\$811,863	\$1,618,243
Other services (parking, airports, housing, etc.)	\$907,507	\$395,286	\$345,727	\$391,519	\$387,488	\$350,782
Property taxes	\$3,497,613	\$3,726,993	\$3,768,239	\$3,352,166	\$3,400,641	\$3,487,465
State contributions	\$0	\$621,303	\$961,233	\$569,396	\$580,620	\$591,234
State Revenue Sharing	\$660,000	\$658,250	\$636,993	\$619,067	\$631,037	\$602,343
Transfers In	\$1,136,740	\$1,209,118	\$1,438,769	\$1,355,328	\$514,153	\$575,216
Total	\$6,924,710	\$7,198,684	\$8,194,198	\$9,091,577	\$6,756,138	\$7,526,429

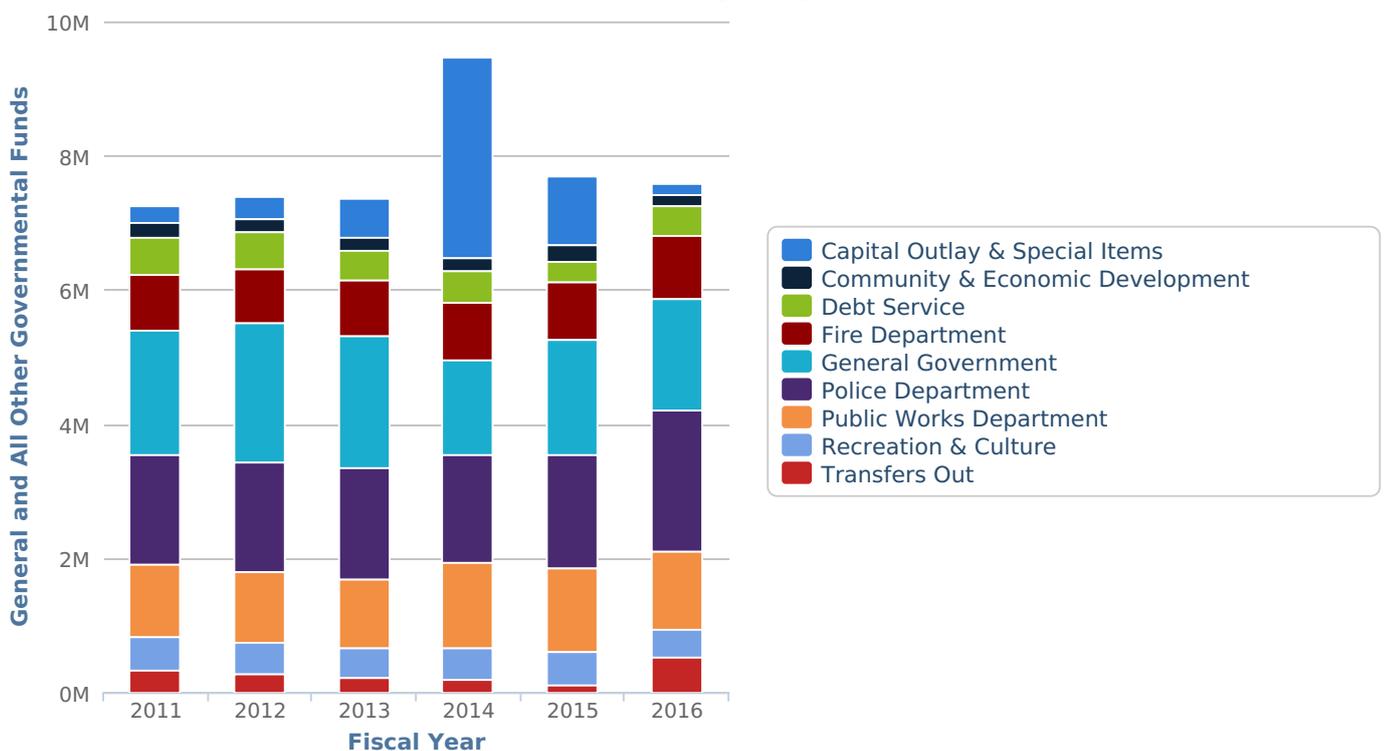
Where The Money Comes From



Expenses

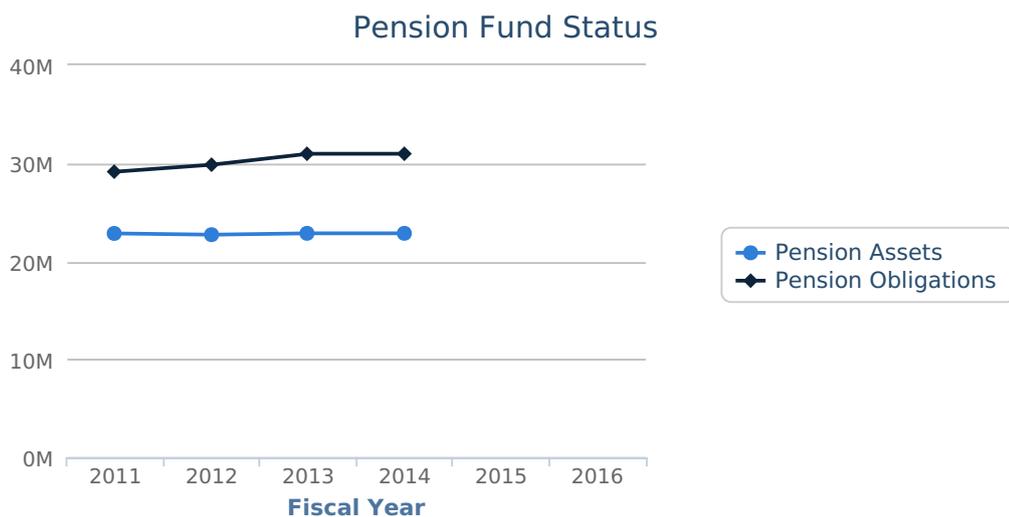
Category Name	2016	2015	2014	2013	2012	2011
Capital Outlay & Special Items	\$164,300	\$1,019,051	\$2,973,015	\$586,885	\$335,312	\$257,219
Community & Economic Development	\$150,384	\$253,314	\$196,858	\$177,854	\$204,788	\$211,926
Debt Service	\$462,550	\$308,165	\$477,391	\$466,562	\$557,286	\$563,882
Fire Department	\$927,110	\$872,334	\$845,266	\$810,931	\$796,881	\$815,736
General Government	\$1,673,529	\$1,714,542	\$1,412,561	\$1,974,096	\$2,070,345	\$1,852,717
Police Department	\$2,105,677	\$1,673,200	\$1,632,739	\$1,665,760	\$1,623,865	\$1,639,522
Public Works Department	\$1,147,305	\$1,256,821	\$1,258,273	\$1,016,635	\$1,073,549	\$1,095,853
Recreation & Culture	\$430,397	\$502,543	\$463,674	\$460,439	\$461,359	\$480,477
Transfers Out	\$517,443	\$106,835	\$203,268	\$211,888	\$277,228	\$337,408
Total	\$7,578,695	\$7,706,805	\$9,463,045	\$7,371,050	\$7,400,613	\$7,254,740

How The Money Is Spent

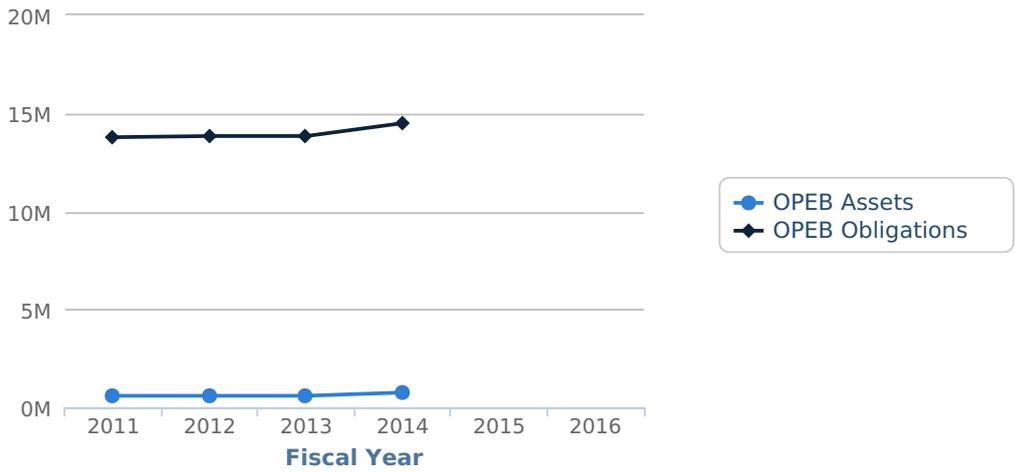


Supplementary Information (Pension / OPEB)

Category Name	2016	2015	2014	2013	2012	2011
Pensions Actuarial Liability	N/A	N/A	\$30,961,305	\$30,961,305	\$29,846,291	\$29,133,822
Pension Fund Assets	N/A	N/A	\$22,842,732	\$22,842,732	\$22,702,847	\$22,830,561
OPEB Actuarial Liability	N/A	N/A	\$14,494,547	\$13,835,906	\$13,835,906	\$13,775,992
OPEB Fund Assets	N/A	N/A	\$748,830	\$582,664	\$582,664	\$582,664



Other Post-Employment Benefit Fund Status



Fund Equity Detail

Category Name	2016	2015	2014	2013	2012	2011
Assigned	\$0					
Committed	\$0	\$281,231	\$1,000,714	\$712,286	\$762,078	
Designated						\$772,913
Nonspendable	\$0	\$2,090,588	\$361,543	\$404,190	\$593,119	
Reserved / Restricted						\$1,073,558
Restricted	\$0		\$1,854,039	\$2,115,425	\$643,073	
Unassigned	\$0		\$839,801	\$2,192,258	\$1,705,362	
Undesignated / Unreserved / Unrestricted						\$1,653,876

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Fiscal Stability	2013	2014	Progress
Fiscal Distress Indicator Score	1	2	
Annual General Fund expenditures per capita	\$850	\$1,132	
Other Post Employment Benefits % Funded	4.2%	5.2%	
Pension % Funded	73.8%	73.8%	

Public Safety	2012	2013	Progress
Crimes against persons per thousand residents	20.4	16.3	
Crimes against property per thousand residents	44.8	32.4	
Crimes against society per thousand residents	34.4	22.7	
Other crimes per thousand residents	38.1	32.3	

School District Enrollment	2013	2014	Progress
Marshall Public Schools	2,260	2,545	

City of Marshall
Local Code: 13-2030
Debt Service Summary Report

Bonds & contracts payable

Fiscal Years

Name	2014	2015	2016	2017
1999 electric: 572444	92,068	93,625	94,890	95,860
1999 Transportation Bonds:	143,220			
2002 DDA:	64,758	62,918	66,038	68,878
2004 Improvements:	18,765	18,165	17,550	16,935
2004 improvements (Aquifer):	7,885	7,685	7,480	7,275
2004 improvements (Hanover):	22,715	22,115	21,500	20,885
2004 improvements (Mulberry):	15,535	15,135	14,725	14,315
2005 Building Authority refunding:	261,209	264,279	266,793	353,753
2005 LDFA:	130,030	126,715	123,400	125,085
2006 refunding (sewer portion):	264,558	258,766	269,264	160,633
2006 refunding (water portion):	138,005	134,984	140,461	83,792
2007 electric - Alley Project:	61,520	60,155	58,755	62,355
2008 refunding - Calhoun County:	247,000	239,500	232,000	224,000
2009 Water and Sewer Bond:	105,040	108,040	105,840	103,420
2012 Water/Wastewater and DDA System Improvements:	184,675	188,275	186,775	210,275
2013 Street Improvements:		118,606	136,213	134,213
2014 Building Authority Bonds:		297,639	334,200	336,300
Subtotal for Bonds & contracts payable	\$1,756,983	\$2,016,602	\$2,075,884	\$2,017,974

Capital leases

Fiscal Years

Name	2014	2015	2016	2017
Motor Pool Equipment:	26,135	26,135	26,135	26,135
Motor Pool Equipment:	97,539	97,539	97,539	97,539
Subtotal for Capital leases	\$123,674	\$123,674	\$123,674	\$123,674
Total Principal & Interest	\$1,880,657	\$2,140,276	\$2,199,558	\$2,141,648

CITY OF MARSHALL

STATISTICAL SECTION

TRENDS & FORECASTING

This statistical section provides historical information, typically for the past 10 years, on the City of Marshall's operations, finances, constituents, and the economy. It is evident that certain indicators are highly valuable to decision making and should be used in conjunction with other information provided within this budget document. The City of Marshall has developed these schedules based on select indicators in order to provide insight on the City's overall fiscal health and information on the City's functions, programs, and activities.

CITY OF MARSHALL, MICHIGAN

Schedule 1
Unaudited

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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Governmental activities										
Net investment in capital assets	\$ 11,721,351	\$ 11,541,536	\$ 13,070,336	\$ 13,498,671	\$ 13,738,175	\$ 13,551,965	\$ 13,960,325	\$ 13,632,575	\$ 12,672,273	\$ 15,176,566
Restricted	751,070	783,884	834,405	886,955	775,833	793,141	772,879	787,803	2,422,083	3,197,714
Unrestricted	3,628,698	3,976,512	3,798,414	3,477,917	3,267,007	2,769,352	2,239,903	2,174,819	2,155,568	545,346
Total net position	<u>\$ 16,101,119</u>	<u>\$ 16,301,932</u>	<u>\$ 17,703,155</u>	<u>\$ 17,863,543</u>	<u>\$ 17,781,015</u>	<u>\$ 17,114,458</u>	<u>\$ 16,973,107</u>	<u>\$ 16,595,197</u>	<u>\$ 17,249,924</u>	<u>\$ 18,919,626</u>
Business-type activities										
Net investment in capital assets	\$ 8,889,884	\$ 8,813,593	\$ 8,163,674	\$ 8,395,344	\$ 8,401,227	\$ 7,964,028	\$ 8,378,716	\$ 8,876,689	\$ 7,186,806	\$ 9,242,425
Restricted	1,477,075	2,142,113	2,905,132	3,642,168	4,346,482	4,948,057	4,347,200	5,285,471	5,511,602	2,862,097
Unrestricted	7,556,347	7,955,342	10,031,634	10,457,377	11,143,627	12,700,071	14,338,174	12,825,500	12,538,534	13,565,692
Total net position	<u>\$ 17,923,306</u>	<u>\$ 18,911,048</u>	<u>\$ 21,100,440</u>	<u>\$ 22,494,889</u>	<u>\$ 23,891,336</u>	<u>\$ 25,612,156</u>	<u>\$ 27,064,090</u>	<u>\$ 26,987,660</u>	<u>\$ 25,236,942</u>	<u>\$ 25,670,214</u>
Total primary government										
Net investment in capital assets	\$ 20,611,235	\$ 20,355,129	\$ 21,234,010	\$ 21,894,015	\$ 22,139,402	\$ 21,515,993	\$ 22,339,041	\$ 22,509,264	\$ 19,859,079	\$ 24,418,991
Restricted	2,228,145	2,925,997	3,739,537	4,529,123	5,122,315	5,741,198	5,120,079	6,073,274	7,933,685	6,059,811
Unrestricted	11,185,045	11,931,854	13,830,048	13,935,294	14,410,634	15,469,423	16,578,077	14,900,319	14,694,102	14,111,038
Total net position	<u>\$ 34,024,425</u>	<u>\$ 35,212,980</u>	<u>\$ 38,803,595</u>	<u>\$ 40,358,432</u>	<u>\$ 41,672,351</u>	<u>\$ 42,726,614</u>	<u>\$ 44,037,197</u>	<u>\$ 43,482,857</u>	<u>\$ 42,486,866</u>	<u>\$ 44,589,840</u>
	<u>\$ 33,616,383</u> *									

Source: City of Marshall Finance Department
* Restated

CITY OF MARSHALL, MICHIGAN

Schedule 2
Unaudited

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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Expenses										
Governmental activities:										
General government	\$ 1,827,576	\$ 2,205,257	\$ 1,845,842	\$ 1,689,006	\$ 1,681,749	\$ 1,901,417	\$ 1,907,279	\$ 2,035,070	\$ 1,536,135	\$ 1,180,247
Public safety	2,177,858	2,605,345	2,373,758	2,330,377	2,450,835	2,624,281	2,722,997	2,675,567	2,662,719	2,680,317
Public works	1,451,015	1,612,538	1,763,126	1,930,747	1,992,259	1,713,933	1,877,076	1,954,109	1,980,187	2,337,102
Parks and recreation	570,338	563,411	600,926	615,280	644,071	484,408	623,244	599,982	591,491	588,463
Community/economic development	103,036	127,156	127,613	130,930	182,485	138,669	151,077	167,198	148,806	154,714
Interest on long-term debt	304,518	261,514	233,111	226,164	158,971	325,155	135,294	121,582	178,430	138,467
Subtotal governmental activities	6,434,341	7,375,221	6,944,376	6,922,504	7,110,370	7,187,863	7,416,967	7,553,508	7,097,768	7,079,310
Business-type activities:										
Electric	10,707,265	12,003,051	11,682,604	12,100,696	12,388,402	12,804,410	12,118,033	12,352,835	13,118,049	12,666,785
Wastewater	1,291,373	1,262,020	1,269,409	1,387,374	1,308,655	1,214,436	1,310,960	1,343,044	1,453,850	1,379,883
Water	1,333,940	1,302,087	1,156,149	1,254,500	1,201,031	1,309,664	1,287,914	1,219,040	1,326,138	1,213,299
Public transit	430,705	422,032	444,809	453,277	428,501	428,624	401,678	385,992	397,214	398,912
Public housing	497,233	530,229	462,856	476,615	442,605	489,195	521,490	584,902	532,270	565,450
Subtotal business-type activities	14,260,516	15,519,419	15,015,827	15,672,462	15,769,194	16,246,329	15,640,075	15,885,813	16,827,521	16,224,329
Total primary government expenses	20,694,857	22,894,640	21,960,203	22,594,966	22,879,564	23,434,192	23,057,042	23,439,321	23,925,289	23,303,639
Program revenues										
Governmental activities:										
Charges for Services:										
General Government	185,380	177,896	204,888	208,970	197,666	752,660	1,248,330	1,173,148	362,535	346,127
Public Safety	250	(15,143)	-	-	-	-	-	-	-	-
Public Works	-	-	-	-	-	-	-	-	-	-
Parks & Recreation	174,817	188,574	198,571	214,329	207,941	213,405	212,962	217,355	207,822	209,400
Community Development	-	-	-	-	-	-	-	-	-	-
Interest on Long-Term Debt	-	-	-	-	-	-	-	-	-	-
Operating grants and contributions	1,067,419	1,580,898	1,209,870	1,414,774	1,468,297	1,034,464	1,311,931	1,426,002	1,317,998	1,799,614
Capital grants and contributions	376,885	856,460	1,479,263	-	-	-	91,257	308,299	-	-
Subtotal governmental activities	1,804,751	2,788,685	3,092,592	1,838,073	1,873,904	2,000,529	2,864,480	2,816,505	2,196,654	2,355,141
Business-type activities:										
Charges for Services, Grants and Contributions										
Electric	12,448,591	13,220,626	14,004,360	13,886,257	14,078,379	14,189,257	13,303,892	12,260,940	12,271,455	13,129,478
Wastewater	1,216,681	1,240,336	1,198,986	1,328,505	1,263,518	1,239,442	1,360,653	1,433,183	1,550,497	2,256,421
Water	1,600,514	1,601,947	1,399,327	1,450,018	1,429,141	1,294,364	1,451,374	1,261,023	1,431,091	1,534,055
Public transit	286,597	281,598	280,490	250,762	397,758	481,598	259,904	299,264	240,024	291,195
Public housing	622,502	630,096	614,970	601,102	613,620	622,401	553,654	562,688	563,818	565,867
Subtotal business-type activities	16,174,885	16,974,603	17,498,133	17,516,644	17,782,416	17,827,062	16,929,477	15,817,098	16,056,885	17,777,016
Total primary government program revenues	\$ 17,979,636	\$ 19,763,288	\$ 20,590,725	\$ 19,354,717	\$ 19,656,320	\$ 19,827,591	\$ 19,793,957	\$ 18,633,603	\$ 18,253,539	\$ 20,132,157
Net (expense)/revenues										
Governmental activities	\$ (4,629,590)	\$ (4,586,536)	\$ (3,851,784)	\$ (5,084,431)	\$ (5,236,466)	\$ (5,187,334)	\$ (4,552,487)	\$ (4,737,003)	\$ (4,901,114)	\$ (4,724,169)
Business-type activities	1,914,369	1,455,184	2,482,306	1,844,182	2,013,222	1,580,733	1,289,402	(68,715)	(770,636)	1,552,687
Total primary government net (expenses) revenues	\$ (2,715,221)	\$ (3,131,352)	\$ (1,369,478)	\$ (3,240,249)	\$ (3,223,244)	\$ (3,606,601)	\$ (3,263,085)	\$ (4,805,718)	\$ (5,671,750)	\$ (3,171,482)

continued...

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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General revenues and other changes										
Governmental activities:										
Property taxes	\$ 3,439,111	\$ 3,521,909	\$ 3,537,068	\$ 3,457,339	\$ 3,512,925	\$ 3,639,562	\$ 3,487,465	\$ 3,400,641	\$ 3,352,166	\$ 3,768,238
Grants and contributions not restricted to specific programs	747,106	740,388	739,026	728,344	726,066	625,155	610,106	639,043	627,376	645,432
Unrestricted investment earnings	120,735	219,181	329,126	280,872	129,880	16,266	3,148	11,760	8,912	6,890
Gain (Loss) on Sale of Capital Assets	-	-	-	-	-	-	72,609	70,729	2,937	46,366
Other	-	-	-	-	-	-	-	-	-	-
Transfers	695,697	713,913	647,787	778,264	785,066	239,794	237,808	236,925	1,143,440	1,235,502
Subtotal governmental activities	5,002,649	5,195,391	5,253,007	5,244,819	5,153,937	4,520,777	4,411,136	4,359,098	5,134,831	5,702,428
Business-type activities:										
Property Taxes	102,569	104,800	105,500	103,253	103,966	107,787	102,461	99,887	94,849	94,396
Unrestricted investment earnings	62,951	141,671	249,373	225,278	64,325	265,514	49,650	29,323	970,211	21,691
Gain (Loss) on Sale of Capital Assets	-	-	-	-	-	6,580	247,959	-	(178,079)	-
Other	-	-	-	-	-	-	-	-	-	-
Transfers	(695,697)	(713,913)	(647,787)	(778,264)	(785,066)	(239,794)	(237,808)	(236,925)	(1,143,440)	(1,235,502)
Subtotal business-type activities	(530,177)	(467,442)	(292,914)	(449,733)	(616,775)	140,087	162,262	(107,715)	(256,459)	(1,119,415)
Total primary government general revenues	4,472,472	4,727,949	4,960,093	4,795,086	4,537,162	4,660,864	4,573,398	4,251,383	4,878,372	4,583,013
Change in net position										
Governmental activities	373,059	608,855	1,401,223	160,388	(82,529)	(666,557)	(141,351)	(377,905)	233,717	978,259
Business-type activities	1,384,192	987,742	2,189,392	1,394,449	1,396,447	1,720,820	1,451,664	(176,430)	(1,027,095)	433,272
Total primary government change in net position	\$ 1,757,251	\$ 1,596,597	\$ 3,590,615	\$ 1,554,837	\$ 1,313,918	\$ 1,054,263	\$ 1,310,313	\$ (554,335)	\$ (793,378)	\$ 1,411,531

Source: City of Marshall Finance Department

concluded.

CITY OF MARSHALL, MICHIGAN

Schedule 3
Unaudited

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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Fund										
Nonspendable	\$ 137,774	\$ 137,110	\$ 124,525	\$ 61,904	\$ 116,527	\$ 39,487	\$ 38,530	\$ 105,373	\$ 77,186	\$ 33,049
Committed	595,753	1,258,908	699,290	547,464	547,464	524,796	560,089	560,089	560,089	735,594
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	1,059,792	832,871	1,249,229	1,335,772	1,261,838	1,315,574	1,653,876	1,705,362	2,192,258	839,801
Total general fund	<u>\$ 1,793,319</u>	<u>\$ 2,228,889</u>	<u>\$ 2,073,044</u>	<u>\$ 1,945,140</u>	<u>\$ 1,925,829</u>	<u>\$ 1,879,857</u>	<u>\$ 2,252,495</u>	<u>\$ 2,370,824</u>	<u>\$ 2,829,533</u>	<u>\$ 1,608,444</u>
All Other Governmental Funds										
Nonspendable	20,529	21,747	26,014	11,391	24,202	14,728	475,731	487,746	327,004	328,494
Restricted	273,158	436,474	348,628	216,585	169,060	1,257,545	559,297	643,073	2,115,425	1,854,039
Committed	1,303,360	1,122,926	1,082,486	1,076,114	1,032,080	76,528	212,824	201,989	152,197	265,120
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-	-	-
Total all other governmental funds	<u>\$ 1,597,047</u>	<u>\$ 1,581,147</u>	<u>\$ 1,457,128</u>	<u>\$ 1,304,090</u>	<u>\$ 1,225,342</u>	<u>\$ 1,348,801</u>	<u>\$ 1,247,852</u>	<u>\$ 1,332,808</u>	<u>\$ 2,594,626</u>	<u>\$ 2,447,653</u>

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

Schedule 4
Unaudited

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

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenue										
Property taxes	\$ 3,439,111	\$ 3,521,909	\$ 3,537,068	\$ 3,457,339	\$ 3,512,925	\$ 3,639,562	\$ 3,487,465	\$ 3,400,641	\$ 3,352,166	\$ 3,768,238
Licenses and permits	64,004	70,485	48,432	45,530	34,633	35,117	61,282	41,394	50,050	104,559
Intergovernmental	1,756,061	2,431,164	1,992,430	1,828,007	1,536,871	1,366,748	1,324,937	1,718,070	1,444,400	1,724,191
Charges for services	245,416	247,093	309,405	340,362	320,646	339,129	350,782	387,488	391,519	350,833
Fines and forfeitures	51,027	48,892	45,622	37,407	50,328	69,736	66,186	113,861	128,788	100,135
Investment earnings	91,487	182,791	261,553	230,538	113,413	20,180	16,594	32,037	16,883	13,761
Other	291,478	765,934	385,879	315,111	657,492	292,871	597,100	346,975	500,974	720,855
Total revenue	5,938,584	7,268,268	6,580,389	6,254,294	6,226,308	5,763,343	5,904,346	6,040,466	5,884,780	6,782,572
Expenditures										
General government	1,753,004	2,066,117	1,622,060	1,658,135	1,705,119	1,119,515	869,675	1,222,585	1,972,898	1,699,623
Public safety	2,151,503	2,900,999	2,363,359	2,322,738	2,241,007	2,445,258	2,560,189	2,504,409	2,552,181	2,575,066
Public works	826,714	848,198	887,699	910,778	829,809	778,047	868,755	891,416	834,956	829,025
Highways and streets	294,138	250,564	314,659	549,865	400,635	305,912	227,098	182,133	181,679	283,544
Community development	84,237	85,585	85,999	86,488	137,716	96,799	106,995	121,126	103,562	99,855
Culture and recreation	459,040	455,813	479,857	481,232	474,752	351,566	480,477	461,359	460,439	463,674
Debt service:										
Principal	472,161	557,838	569,227	596,847	596,746	402,231	417,580	439,073	364,905	355,000
Interest and other charges	287,953	239,096	243,062	228,691	189,560	323,817	146,302	118,213	101,660	122,391
Bond Issuance Costs	107,270	-	-	-	-	-	-	-	58,020	-
Capital outlay	178,996	279,808	917,498	455,236	507,626	71,039	257,219	335,312	528,865	2,973,015
Total expenditures	6,615,016	7,684,018	7,483,420	7,290,010	7,082,970	5,894,184	5,934,290	6,275,626	7,159,165	9,401,193
Revenues over (under) expenditures	(676,432)	(415,750)	(903,031)	(1,035,716)	(856,662)	(130,841)	(29,944)	(235,160)	(1,274,385)	(2,618,621)
Other financing sources (uses)										
Issuance of bonds	3,390,000	181,422	-	-	-	-	63,825	-	1,825,000	-
Premium on bonds	8,052	-	-	-	-	-	-	-	26,472	-
Sale of capital assets	5,200	22,000	-	-	-	-	-	201,520	-	15,057
Transfers in	754,893	978,282	796,696	838,995	1,106,856	413,969	575,216	514,153	1,355,328	1,438,770
Transfers out	(165,277)	(335,119)	(173,529)	(84,221)	(348,253)	(205,641)	(337,408)	(277,228)	(211,888)	(203,268)
Payment to Refunding Escrow Account	(3,104,226)	-	-	-	-	-	-	-	-	-
Total other financing sources (uses)	888,642	846,585	623,167	754,774	758,603	208,328	301,633	438,445	2,994,912	1,250,559
Net change in fund balance	\$ 212,210	\$ 430,835	\$ (279,864)	\$ (280,942)	\$ (98,059)	\$ 77,487	\$ 271,689	\$ 203,285	\$ 1,720,527	\$ (1,368,062)
Debt services as a percentage of noncapital expenditures	15.58%	12.06%	14.12%	13.74%	13.58%	14.24%	11.03%	10.35%	8.59%	8.50%

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Schedule 5
Unaudited

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									
2012	2014	\$ 126,770,173	\$ 278,727,900	\$ 47,608,965	\$ 112,412,200	\$ 42,502,565	\$ 91,783,800	\$ 2,805,420	\$ 5,662,200	\$ 219,687,123	\$ 488,586,100	19.0862
2011	2013	130,379,679	279,414,900	47,317,444	110,927,484	38,281,232	95,792,472	2,480,653	4,961,306	\$ 218,459,008	\$ 491,096,162	16.8862
2010	2012	136,530,496	301,750,600	53,082,869	113,507,598	36,262,417	91,800,800	1,941,829	4,061,000	\$ 227,817,611	\$ 511,119,998	16.8862
2009	2011	135,275,254	300,975,500	57,379,499	130,611,800	41,044,660	105,672,800	2,340,476	4,771,400	\$ 236,039,889	\$ 542,031,500	16.8862
2008	2010	142,443,237	321,713,012	57,822,583	139,672,008	47,490,702	124,682,400	1,809,064	3,708,400	\$ 249,565,586	\$ 589,775,820	16.7634
2007	2009	142,443,237	329,642,392	54,402,936	130,930,646	41,624,506	106,696,472	1,663,135	3,419,000	\$ 240,133,814	\$ 570,688,510	16.7634
2006	2008	139,187,928	323,223,156	53,791,912	131,759,600	42,087,661	105,417,000	1,740,405	3,544,400	\$ 236,807,906	\$ 563,944,156	16.7634
2005	2007	134,954,070	319,341,200	56,980,547	139,589,800	48,882,855	123,955,000	1,723,389	3,513,400	\$ 242,540,861	\$ 586,399,400	16.7634
2004	2006	128,860,671	304,965,140	54,412,699	134,264,686	52,837,180	140,677,200	1,771,780	3,612,800	\$ 237,882,330	\$ 583,519,826	16.7634
2003	2005	123,655,459	286,774,800	51,531,841	126,302,600	52,538,384	132,601,200	1,485,627	3,690,600	\$ 229,211,311	\$ 549,369,200	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

Schedule 6
Unaudited

Direct and Overlapping Property Tax Rates
Last Ten Fiscal Years

Fiscal Year Ended June 30,	City Direct Rates				Overlapping Rates								
	City	Leaf, Brush and Trash Pickup	Dial -A Ride	Recreation	Marshall Public Schools	State Education Tax	Calhoun County Intermediate School Dist.	County	Marshall Library	Kellogg Community College	Marshall Ambulance Authority	Total Homestead	Total Non-Homestead
2014	17.1629	0.50	0.4840	0.9393	25.8800	6.0000	6.2057	6.4713	2.0671	3.6136	0.4819	51.8058	69.8058
2013	15.4629	-	0.4840	0.9393	25.8800	6.0000	6.2057	6.3713	2.0711	3.7106	0.4831	49.6080	67.6080
2012	15.4629	-	0.4840	0.9393	25.8800	6.0000	6.2057	6.3713	2.0711	3.7106	0.4831	49.6080	67.6080
2011	15.4629	-	0.4840	0.9393	26.0000	6.0000	6.2057	6.3713	2.0661	3.7106	0.4831	49.7230	67.7230
2010	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0711	3.7106	0.4925	47.0646	65.0646
2009	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0711	3.7106	0.4925	47.0646	65.0646
2008	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0289	3.7106	0.5000	47.0299	65.0299
2007	15.4629	-	0.4840	0.8165	23.4500	6.0000	6.2057	6.3713	2.0327	3.7106	0.5000	47.0337	65.0337
2006	15.4629	-	0.4840	0.8165	23.5947	6.0000	6.2057	6.3713	2.1227	3.7106	0.5000	47.2684	65.2684
2005	15.4629	-	0.4840	0.8165	23.5947	6.0000	6.2057	6.3713	2.1411	3.7106	0.5000	47.2868	65.2868

Source: Calhoun County

CITY OF MARSHALL, MICHIGAN

Schedule 7
Unaudited

Principal Property Taxpayers Current Year and Eight Years Ago

Taxpayer	2014			2005		
	(1) Taxable Valuation	Rank	% of Total City Taxable Value	(1) Taxable Valuation	Rank	% of Total City Taxable Value
Tenneco	\$ 14,911,800	1	6.79%	\$ 6,935,000	2	2.92%
Consumers Energy	3,452,970	2	1.57%	-	-	-
Auto Cam Corp.	3,247,700	3	1.48%	6,585,600	4	2.77%
Joseph Campbell	2,985,400	4	1.36%	9,525,355	1	4.00%
Borg Warner	2,612,001	5	1.19%	-	-	-
Laurel Realty	2,091,200	6	0.95%	-	-	-
Stelmi America	2,059,600	7	0.94%	-	-	-
Loves Travel Stops	1,300,592	8	0.59%	-	-	-
Walden Pond Inv.	1,295,544	9	0.59%	-	-	-
Orion Properties 16	1,231,107	10	0.56%	-	-	-
Lear Technologies	-	-	-	5,892,000	6	2.48%
Eaton Corporation	-	-	-	6,623,298	3	2.78%
State Farm Insurance	-	-	-	6,451,083	5	2.71%
Marshall Brass Co.	-	-	-	4,411,317	7	1.85%
Marshall Hotels LLC	-	-	-	3,207,437	8	1.35%
Lear Corporation	-	-	-	2,095,400	10	0.88%
Agree limited (K-Mart)	-	-	-	2,381,937	9	1.00%
	<u>\$ 35,187,914</u>		<u>16.02%</u>	<u>\$ 54,108,427</u>		<u>22.75%</u>

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

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Schedule 8
Unaudited

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
2005	3,261,572	3,119,604	95.65%	12,745	3,132,349	96.04%
2006	3,345,102	3,205,033	95.81%	19,680	3,224,713	96.40%
2007	3,386,192	3,179,086	93.88%	20,846	3,199,932	94.50%
2008	3,121,156	2,987,801	95.73%	11,027	2,998,828	96.08%
2009	3,121,156	2,987,801	95.73%	17,385	3,005,186	96.28%
2010	4,153,634	3,982,843	95.89%	12,156	3,994,999	96.18%
2011	4,000,490	3,855,905	96.39%	7,536	3,863,441	96.57%
2012	3,864,077	3,702,325	95.81%	1,893	3,704,218	95.86%
2013	3,669,433	3,544,533	96.60%	805	3,545,338	96.62%
2014	3,756,439	3,560,006	94.77%	8,200	3,568,206	94.99%

(1) Property taxes are levied July 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 and the Leaf, Brush & Trash tax for 2014.

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Schedule 9
Unaudited

Ratios of Outstanding Debt by Type
Last Ten Fiscal Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Governmental activities										
General obligation bonds	\$ 5,330,000	\$ 4,865,000	\$ 4,400,000	\$ 3,915,000	\$ 3,435,000	\$ 3,150,000	\$ 2,850,000	\$ 2,540,000	\$ 4,030,000	\$ 3,675,000
Installment contracts	811,837	895,421	771,193	639,346	497,600	355,369	146,532	598,552	460,920	350,567
Insurance premium/discount(net)	(174,758)	(177,179)	(151,586)	(140,015)	(128,434)	(116,854)	(105,271)	(93,690)	30,900	28,963
Total governmental activities	5,967,079	5,583,242	5,019,607	4,414,331	3,804,166	3,388,515	\$ 2,891,261	\$ 3,044,862	\$ 4,521,820	\$ 4,054,530
Business-type activities										
General obligation bonds	4,550,000	4,255,000	6,760,000	6,465,000	6,055,000	6,960,000	6,405,000	5,815,000	8,940,000	8,245,000
Revenue bonds	4,005,001	3,720,000	1,535,001	1,235,001	990,001	740,000	680,000	620,000	555,000	490,000
Installment contracts	1,173,960	1,123,300	1,084,143	1,040,678	996,075	947,070	720,000	720,000	720,000	-
Insurance premium/discount (net)	3,923	3,717	(52,181)	(26,594)	(24,669)	(22,743)	(20,819)	(18,894)	82,262	74,470
Total business-type activities	9,732,884	9,102,017	9,326,963	8,714,085	8,016,407	8,624,327	7,784,181	7,136,106	10,297,262	8,809,470
Total primary government outstanding debt	\$ 15,699,963	\$ 14,685,259	\$ 14,346,570	\$ 13,128,416	\$ 11,820,573	\$ 12,012,842	\$ 10,675,442	\$ 10,180,968	\$ 14,819,082	\$ 12,864,000
Ratio of total debt to taxable value	4.22%	3.74%	3.65%	3.22%	2.91%	4.81%	4.52%	4.47%	6.78%	5.86%
Total population	7,459	7,459	7,459	7,459	7,459	7,088	7,088	7,088	7,088	7,088
Total debt per capita	\$ 2,105	\$ 1,969	\$ 1,923	\$ 1,760	\$ 1,585	\$ 1,695	\$ 1,506	\$ 1,436	\$ 2,091	\$ 1,815
% of personal income	71.29%	66.68%	65.14%	48.27%	43.46%	44.16%	39.25%	37.43%	53.43%	46.39%
Personal Income per capita	22,023	22,023	22,023	27,200	27,200	27,200	27,200	27,200	27,733	27,733

Source: City of Marshall Finance Department; US Census

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

CITY OF MARSHALL, MICHIGAN

Ratios of Net General Bonded Debt Outstanding Last Ten Fiscal Years

Year	Governmental General Obligation Bonds	Business-type General Obligation Bonds	Total	Amounts Available in Debt Service Funds	Net General Bonded Debt Outstanding	% of Total Personal Income	% of Actual Taxable Value of Property
2014	\$ 3,703,963	\$ 8,319,470	\$ 12,023,433	\$ (9,404)	\$ 12,014,029	6.11%	5.47%
2013	4,060,900	9,022,262	13,083,162	(29,365)	13,053,797	6.64%	5.98%
2012	2,446,310	5,796,106	8,242,416	(108,631)	8,133,785	4.14%	3.57%
2011	2,744,729	6,384,181	9,128,910	(123,823)	9,005,087	4.58%	3.82%
2010	3,033,146	6,937,257	9,970,403	(123,779)	9,846,624	5.01%	3.95%
2009	3,306,566	6,030,331	9,336,897	(123,458)	9,213,439	5.61%	3.84%
2008	3,774,985	6,438,406	10,213,391	(124,484)	10,088,907	6.14%	4.26%
2007	4,248,404	6,707,819	10,956,223	(134,602)	10,821,621	6.59%	4.46%
2006	4,687,821	4,258,717	8,946,538	(135,671)	8,810,867	5.36%	3.70%
2005	5,155,242	4,553,923	9,709,165	(130,814)	9,578,351	5.83%	4.18%

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

Schedule 11
Unaudited

Computation of Net Direct and Overlapping Governmental Activities Debt
As of June 30, 2014

		Gross Amount Outstanding	Self-Supporting or Paid by Benefited Entity	Net Amount Outstanding
Direct debt				
General obligation bonds		\$3,675,000	\$ -	\$ 3,675,000
Installment contracts		350,567	-	350,567
Net direct debt		<u>\$ 4,025,567</u>	<u>\$ -</u>	<u>4,025,567</u>
Overlapping debt				
	City Share of Debt (2)			
Marshall School District	44.46%	52,485,000		23,334,831
Calhoun County	5.99%	12,364,250		740,619
Marshall District Library	40.98%	360,000		147,528
Kellogg Community College	6.01%	9,725,000		584,473
Net overlapping debt				<u>24,807,450</u>
Net direct and overlapping debt				<u>\$ 28,833,017</u>

(1) Governmental activity debt only

(2) Based on Taxable Value of the City of Marshall (\$219,687,123) 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

Schedule 12
Unaudited

Legal Debt Margin
Last Ten Fiscal Years

Legal debt margin calculation for fiscal 2014

Assessed value (including IFT values)	<u>\$ 244,293,050</u>
Debt limit (10% of assessed value)	\$ 24,429,305
Less: net debt applicable to limit	<u>(12,864,000)</u>
Legal debt margin	<u><u>\$ 11,565,305</u></u>

Year	Debt Limit	Total Net Debt Applicable to Limit	Legal Debt Margin	Total Net Debt Applicable to Limit as a Percentage of Debt Limit
2014	\$ 24,429,305	\$ 12,864,000	11,565,305	52.66%
2013	24,554,808	14,819,082	9,735,726	60.35%
2012	25,556,000	10,180,968	15,375,032	39.84%
2011	27,101,575	10,675,442	16,426,133	39.39%
2010	29,448,791	12,012,842	17,435,949	40.79%
2009	28,534,426	11,870,573	16,663,853	41.60%
2008	28,197,208	13,128,416	15,068,792	46.56%
2007	29,319,970	14,346,560	14,973,410	48.93%
2006	29,175,991	14,685,258	14,490,733	50.33%
2005	27,468,460	15,699,963	11,768,497	57.16%

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

CITY OF MARSHALL, MICHIGAN

Schedule 13
Unaudited

Pledged-Revenue Coverage

Last Ten Fiscal Years

Fiscal Year Ended June 30,	(1) Gross Revenue	(2) Operating Expenses	Net Revenue Available for Debt Service	Total Debt Service Requirement	(4) Coverage
Water Revenue Bonds (3)					
2010	1,300,062	823,711	476,351	999	476.83
2009	1,438,252	751,432	686,820	1,049	654.74
2008	1,489,038	709,796	779,242	64,304	12.12
2007	1,439,211	608,938	830,273	63,957	12.98
2006	1,605,934	760,370	845,564	61,569	13.73
2005	1,567,794	779,281	788,513	64,144	12.29
Sewer Revenue Bonds (4)					
2010	1,236,775	844,425	392,350	196,811	1.99
2009	1,266,569	873,076	393,493	197,330	1.99
2008	1,353,120	896,492	456,628	204,182	2.24
2007	1,238,268	781,399	456,869	304,799	1.50
2006	1,240,615	768,797	471,818	309,523	1.52
2005	1,197,543	776,740	420,803	314,992	1.34
Electric Revenue Bonds (5)					
2014	13,140,381	13,483,227	(342,846)	92,068	(3.72)
2013	13,228,258	11,608,613	1,619,645	95,350	16.99
2012	12,224,904	11,762,521	462,383	93,475	4.95
2011	13,102,431	11,475,571	1,626,860	96,430	16.87
2010	13,208,622	12,190,994	1,017,628	94,178	10.81
2009	12,587,675	11,710,294	877,381	96,721	9.07
2008	12,498,722	11,356,382	1,142,340	94,085	12.14
2007	12,682,539	10,905,984	1,776,555	96,285	18.45
2006	12,742,648	11,324,075	1,418,573	93,329	15.20
2005	11,843,941	10,111,421	1,732,520	280,473	6.18

(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 issued was paid in full 2005.

Source: City of Marshall Finance Department

CITY OF MARSHALL, MICHIGAN

Schedule 14
Unaudited

Demographic and Economic Statistics Last Ten Years

Year	Population	(1) Total Personal Income (in thousands)	(2) Per Capita Personal Income	(3) Unemployment Rate
2013	7,088	\$ 196,572	\$ 27,733	7.60%
2012	7,088	196,572	27,733	7.90%
2011	7,088	196,572	27,733	9.30%
2010	7,088	196,572	27,733	11.40%
2009	7,459	164,270	22,023	11.50%
2008	7,459	164,270	22,023	7.50%
2007	7,459	164,270	22,023	6.80%
2006	7,459	164,270	22,023	6.90%
2005	7,459	164,270	22,023	6.60%

(1) Data specific for the City is not available; accordingly, amount shown is calculated based on City population and per capita personal income for Zip Code 49068 which includes the City of Marshall.

(2) Data is for Zip Code 49068 (data specific for the City not available).

(3) Data is for Zip Code 49068 (data specific for the City is not readily available).

Sources:

United State Census - American Fact Finder
United States Bureau of Labor Statistics

CITY OF MARSHALL, MICHIGAN

Schedule 15
Unaudited

Principal Employers

Current Year and Ten Years Ago

Employer	2014			2005		
	Employees	Rank	Percentage of Total	Employees	Rank	Percentage of Total
Oaklawn Hospital	950	1	18.29%	644	1	12.91%
Tenneco Auto.	515	2	9.91%	427	5	8.56%
Marshall Schools	275	3	5.29%	185	6	3.71%
Eaton Auto.	230	4	4.43%	467	4	9.36%
Tendercare	120	5	2.31%	*		
Progressive Dynamics	90	6	1.73%	104	9	2.09%
City of Marshall	82	7	1.58%	*		
Autocam Corp.	75	8	1.44%	99	10	1.99%
Tribal Manuf.	75	9	1.44%	*		
Marshall Excelsior	65	10	1.25%	*		
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>2,477</u>		<u>47.68%</u>	<u>3,352</u>		<u>67.21%</u>
Estimated total city employment	<u>5,195</u>			<u>4,987</u>		

* Not available.

Source: City of Marshall Finance Dept

CITY OF MARSHALL, MICHIGAN

Schedule 16
Unaudited

Full Time Equivalent Governmental Employees by Function/Program

Last Ten Fiscal Years (1)

Function/Program	Full Time Equivalent Employees as of June 30									
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Government	10.0	10.0	10.00	9.0	8.0	7.5	7.4	7.1	6.7	10.0
Community & Economic Development	3.0	3.0	2.50	2.0	2.0	1.6	1.6	1.6	1.1	1.2
Public Safety (Police & Fire)	27.5	27.5	26.00	24.0	22.0	21.0	21.0	22.0	21.0	21.0
Transportation	5.0	5.0	4.50	4.0	3.5	3.1	3.1	3.1	3.0	3.0
Public Works										
Streets & Roads	9.3	9.3	8.00	7.5	7.0	6.8	6.7	6.7	6.4	9.0
Electric	11.3	11.3	12.00	14.0	17.0	19.3	19.3	19.4	21.7	20.7
Wastewater	6.0	6.0	6.50	7.0	7.0	7.3	7.3	6.2	7.3	7.3
Water	6.6	6.6	6.50	6.5	6.5	6.5	6.6	6.6	6.6	6.6
Parks and Recreation	4.0	4.0	4.00	4.0	4.0	4.0	3.0	3.0	3.0	3.3
Total	83	83	80	78	77	77	76	76	77	82

Source: City of Marshall Human Resources Department

CITY OF MARSHALL, MICHIGAN

Schedule 17
Unaudited

Operating Indicators by Function/Program Last Ten Fiscal Years										
Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Election Data (Even Election Years)										
Registered Voters		5,551		5,673		5,303		5,460		5,452
Voters (at the polls or absentee) [November Elections]	-	2,741	-	3,575	-	2,502	-	3,444	-	
Percent Participating		49.4%		63.0%		47.2%		63.1%		0.0%
Police										
Traffic citations	*	*	*	*	*	*	1,478	2,254	614	614
Arrests	586	601	630	815	696	745	835	959	*	*
Crime Rate (U.S. Ave 297.7)	233.6	203.7	271.8	241.0	241.0	160.0	170.2	136.1	136.1	136.1
Calls for service	10,553	10,440	10,212	12,671	10,802	5,256 *	6,438	5,189	4,886	4,886
Community & Economic Development										
Building Inspections Performed	712	664	459	370	473	454	398	456	1,188	207
Building Permits Issued	75	75	75	77	63	83	79	80	121	118
Dollar Value of Building Permits Issued	\$ 500,000	e \$ 500,000	e \$ 500,000	\$ 663,000	\$ 1,922,000	\$ 3,050,000	\$ 1,836,000	\$ 435,000	\$ 4,644,157	\$ 18,765,867
Public Services										
Energy Billed (kwh)	122,088,840	116,474,094	118,761,214	113,950,367	103,128,220	107,889,673	110,017,513	108,939,712	104,163,961	106,021,809
Water Pumped (gallons)	535,861,504	484,753,408	479,567,208	437,412,252	360,434,816	338,743,821	288,841,299	311,443,072	292,166,800	290,089,956
Water Treated (gallons)	515,380,000	522,916,000	548,150,000	653,850,000	587,790,000	837,180,000	549,780,000	489,780,000	488,730,000	517,870,000
Expenditures on Major Street const. & preser	205,139	233,766	246,552	208,567	321,913	167,097	162,097	134,120	298,409	311,912
Expenditures on Local Street const. & preser	209,548	196,019	254,442	429,463	196,644	236,251	236,251	300,161	293,215	673,732
Recreation										
Programs Offered	63	75	73	87	71	80	61	56	55	63
Youth Participation in Rec. Activity	6,757	6,559	3,845	2,887	3,567	3,529	2,372	2,380	2,521	1,833
Adult Participation in Rec. Activity	2,941	3,027	2,329	3,823	1,865	2,038	2,204	1,850	1,895	1,811
Senior Participation in Rec. Activity	4,939	5,085	4,248	1,951	2,802	3,529	1,321	127	50	55
Family Participatioin in Rec. Activity	707	1,243	1,189	1,679	1,058	559	1,704	1,705	1,504	1,645

e = estimated

* switch to consolidated dispatch

Source: City of Marshall Finance Department

Capital Asset Statistics by Function/Program
Last Fiscal Year

Function/Program	2014 *				
Police					
Police department building	1				
Vehicle patrol units	7				
Fire (1)					
Number of stations serving City	1				
Fire units serving City:					
Fire engines	1				
Ladder trucks	1				
Rescue vehicles	1				
Brush trucks	1				
Boats					
Public Works					
City streets:					
Miles of major streets	14.38				
Miles of local streets	25.70				
Miles of Trunkline	16.00				
Miles of sidewalks	34.00				
Number of Street Lights	1,375				
Sewer:					
Miles of sanitary mains	49.4				
Miles of storm sewers	38.1				
Treatment capacity	2.62/mgd				
Water:					
Miles of water mains	59.1				
Number of fire hydrants	496				
Treatment capacity	3.86/mgd				
Parks and Recreation					
Parks:					
City	6				
Skate	1				
Park acreage	235.0				
Play structures	2				
Pavilions	4				

* This is the first 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.

April 6, 2015

FUND BALANCE and NET POSITION RESERVE POLICY

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. Fund Balance, or in the case of Enterprise Funds -Net Position, has been accrued over time to meet this purpose, and provide stability and flexibility to respond to unexpected adversity and/or opportunities. The City's goal is to maintain adequate service levels across all departments regardless of short-term fluctuations in revenue.

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 granting proposals that suggest 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 for a policy that provides the guidelines for the periodic review and discussion of fund balance and net position reserve levels during the budget review process. Planned use of fund balance and net position reserve decisions should be the result of deliberative consideration of all factors involved.

GENERAL FUND 20-25% Operating Expenditures OR 1.2 Debt Service Ratio

To account for resources traditionally associated with governments, 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; planning and zoning; community development; roads; legal and general government administration; and a variety of other services and programs.

The City Council considers it a good practice to keep 20-25% of annual operating expenditures in unrestricted governmental fund balance OR 1.2 debt service ratio, whichever is greater, to cover unexpected expenses or revenue shortfalls.

The decision to retain a fund balance of 20-25% of operating expenditures stems from the following considerations:

- This amount provides adequate funding to cover approximately three months (or 25%) 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 short-term unexpected situations.

Fund balance may be accessed under the following conditions.

- The Fund balance target will be maintained at 20-25% of Operating Expenditures. Surplus Funds may be transferred to payoff Long Term Obligations, transfer to Debt Service Funds, become restricted for capital outlay, or may be used to restore the target fund balance/net position of other funds.

FUND BALANCE AND NET POSITION RESERVE POLICY

- 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 20-25% of operating expenditures will be maintained. If the unrestricted Fund Balance should fall below 20% of budgeted operating expenditures, the City will develop a plan to restore the fund balance within the acceptable range during the next budget cycle. If the unrestricted fund balance should fall below 15% of budgeted operating expenditures, the City shall develop an immediate budget plan in order to restore the fund balance to at least 20%.

ENTERPRISE FUNDS 25% 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, and debt service. The intent is to maintain an unrestricted net position balance that is equal to or greater than 25% 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 cost of service study or a decision to make major infrastructure improvements.

Electric System - to account for the purchase, production and distribution of electricity by the City and account for the proceeds of bonds and construction of infrastructure related to the City's Electric System.

Waste Water Disposal System - to account for the collection and treatment of the sewage of the City and to account for the proceeds of bonds and construction of infrastructure related to the City's Sewage Disposal System.

Water Supply System - to account for the production and distribution of treated water by the City and account for the proceeds of bonds and construction of infrastructure related to the City's Water Supply System.

Marshall House (15% of Operating Expenditures, OR 1.2 Debt Service Ratio) - to account for the rental activities and federal subsidy of a lower-income senior citizen housing facility.

Dial-A-Ride Transportation (15% of Operating Expenditures OR 1.2 Debt Service Ratio) – to account for the fares, property taxes and grants related to the operation and maintenance of a local public transportation system.

SPECIAL REVENUE FUNDS 1.2 Debt Service Ratio

To account for the proceeds of specific revenue sources (other than those from expendable trusts or for major capital projects), which are restricted legally for specified purposes.

FUND BALANCE AND NET POSITION RESERVE POLICY

MVH Major and Local Roads - to account for the State-Shared gasoline and weight tax collections and 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 in order to provide maintenance, repair costs and capital improvements of the City's Leaf removal, spring brush removal and spring trash removal services.

INTERNAL SERVICE FUNDS 1.2 Debt Service Ratio

To account for the costs of the various services 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.

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 - to account for the tax increment revenue and millage revenue that is derived from the Downtown Development District, which is used to finance various improvements in the downtown area.

Local Development Finance Authority - to account for the tax increment revenue which provides financing for developing and sustaining local commercial and industrial businesses located in the industrial park.

INVESTMENT POLICY

Adopted: February 3, 2014

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 entity 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 annual financial report 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 local unit, unless specifically exempted by the legislative body.

The CITY does not invest the employee pension fund.

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 might 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, CITY officials 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 investment 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 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 subordinate officials.

VI. Ethics and Conflicts of Interest

Officers and employees 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. Employees and investment officials shall disclose to the City Manager any material financial interests in financial institutions that conduct business with the unit, and they shall further disclose any large personal financial investment positions that could be related to the performance of the CITY's portfolio. Employees and officers shall subordinate their personal investment transactions to those of the CITY, particularly with regard to the time of purchases and sales.

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. This list shall be continuously reviewed based on quarterly reports of a rating agency. 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 cooperations 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. Investment of bond proceeds or funds pledged for bond repayment must be fully insured, fully collateralized or otherwise protected from loss of principal. The CITY must assure the availability of funds on the dates for principal and interest payments.

c. 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.

d. 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).

e. 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 investment officer 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. However, negotiable instruments transactions having a value greater than SIPC or other applicable insurance, will be settled on a Delivery-vs.-Payment basis. If so, a Trust (Safekeeping) Receipt and proof of the applicable insurance will be required by a third-party custodian. 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 an annual investment report that provides:

- Principal and type of investment by fund
- Annualized yield
- Ratio of cash to investments
- Earnings for the current month 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 semi-annually. 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 employees and officers of the Finance Director's Office. Required elements of the system

INVESTMENT POLICY

Adopted: February 3, 2014

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 on 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 subordinate staff members;
- written confirmation of telephone transactions;
- supervisory control of employee actions;
- specific guidelines regarding securities losses and remedial action;
- identification and minimization of the number of authorized investment officials

XVI. Investment Policy Adoption

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

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

Portfolio: Collection of securities held by an investor.

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

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

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

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

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

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

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

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

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

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

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

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

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

1. **General Debt Policy**

- 1.1 The City shall seek to maintain and, if possible, to enhance its current bond rating so borrowing costs are minimized and access to credit is preserved. It is imperative that the City demonstrates to rating agencies, investment bankers, creditors, and taxpayers that City officials are following a prescribed financial plan. The City will follow a policy of full disclosure by communicating with bond rating agencies to inform 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, and movable pieces of equipment, 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 and maintenance 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. A specific factor is established by City Council that projected operating revenues in excess of operating expenses less capital expenditures, depreciation and amortization in the operating fund should be at least 1.2 times the annual debt service costs. 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

EXAMPLE

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.

CAPITAL IMPROVEMENT PROGRAM POLICY

Adopted: February 3, 2014

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 operating service areas 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 service areas will be asked to take a more active role in the planning process so that master plan components more consistently contain objectives and policies for capital improvements.
- 2) The Capital Improvements Program will continue to develop 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 in 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 evolve to 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. Likewise, careful evaluation must be made as to which projects should be paid for in greater measure by those who benefit from them, and which are better spread among all residents.
- 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.

City of Marshall

Capital Improvements Program Schedule
July 1, 2015 through June 30, 2021

<u>Date</u>	<u>Activity</u>
September 17, 2014	Meet with Directors and Department Heads to discuss CIP update process. Distribute materials for actual CIP update.
September 17 – October 10, 2014	Department Heads work on updates to CIP; submit to Finance Department on or before October 10.
October 10 – October 15, 2014	Preliminary CIP document assembled by Finance Department based on detail submitted by Department heads.
October 16 – October 17, 2014	Preliminary CIP document reviewed by Directors, City Manager and Finance Director.
November 3 – November 7, 2014	Draft CIP distributed to Planning Commission.
November 12, 2014	Planning Commission sets public hearing
December 1 - December 5, 2014	Draft (revised if necessary) CIP document distributed to Planning Commission.
December 10, 2014	Planning Commission holds public hearing on CIP and submits formal recommendation to City Council.
December 15, 2014	Council receives CIP and recommendations by Planning Commission and schedules public hearing for January 20, 2015.
January 20, 2015	City Council holds public hearing on CIP and adopts the CIP.

City of Marshall Capital Improvements Program

This year's Capital Improvements Program (CIP) provides an opportunity for the various stakeholders in the City of Marshall to come together and prepare a plan of the City's capital improvement needs for the next six years. These stakeholders include the City Council, city administration along with department heads, and the citizens of Marshall. While not all of these needs will be met, as resources are scarce, the CIP provides a way to prioritize these needs and allocate resources to best meet the various demands.

What is the Capital Improvements Program?

The CIP is a six-year plan identifying capital projects to be funded over that period. Included in the plan is the year in which the capital item/project will be funded, the duration of the item/project, the source of funding, and the impact, if any, on operational costs once the capital item/project is acquired. All items/projects are prioritized as explained later in this section.

What is a Capital Improvements Item/Project?

As used in the City of Marshall CIP, a capital improvements item/project is defined as a major, non-recurring expenditure that incorporates any of the following:

1. The acquisition of land for a public purpose.
2. Any construction of a new facility including engineering design and other pre-construction costs with an estimated cost in excess of \$5,000.
3. A non-reoccurring rehabilitation or major repair of all or part of a building, its grounds, a facility, or its equipment, provided that such costs are more than \$5,000 and the improvement will have a useful life of more than one year.
4. Purchase of major equipment valued in excess of \$5,000 with a useful life of more than one year.
5. Major studies requiring the employment of outside professional consultants in excess of \$5,000.
6. All projects funded substantially from the proceeds of a debt obligation.

These factors should be used to determine if a project should be considered as part of the CIP. If there is uncertainty as to whether a project or expenditure should be included in the CIP, please include it and it will be reviewed during the compilation process.

Why develop a Capital Improvements Program?

By developing a CIP the City of Marshall is showing fiscal responsibility. A CIP focuses attention on the long-term issues and implications of these needs with regard to financing resources. The CIP demonstrates fiscal responsibility and planning to:

1. City Council
2. Citizens
3. Rating Agencies
4. Municipal Bond Authorities

Further, a CIP facilitates proper planning for economic development in the broadest sense of the term. It helps establish the future plan for growth with regard to infrastructure, utilities, service needs, parks and recreational needs.

What are the benefits of having a Capital Improvements Program?

The benefits of a thorough and well-planned CIP are numerous. First and foremost, the CIP is a planning tool which, as mentioned earlier, provides a mechanism to allocate scarce resources across competing demands. Second, with a "pay-as-you-go" approach to financing capital projects, overall savings can be realized by avoiding interest and other costs associated with issuing debt. Third, the CIP provides an opportunity for the city's Council, administration, and

citizens to come together and prioritize the needs of the community. Finally, the CIP is a budgeting tool. As such, each of the six years of the program provides a snapshot of that year's potential capital expenditures. Each of these years will be considered individually as that year's Capital Improvement Budget. Hence, the CIP defines the capital needs of the city for each budget year.

Who is responsible for the preparation of the CIP?

The key players in the development of the CIP and their respective roles are as follows:

City Council

The City Council has final responsibility of authorizing expenditures of public funds for capital improvement projects. The City Council will be reviewing, conducting public hearings, and adopting the capital improvements program. Once approved, the CIP will be used as a guide for preparing the budget.

City Manager

The City Manager has the responsibility for submitting the proposed capital improvements program to the Planning Commission and City Council for their review. It is the responsibility of the City Manager to review the proposed program as to content, timing, coordination and its affect on the overall fiscal policy and abilities of the City.

Finance Department

The Finance Department has the responsibility of coordinating the actual preparation of the proposed capital improvements program. The Director of Finance coordinates and reviews individual department projects and prepares the program document. This Department is also responsible for providing supporting information regarding the City's revenue and expenditure capabilities and limitations.

Directors and Department Heads

The Directors and Department Heads have the most knowledge and information concerning the functions and needs of their respective departments. They are responsible for analyzing plans and projects and projecting their costs for inclusion the in CIP. They are also responsible for obtaining the input and approval of proposed projects by the various boards and commissions concerned with their activities. Along with information regarding each project, they are responsible for weighing each project and assigning a priority level which designates the project's criticality.

Citizens of Marshall

The citizens of Marshall have a responsibility to express their concerns and desires as they relate to the CIP through meeting with City Council, staff, and the various boards and advisory committees created by the City.

How should projects be prioritized?

This section provides a basis for determining first the significance of a project, and second how this project should be prioritized. Listed below are several criteria to assist in determining the significance of a project:

- relationship to Master Plan For Land Use
- relationship to City Council vision and goals
- relationship to overall community needs
- relationship to other projects
- necessary to fulfill any federal or state judicial or administrative requirements
- impact on annual operating and maintenance costs

- relationship to other community plans
- relationship to source and availability of funds
- relationship to overall fiscal policy and capabilities

Based on the significance of each project, the next step involves assigning a priority ranking to each project. The priority rankings are defined below:

- Priority 1: Project cannot be postponed. It is partially completed, meets an emergency situation or the City is committed by contractual arrangement.
- Priority 2: Project is important and should be carried out as scheduled so as to meet anticipated needs of a current program, to replace unsatisfactory facilities, or to maintain the a program at its current level of performance.
- Priority 3: Project is needed to expand a program or facility; however, the project can wait until funds become available.
- Priority 4: Project identified as ideal for operations but cannot yet be recommended for action. Project can safely be deferred beyond the third (3rd) year of the six (6) year projection.

Prior projects already identified in the CIP should be thoroughly reviewed. The document containing the prior projects in the CIP is located in F:/USERS/SHARED/2015-2021 CIP Folder. The file name is CIP Database 2015-2021. There are tabs at the bottom of the file that are specific to your respective departments. You only need to complete the CIP information for your particular department. The Master Database will be updated by Finance. Once submissions are made, the 2014 column (in Green on most tabs) of the CIP Database will be deleted, leaving FY 2015 through FY 2021. Make certain that cost projections and project descriptions are updated for each year, and make priority changes where necessary. Submit your updates electronically (highlighting updates) or manually (print out applicable pages and make handwritten corrections) to Finance, along with new project requests. While the CIP information for FY2015 through FY2019 will need to be updated, the CIP information for FY2010 and FY2021 will need to be newly created. Please note that the deadline is close of business on Friday, October 10, 2014. New projects should be submitted by adding them in the same CIP Database spreadsheet. If you have any questions, please contact the Finance Director.

Ongoing Maintenance Costs

Please pay close attention to quantifying the impact proposed projects will have on operating and maintenance costs including personnel time, equipment, materials and supplies. If a savings will be realized from the project (example: project will reduce chemical costs by \$1,000), this too should be quantified. This information should be included in the “Explanation of Affect on Operations” section of the project record.

Record #	Department (sort with filter)	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2015-2016 Expenditure	2016-2017 Expenditure	2017-2018 Expenditure	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	Trade In or Grant Share	Total Expenditure	Impact on Operating Budget
1	Airport	Pavement Marking and Crack Sealing	2	10	General Fund 5%, FAA Allocation 90%, State 5%	Replacement of pavement markings and crack sealing as necessary	\$1,500	\$0	\$0	\$0	\$0	\$0	\$28,500	\$30,000	None
2	Airport	Snow Removal Equipment	2	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.	\$0	\$0	\$0	\$8,333	\$0	\$0	\$158,333	\$166,666	None.
3	Airport	Land Acquisition	2	30	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.	\$0	\$0	\$0	\$0	\$7,500	\$0	\$142,500	\$150,000	None.
4	Airport	Design Terminal Building	2	30	General Fund 5%, FAA Allocation 90%, State 5%	In order to maintain the use of the existing terminal building, improvements to the building are required.	\$0	\$2,250	\$0	\$0	\$0	\$0	\$42,750	\$45,000	Reduction in maintenance expenses.
5	Airport	Terminal Building Construction	2	30	General Fund 5%, FAA Allocation 90%, State 5%	In order to maintain the use of the existing terminal building, improvements to the building are required.	\$0	\$0	\$21,677	\$0	\$0	\$0	\$411,861	\$433,538	Reduction in maintenance expenses.
6	Cemetery	Cemetery Water Distribution System	2	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.	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	\$45,000	Reduction in maintenance and water loss
7	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.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$60,000	Reduction in maintenance
8	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.	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000	Additional maintenance and increase in potential revenue.
9	City Hall	Exterior Restoration	3	30	General Fund	Project will replace loose stones and joints on the facade of City Hall. It will be sealed appropriately to keep building viable.	\$0	\$95,000	\$0	\$0	\$0	\$0	\$0	\$95,000	Decrease maintenance and energy efficient.
10	City Hall	Interior Restoration, Painting & Flooring	3	15	General Fund	Interior has cracks in plaster and peeling paint. Areas of floor need repair and replacement. Restoration is to keep building viable for office space.	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	Maintenance.
11	City Hall	Roof repairs	1	25	General Fund	Replace shingles and stop roof leaks	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	Maintenance.
12	City Hall	Interior Council Chambers Painting	1	15	General Fund	Council Chambers has not been painted in over 20 years.	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,500	Maintenance.
13	City Hall	Interior Finance Office Painting	1	15	General Fund	Walls were poorly painted at last painting. Needs to be redone.	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500	Maintenance.
14	Dart	Bus Replacement	4	7	100% Fed/State Grant	Replacement of busses for local transportation services. Replacement criteria based on age/mileage of vehicle	\$130,000	\$134,000	\$69,000	\$0	\$0	\$0	\$0	\$333,000	Vehicle maintenance costs increase with age and usage.
15	Downtown Development Authority	Wayfaring signage	4	25	DDA Fund & grants	Installation of directional signs in the downtown	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000	Future replacement costs
16	Downtown Development Authority	Parking lot lights	3	15	50% DDA & 50% Electric Funds	Replacement of 47 parking lot poles and lights with 70 LED lights and poles	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$0	\$0	\$62,500	Reduction in energy use and maintenance
17	Downtown Development Authority	Market Study	2	25	DDA Fund 25%, General Fund 37.5%, Grant 37.5%	Market Study Update for the City of Marshall – including all commercial districts and corridors into the city. This study is an important tool for recruiting new businesses, and providing information to existing businesses for marketing, promotions and business expansion ideas.	\$3,125	\$0	\$0	\$0	\$0	\$0	\$1,875	\$5,000	None.
18	Downtown Development Authority	Farmers Market Pavilion	4	20	DDA 10%, Grant 90%	Construction of a pavilion to provide minimal shelter for Farmers' Market and other community activities. As the demand for "farm to food" and "buying local produce" continues, federal tax dollars are being earmarked for Farmers' Market projects. Staff will monitor the availability of grants for this project, and research potential location(s).	\$0	\$0	\$35,000	\$0	\$0	\$0	\$315,000	\$350,000	None.
19	Downtown Development Authority	Splash Pad	1	5	100% Grant	Construction of a splash pad on the small lot where Roma's Cafe was located.	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$120,000	Unknown
20	Electric	Repair Brick (re-tuck joints & seal)	2	50	Electric Fund	General maintenance of brick structures as detailed in the facilities management plan	\$0	\$0	\$40,000	\$40,000	\$0	\$0	\$0	\$80,000	\$0
21	Electric	Replace Windows	3	50	Electric Fund	Existing windows are the original single pane steel framed and not energy efficient at all. Many of the window sills and frames are deteriorated to the point that water is coming in and further damaging the building.	\$0	\$0	\$95,334	\$95,334	\$95,334	\$0	\$0	\$286,002	\$6k/yr deprec

Record #	Department (sort with filter)	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2016-2016 Expenditure	2016-2017 Expenditure	2017-2018 Expenditure	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	Trade In or Grant Share	Total Expenditure	Impact on Operating Budget
22	Electric	Tree Removal/Replacement Program	2	50	Electric Fund	Removal and replacement of trees that need to be trimmed from overhead lines to the extent that they are structurally, physical unsound, unhealthy and unsightly. The tree will be completely removed and replanted with a lower growing species.	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$30,000	\$0
23	Electric	Recondition #1 Hydro	3	30	Electric Fund	Improve the efficiency of the hydro power supply generated by the river flow.	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000	\$2.5k/yr depreciation
24	Electric	Recondition #3 Hydro	3	30	Electric Fund	Improve the efficiency of the hydro power supply generated by the river flow.	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$75,000	\$2.5k/yr depreciation
25	Electric	Retrofit Breakers in Plant #1 Switchgear	2	30	Electric Fund	Switchgear is 1950's vintage that tests okay now but will need replacement in the future. Retrofitting of modern breakers in place of original is deemed to be the most cost effective way of bringing old gear up to date.	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$5k/yr depreciation.
26	Electric	Parking lot lights	2	25	50% DDA & 50% Electric Funds	Replacement of 47 parking lot poles and lights with 70 LED lights nad poles	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$0	\$0	\$62,500	Reduction in energy use and maintenance
27	Electric	Engine #3 & #6 gauge panel replacement	2	20	Electric Fund	One panel replacement each year will modernize control packages for engine control of the city's two newest, largest and most economical engines most requested to run by MSCPA. It will incorporate PLC control and graphic units using touch screen display, a data highway suitable for SCADA interface, one touch start/stop sequence, critical alarm and shutdown inputs, vibration monitoring and fuel/air ratio.	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$80,000	\$4,000/yr depreciation
28	Electric	Regulators	1	25	Electric Fund	To maintain the voltage at the customer's service within the acceptable range, electrical distribution utilities use regulating equipment at electrical substations or along the distribution line. At a substation, the step-down transformer will have an automatic on-load tap changer, allowing the ratio between transmission voltage and distribution voltage to be adjusted in steps. For long distribution circuits, automatic voltage regulators may be mounted on poles of the distribution line. These are autotransformers again with on-load tap changers to adjust the ratio depending on the observed voltage changes. At each customer's service, the step-down transformer has up to five taps to allow some range of adjustment, usually ±5% of the nominal voltage. Since these taps are not automatically controlled, they are only used to adjust the long-term average voltage at the service and do not regulate the voltage seen by the utility customer.	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000	\$2.2k/yr dep
29	Electric	Automated Meter Information Project	3	20	Electric Fund - Bond	This system will automate the collection of meter readings and data from a centrally located facility eliminating the need for door to door readings, reduce or eliminate inaccurate readings and flag problems or tampering with a meter. This system will also provide us with an Outage Management System (OMS), pinpointing back to what device (Breaker, Recloser, Fuse) the outage originates from therefore reducing outage response time. The system will be fully functional within existing ESRI map framework and be ready for immediate integration with the proposed "mPower Innovations" AMI/OMS software. The system will be capable of using future relevant data sources.	\$0	\$625,000	\$0	\$0	\$0	\$0	\$0	\$625,000	\$31k/yr depreciation
30	Electric	Substation Relay Replacement	1	30	Electric Fund	Outdated Substation Relay Replacement with new microprocessor based relays. Brings system protection schemes to modern day technology.	\$130,000	\$80,000	\$30,000	\$0	\$0	\$0	\$0	\$240,000	\$8k/yr depreciation
31	Electric	South Substation Transformer Protection	1	40	Electric Fund	Replace Secondary Fuse with High Side Electrical Protection. The existing low side protection is non standard and puts the transformer at greater risk of failure along with risking other system components.	\$230,000	\$0	\$0	\$0	\$0	\$0	\$0	\$230,000	\$3k/yr depreciation.
32	Electric	Tenneco Reliability	1	30	Electric Fund	Install Reclosure on North Ckt - Past Tenneco to provide greater reliability of electric service by isolating Tenneco from downstream line failures.	\$51,000	\$0	\$0	\$0	\$0	\$0	\$0	\$51,000	\$1k/yr depreciation

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33	Electric	Circuit Upgrade	2	50	Bonding	Partial Conversion of 4kv System to 12kv. This will relieve the heavily loaded 4kv system and reduce line losses.	\$0	\$200,000	\$800,000	\$850,000	\$0	\$0	\$0	\$1,850,000	\$37k/yr depreciation
34	Electric	Circuit Upgrade	3	30	Electric Fund	Revise and recondition 4kv circuits to provide for a more balanced and reliable system.	\$0	\$135,000	\$135,000	\$0	\$0	\$0	\$0	\$270,000	\$0
35	Electric	Circuit Upgrade	3	50	Electric Fund	Revise and recondition 12kv circuits to provide for a more balanced and reliable system.	\$0	\$0	\$165,000	\$113,000	\$0	\$0	\$0	\$278,000	\$0
36	Electric	Relocation of Overhead Electric in South Alley between Jefferson Street and Madison Street and Eagle Street to Grand Street to Underground.	3	35	Electric Fund/DDA	The relocation of the overhead power lines in the South Alley between Jefferson and Hamilton and Grand and Eagle will complete the project that was started in 2007. This relocation will aid in fire responses and also help to clean up the rear facades of the business downtown.	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$11.5k/yr dep.
37	Electric	Embankment Project	2	50	Electric Fund - Bond	The FERC is requesting that all trees, stumps and root system systems be removed from the earthen embankment between the spillways. This will require a geotechnical investigation be completed to determine to what extent the embankment must be excavated and replaced. This budgetary number was created assuming the entire embankment would need to be removed and reconstructed.	\$0	\$805,000	\$0	\$0	\$0	\$0	\$0	\$805,000	\$16k/yr depreciation
38	Electric	Sherman Drive/Wright Lane Upgrade	3	30	Electric Fund - Bond	The underground electric in this neighborhood originated in the mid 1960's. Generally speaking underground electric becomes unreliable after 20 years and reaches the end of its life at approximately 25 - 35 years. Due to the age of the infrastructure, we recommend replacing existing primary and secondary lines.	\$200,000	\$2,800,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$100k/yr depreciation
39	Electric	Circuit Upgrade	3	50	Electric Fund - Bond	New poles and reconductor 3 phase from corner of High St & E Prospect east to N Liberty, north on Liberty to Forest, west on Forest to N Marshall, north on N Marshall to North Drive, west on North Drive to dead-end pole. High St from E Prospect north to Forest currently only single phase.	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000	\$20k/yr depreciation
40	Electric	W. Mich. Ave Overhead to Underground Conversion Aesthetic Improvement	4	50	Bonding /Electric Fund	Convert Overhead to Underground Dist system. Removes all of the lines along and crossing West Michigan Ave.	\$0	\$550,000	\$1,400,000	\$1,500,000	\$1,500,000	\$1,600,000	\$0	\$6,550,000	\$131k/yr depreciation
41	Electric	Replacement of major pole mounted with critical circuits leaving the powerhouse substation	3	50	Electric Fund	Replace of substation exit pole which handles 3 critical circuits on the cities system. Pole is very old, rotting, cracked and bowed.	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000	\$3k/yr deprec
42	Electric	New Circuit	2	50	Electric Fund-Bonding	Install New Pearl St. 12kv Substation Exit to relieve loading on the North Circuit which will provide increased system load transfer capabilities. Greater reliability for Tenneco and the high school.	\$300,000	\$203,000	\$0	\$0	\$0	\$0	\$0	\$503,000	\$10k/yr depreciation
43	Electric	System Upgrade	2	50	Bonding	New 69kv Substation at Powerhouse and 69kv line from Pearl. Substation will be required for future economic development in the industrial park.	\$0	\$0	\$500,000	\$2,300,000	\$0	\$0	\$0	\$2,800,000	\$56k/yr depreciation
44	Electric	Overhaul West Well pump	3	10	Electric Fund	Recommended every 10 years by Peerless Midwest. Replace unsatisfactory facilities to maintain the agency program at current level of performance. This is recommended by yearly testing.	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000	\$1,500 depreciation per year.
45	Electric	Repair Blockhouse Walls	2	50	Electric Fund	Concrete block walls are crumbling along roof line and are in need of repair as detailed in the facilities management plan	\$0	\$6,000	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0

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46	Electric	Breaker Maintenance	1	5	Electric Fund	Circuit breakers are mechanical devices that require periodic maintenance to ensure proper operation. A popular misconception is that if a circuit breaker has not tripped due to an over current it is in original condition. In fact, a circuit breaker that sits without opening over long periods can have performance issues. The lubrication of the mechanism, which is vital for its proper operation, can degrade or dry over time and affect the circuit breaker's ability to operate properly. A circuit breaker also can be damaged or degraded after interrupting a fault.	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000	\$0
47	Electric	Meter / Relay Calibration			Electric Fund	Regular inspection and maintenance of relays is critical in protecting electrical systems from unscheduled outages. Relays will nuisance trip when set too low or if not coordinated, the wrong relay may trip and bring down a large portion of the system. Many factors can influence the operation of protective relays. These include changes in load, replacement of equipment, dust or dirt from the environment or age.	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0
48	Electric	Pole Replacement and Line Reconstruction			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. However, Creosote, is not environmentally acceptable by today's standards. In most recent history, the City has purchased Penta and CCA treated poles. Many of the poles in the City of Marshall's electric system have aged way beyond 60 years and are in desperate 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.	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$0	\$480,000	\$9.6k/yr dep
49	Electric	Circuit Reclosers and SCADA Operated Sectionalizing	1	20	Electric Fund	Auto-reclosers are used in coordinated protection schemes for overhead line power distribution circuits. Auto-recloser/sectionalizing switches will make several pre-programmed attempts to re-energize the line unlike blown fuses which require manual replacement. Auto-reclosers are made in single-phase and three-phase versions. Controls for the auto-reclosers range from the original electromechanical systems to digital electronics with metering and SCADA functions.	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$2.5k/yr deprec.
50	Electric	Upgrade Plant #1 House Power Panels	1	30	Electric Fund	Maintain the equipment for safe and efficient operation by upgrading fuse-type panels with newer circuit breaker panels through a 4-year program. Old panels and wiring have been in place for 50+ years and could become a fire hazard.	\$7,500	\$7,500	\$0	\$0	\$0	\$0	\$0	\$15,000	\$500/yr depreciation.
51	Electric	Raceway/Dam Maintenance	2	20	Electric Fund	Maintain the structures for safe & efficient operations to meet FERC mandates/licensing. This is a 5-year maintenance program of the concrete structures.	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0
52	Electric	Pole Inventory and inspection	1	10	Electric	Project will update the GIS by collecting vital information to improve efficiency of the electric department when responding to routine maintenance and emergency responses. Information collected will include size, type, attachments, and condition. Project will also include photographing the poles and labeling them.	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$40,000	Increase in department efficiency
52-1	Electric	Pole Replacement and Line Reconstruction	1	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. However, Creosote, is not environmentally acceptable by today's standards. In most recent history, the City has purchased Penta and CCA treated poles. Many of the City of Marshall's electric system have aged way beyond 60 years and are in desperate need for 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.	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$0	\$480,000	\$9,600/year depreciation
52-2	Electric	Meter / Relay Calibration	1	3	Electric Fund	Regular inspection and maintenance of relays is critical in protecting electrical systems from unscheduled outages. Relays will nuisance trip when set too low or if not coordinated, the wrong relay may trip and bring down a large portion of the system. Many factors can influence the operation of protective relays. These include changes in load, replacement of equipment, dust or dirt from the environment or age.	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	

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53	Fire	Structural Fire Fighting Protective Clothing Purchase	1	10	General Fund or FEMA Grant with a 5% match	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.	\$10,500	\$12,000	\$12,000	\$0	\$0	\$12,000	\$0	\$46,500	Currently the State of Michigan has mandated that all structural fire fighting protective clothing must meet or exceed the 2000 edition of the National Fire Protection Association's standard for structural fire fighting protective clothing, 24 of our fire fighters have this gear, 10 of our fire fighters are issued the 1997 edition of the N.F.P.A. standard for gear or in a combination thereof.
54	Fire	Personal Alert Safety System (P.A.S.S. Device) Replacement	3	5	General Fund	P.A.S.S. devices attached to turn out gear, are a means by which if a fire fighter becomes incapacitated, trapped, or disoriented, the device can activate an audible alarm, either automatically (motionless for 30 seconds) or manually (by the fire fighter), to let others know that the fire fighter is in distress and needs assistance. Our P.A.S.S. devices currently have a time weighted thermal exposure alarm (so many degrees times so many minutes), too. This notifies the fire fighter that they are in an atmosphere that's exceeding the protection limits of their turn out gear. This project is renewed every 5 years to be in compliance with manufacturer's recommendation and MIOSHA standards.	\$0	\$12,500	\$0	\$0	\$0	\$0	\$0	\$12,500	Our current inventory of P.A.S.S. Devices, purchased in 2004, are quickly reaching their end of life. Grace Industries, the manufacturer of our SuperPASS II, lists in their instruction and maintenance guide that the device needs to be retired from service 3-5 years from the date of purchase, depending on use and abuse. This is supported by N.F.P.A. 1982, 2007 edition and is adopted by MIOASHO by reference (1998 edition) in Part 74, Standards for Fire Fighting.
55	Fire	SCBA Masks	1	7	General Fund	It is the intent of the Marshall Fire Department to provide safety equipment that meets and/or exceeds industry standards. This project will allow the agency to provide SCBA breathing equipment that is fit tested and assigned to each firefighter. Doing so relieves undue hazards and risks to the firefighters and liability to the City of Marshall.	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000	The current condition of the SCBA masks are approximately 14yrs old. Recently all firefighters retrieve a mask that is stored in the fire apparatus. The current protocol has a firefighter retrieve one of those masks from the apparatus. This will allow the department to issue a mask specifically to each firefighter to assure compliance and best practices. We will also have masks available on the apparatus in case of malfunction or other needs.
56	Fire	Power Tools	1	6	General Fund	Power saws, chain saws, rescue saws, positive pressure fans. Current equipment does not meet minimum requirements	\$8,000	\$0	\$0	\$0	\$0	\$9,000	\$0	\$17,000	Equipment is used for training and fire fighting techniques. Required equipment for life safety.
57	Fire	SCBA Gear	2	10	General Fund	Our current self contained breathing apparatus are out of compliance. Parts are no longer available.	\$0	\$245,000	\$0	\$0	\$0	\$0	\$0	\$245,000	
58	Fire	Thermal Imaging Camera	2	10	General Fund	Thermal Imaging Cameras are needed to find possible fire in confined or obstructed areas. This included inside walls, chimney, etc.	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$30,000	Current equipment is beginning to fail and the costs of repairs are not justified.
59	Fire	Confined Space Rope	1	5	General Fund	Used to tie off officers during SAR and for hoisting material to other floors in buildings and onto the roofs.	\$7,000	\$0	\$0	\$0	\$0	\$7,500	\$0	\$14,500	Currently ALL rope is out dated and had a recent failure during a training exercise.
60	Fire	Fire Hose	2	20	General Fund	Current hose is out of date for industry standard. It is currently allowed for 20 years. Our hose will need to be replaced in sections.	\$5,000	\$5,000	\$3,000	\$0	\$0	\$0	\$0	\$13,000	We will begin replacing hose to meet the needs for the next 20 years.
61	Fire	Hose Tester	3	10	General Fund	Current tester is beginning to need repairs and should be replaced in the next 3 years if possible	\$0	\$0	\$5,100	\$0	\$0	\$0	\$0	\$5,100	needed to test hoses for failure and damage. Life safety issue.
62	Fire	Hose Washer	3	10	General Fund	Used to maintain and clean hose after use. This allows the life of the hose to be extended and reduce costs over time	\$0	\$0	\$0	\$14,000	\$0	\$0	\$0	\$14,000	Current hose washer is showing signs of repair.
63	Fire	Portable Radios	2	7	General Fund	VHF Radios, pagers and base	\$0	\$5,000	\$0	\$0	\$5,000	\$5,000	\$0	\$15,000	Replacement for on scene communications
64	Local Development Finance Authority	Watermain Loop	3	50	LDFA bond & MEDC Grant	Construction of a 12" water main from Woolley Drive & Kalamazoo Ave southward to the Brooks, then east to the Pratt Avenue cul de sac			\$624,000					\$624,000	None
65	Local Development Finance Authority	Oliver Drive Extension	3	50	LDFA bond & MEDC Grant	Infrastructure installation to extend Oliver Street to the Uddell property		\$400,000						\$400,000	Unknown
66	Marshall House	Resurface and Seal Parking Lot	3	15	Marshall House Fund	Remove 1 1/2" of asphalt and pave new 1 1/2" layer of asphalt with 5 year seal coat and striping (43340 sq ft).	\$0	\$0	\$0	\$65,010	\$0	\$0	\$0	\$65,010	The minimal maintenance adds to the useful life of the parking lot.
67	Marshall House	Apartment Remodeling - 100 Units	1	5	HUD Replacement Reserve	Remove old and replace with new cabinets, countertops and floor coverings with vinyl base. Current items from original construction in 1979.	\$0	\$178,800	\$178,800	\$178,800	\$178,800	\$178,800	\$0	\$894,000	Add depreciation expense of \$7,000 annually.
68	Marshall House	Annual Vacancy Maintenance	1	4	Marshall House Fund	Carpeting, painting, vinyl and (4) ADA tub replacements when units become vacant.	\$13,250	\$13,250	\$13,250	\$13,250	\$13,250	\$13,250	\$0	\$79,500	To provide a clean & healthy unit that meets Fair Housing Requirements
69	Marshall House	Refurbish Canopy and Balcony	2	4	Marshall House Fund	*Refurbish balcony floor to weeps. Sandblast and paint entrance canopy and balconies	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	To improve on the water infiltration issues on the building structure
70	Marshall House	Phase 2 of Fire Board and Alarm System. Add Alarm Notifications to each unit	1	10	Marshall House Fund	Allowance for additional alarms to be installed in each unit to comply with code	\$41,000	\$0	\$0	\$0	\$0	\$0	\$0	\$41,000	Continue to bring system up to NFPA code in phases

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71	Marshall House	Sidewalk Replacement	2	1	Marshall House Fund	Allowance for replacement of deteriorated concrete sidewalk (10% replacement)	\$9,800	\$9,800	\$9,800	\$9,800	\$9,800	\$9,800	\$9,800	\$68,600	To improve the visible faults in the pavement and walkways and improve the deficiency rating from a Physical Assessment of the building.
72	Marshall House	Replace Steel Entrance Service Doors	3	1	Marshall House Fund	They are the original doors of the facility and have long outlived their expected life.	\$0	\$19,800	\$0	\$0	\$0	\$0	\$0	\$19,800	Replacement insures safety and security of the building as well as increased energy efficiency. Will improve the deficiency rating on the Physical Assessment of the building.
73	Marshall House	Exterior Brick Power Cleaned, Joints R-ctucked	4	25	Marshall House Fund	The re-sealing of the brick is the minimal amount of maintenance required to prevent further water infiltration into interior of apartments causing further damage.	\$0	\$0	\$39,840	\$0	\$0	\$0	\$0	\$39,840	Preserving brick and health and safety of tenants.
74	Marshall House	Renovation of Salon	4	25	Marshall House Fund	The salon and its equipment have long outlived its estimated useful lifespan.	\$0	\$0	\$0	\$6,000	\$0	\$0	\$0	\$6,000	Insures a convenient service for tenants with limited mobility especially during winter months.
75	Marshall House	Replace Water Softeners	2	20	Marshall House Fund	The water softeners will be exceeding their useful lifespan in fifteen years and will need to be replaced.	\$0	\$0	\$8,600	\$0	\$0	\$0	\$0	\$8,600	Future will increase energy savings and will insure continued efficient operations of boilers and heaters
76	Marshall House	Smoke Detector Replacement	2	20	Marshall House Fund	Replace apartment smoke detectors and install new in bedrooms, interconnected to living area	\$38,760	\$0	\$0	\$0	\$0	\$0	\$0	\$38,760	Under advisement of the City of Marshall Fire Department, the status of the systems should be upgraded for the health and safety of all tenants.
77	Marshall House	Parking Lot Lighting	1	40	Marshall House Fund	Replace parking lot lighting	\$0	\$13,500	\$0	\$0	\$0	\$0	Energy Optimization	\$13,500	Tenants requests for improvement received. Lighting inadequate for the safety of the tenants.
78	Marshall House	Pole Mounted Lighting	4	25	Marshall House Fund	Replace pole mounted site lighting for pedestrian walkways	\$0	\$32,000	\$0	\$0	\$0	\$0	Energy Optimization	\$32,000	Tenant requests for improvement received. Lighting inadequate for the safety of the tenants.
79	Marshall House	Public Restrooms	2	40	Marshall House Fund	Upgrade the public restrooms to ADA compliant status	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	Per Section 504/ADA Study, not in compliance
80	Marshall House	Office Remodel	4	25	Marshall House Fund	Upgrade the office to ADA compliant status	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	Per Section 504/ADA Study, not in compliance
81	Marshall House	Air Conditioner Sleeves	4	25	Marshall House Fund	Replace all air conditioning sleeves for each apartment	\$17,415	\$0	\$0	\$0	\$0	\$0	\$0	\$17,415	Experiencing water leakage issues with air conditioners. Not appropriate drainage provided with original sleeves. Upgrades will eliminate future damage to the building and units.
82	Marshall House	Window Repair/Water Infiltration	4	40	Marshall House Fund	Replace and Repair the flashing of nine (9) apartment windows	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	To improve the status of the continual water damage caused by deteriorating flashing around the windows.
83	Marshall House	Sign Refurbishing	2	20	Marshall House Fund	Refurbish property sign w/new landscaping and electric for illuminating sign	\$0	\$32,400	\$0	\$0	\$0	\$0	\$0	\$32,400	To improve on the marketability of the Marshall House
84	Marshall House	Curb Replacement	3	10	Marshall House Fund	Estimate replacing 20% of curbing	\$0	\$0	\$0	\$42,000	\$0	\$0	\$0	\$42,000	Original curbs are in fair condition per Physical Assessment of the site. To improve the rating from the assessment.
85	Marshall House	Gazebo Refurbishing	2	4	Marshall House Fund	Refurbish gazebo, clean roof & add electric with lighting	\$0	\$0	\$0	\$17,750	\$0	\$0	\$0	\$17,750	Tenant request for improvements.
86	Marshall House	Ceiling Tiles	4	20	Marshall House Fund	Replace suspended ceiling tiles in common area rooms	\$0	\$0	\$0	\$26,325	\$0	\$0	\$0	\$26,325	Improve on the appearance
87	Marshall House	Intercom Replacement	2	20	Marshall House Fund	Replace intercom system	\$0	\$0	\$27,500	\$0	\$0	\$0	\$0	\$27,500	Tenant requested improvements.
88	Marshall House	Glass replacement in apartment windows	1	50	Marshall House Fund	Apartment windows have condensation trapped between the panes of glass	\$4,004	\$0	\$0	\$0	\$0	\$0	\$0	\$4,004	Improves the integrity of the windows and will insure comfort
89	Marshall House	Access Panel Purchase and Installation	2	10	Marshall House Fund	Install panels in corridors to give access to the buildings plumbing system	\$8,113	\$8,113	\$0	\$0	\$0	\$0	\$0	\$16,226	No existing access to plumbing issues currently in the building. To rectify the current situation which is costly for repairs, installation of fire rated access panels will allow quick and accurate troubleshooting and reduce the cost repairs
90	Motor Pool	Roof Replacement and Building Upgrades	2	75	General Fund	The roof has been inspected to determine the cost to fix the leaks. Because of the style of roof (nails are exposed and fixed so roof cannot expand and contract) repairs would be of little effect. \$10,000 would pay for an architect to inspect the building and form a plan for roof, sidewall repairs, infra-red heating design and insulation. \$200,000 should cover repairs based on a preliminary estimate of \$110,000. In replace the roof.	\$0	\$10,000	\$0	\$200,000	\$0	\$0	\$0	\$210,000	Reduction in Maintenance
91	Motor Pool	2016 Purchases	2	Variable	Motorpool	PSB Van, DPW Salt Truck, Elec Brush Chipper, Police Cruiser	\$256,500	\$0	\$0	\$0	\$0	\$0	\$0	\$256,500	Reduction in Maintenance
92	Motor Pool	2017 Purchases	2	Variable	Motorpool	Elec Pickup, DPW Flow Truck, DPW 1-ton dump, 2 police cruisers	\$0	\$262,000	\$0	\$0	\$0	\$0	\$0	\$262,000	Reduction in Maintenance

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93	Motor Pool	2018 Purchases	2	Variable	Motorpool	WW Pickup, DPW Pickup, DPW 1-ton Dump, REC Mower, CEM 4 mowers, Police Cruiser, Elec Digger Truck, DPW Tree Truck, DPW Plow Truck, DPW Vactor Truck, DPW Loader	\$0	\$0	\$1,204,000	\$0	\$0	\$0	\$0	\$1,204,000	Reduction in Maintenance
94	Motor Pool	2019 Purchases	2	Variable	Motorpool	MP Pickup, REC tractor, Police 2 Cruisers, DPW 2 mowers, PH Mower	\$0	\$0	\$0	\$151,000	\$0	\$0	\$0	\$151,000	Reduction in Maintenance
95	Motor Pool	2020 Purchases	2	Variable	Motorpool	Equipment Replacement TBD	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000	Reduction in Maintenance
96	Motor Pool	2021 Purchases	2	Variable	Motorpool	Equipment Replacement TBD	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$150,000	Reduction in Maintenance
97	Parks	Brooks Nature Park 16 x 20 Shelter	2	20	Special Projects Fund-Brooks Nature Project Fund Balance from 100% DNRE Grant	This will be an area for those using the park to take refuge during adverse weather conditions. It will be open on three sides. One side will be closed to help block the wind or rain from those occupying the structure. The ceiling area will be enclosed to keep wild life from using the trusses as a nesting area.	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000	Increase in maintenance costs.
98	Parks	Playground Ground Cover replacement	3	20	General Fund	As suggested by the recent playground inspection new mulch should be install in all play structures throughout the city. Mulch needs to be replaced every 5 years.	\$8,000	\$0	\$0	\$0	\$0	\$8,000	\$0	\$16,000	Potential reduction in accident liability
99	Parks	Poured in Place Rubber Surface	3	20	General Fund, possibly DNR grants, local Foundations	The existing rubber flooring inside Kids Kingdom is original to the construction and is missing in many areas.	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	Potential reduction in accident liability
100	Parks	South Ketchum Ground Leveling	3	30	General Fund, possibly DNR grants, local Foundations	The area behind Kids Kingdom needs to be leveled, top-soiled, and seeded so it can be maintained with a finish mower.	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	Increase in maintenance costs.
101	Parks	Rice Creek Final Weir Adjustment	3	15	General Fund	When the Rice Creek Dams were removed the final weir placement was delayed until the culvert into N. Ketchum Parks was replaced. The culvert was replaced in FY14 and a permit was issued for the adjustment which expires in 12/18.	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000	None
102	Parks	Riverwalk tree clearance	2	10	General Fund	Riverwalk has been experiencing some damage due to trees for the past few years. Project will safely remove any tree that may damage the riverwalk and raise the canopy.	\$10,000	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$30,000	Reduction in repair cost.
103	Parks	City entry sign repainting	2	15	General Fund	Decorative signs along the major entry routes into the city are in need of being repainted	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000	None
104	Parks	Skate Park Relocation	2	15	General Fund	Current location of skateboard park presents challenges with oversight and enforcement. New location will be highly visible and easily enforceable. Community group will be responsible for relocating equipment and installing new concrete pad and the City of Marshall will purchase the land.	\$0	\$0	\$0	\$55,000	\$0	\$0	\$0	\$55,000	Reduction in maintenance of N. Ketchum Park
105	Parks	Shearman Park Development	3	50	General Fund/ Misc Grants	The City acquired the land where the Shearman School once stood from Marshall Public Schools. A steering committee was formed to help identify the needs of the city and desires of the neighborhood. The park development will help to further the needs of the community, one of which is the proper spacing of parks.	\$0	\$145,700	\$0	\$0	\$0	\$0	\$300,000	\$445,700	Increase in maintenance costs.
106	Parks	Phase V Riverwalk Design / Construction	2	50	General Fund 25%, Local Grant 75%	Design and construction of the next phase of Kalamazoo Riverwalk extending from Kalamazoo Ave. westerly to Pearl St. sub-station area.	\$0	\$0	\$0	\$0	\$37,500	\$375,000	\$1,237,500	\$1,650,000	Increase in maintenance costs.
107	Parks	South Ketchum Parking Lot Expansion	1	10	General Fund	With the addition of the Kids Kingdom current and future uses of the park area, additional parking is needed. The City could need to purchase additional property and then install storm sewer.	\$0	\$0	\$52,000	\$0	\$0	\$0	\$0	\$52,000	Increase in maintenance costs.
108	Parks	Improve Park Signage	2	10	General Fund, possibly DNR grants, local Foundations	Improve/Replace park signage	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000	None
109	Planning & Zoning	Master Plan and Zoning Ordinance Update	1	5-10 years	General Fund	Consultant hired to update Master Plan and Zoning/Sign ordinances. Include HCOD and other updates necessary.	40,000	0	0	0	0	0	0	\$40,000	Maintenance. MP and ordinances are necessary for proper administration of the City.
110	Planning & Zoning	Non-Motorized Plan	1	5-10 years	General Fund	Consultant will assist City in adding an additional chapter to the Master Plan for a Non-Motorized Plan.	5,000	0	0	0	0	0	0	\$5,000	The addition of this plan will allow for mandatory MDOT sidewalk replacement in project areas and open the City to new grant possibilities.
111	Police	Protective Vests	1	5	General Fund or Grant	Protective armor vests are worn by all personnel wearing a uniform. It is a contractual agreement that the City of Marshall provide the vests. It is also an industry standard to provide and wear the protective armor.	\$5,000	\$0	\$0	\$0	\$5,000	\$5,000	\$9,500	\$24,500	This is an officer safety issue and one that has proven to reduce or eliminate injuries and also saved lives. This has significant savings should a catastrophic event occur.
112	Police	Police Vehicle Change-over	1	4	General Fund	To purchase all new equipment other than radios for the new vehicles beginning in 2011. This is due to the crown Victoria no longer be produced, therefore a new design vehicle will be utilized. This will not allow the current equipment to change-over to the new design.	\$6,300	\$13,000	\$6,300	\$6,500	\$6,500	\$6,500	\$0	\$45,100	Provide safety equipment and emergency equipment to all new vehicles.

Record #	Department (sort with filter)	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2015-2016 Expenditure	2016-2017 Expenditure	2017-2018 Expenditure	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	Trade In or Grant Share	Total Expenditure	Impact on Operating Budget
113	Police	Police Vehicle Video Equipment	1	5	General Fund	Patrol car cameras are used daily by this agency. We utilize the cameras to document crimes, actions by offenders, and officers. The Marshall Police Department has a Policy and Procedure stating that while on patrol the car video has to be on and functioning. The audio must be engaged whenever contact with the public is made. The cameras are an asset to the City of Marshall as it reduces liability and also aids in conviction of crimes.	\$5,500	\$0	\$0	\$6,000	\$6,000	\$6,000	\$4,000	\$27,500	The cameras provide crucial documentation of police practices public contacts. They are an industry standard and are useful in court presentations, training issues, and reduction liability.
114	Police	Toughbook H2 Tablet	1	5	General Fund	Patrol car computers are used daily by this agency. We utilize the computers to document crimes, actions by offenders, officers, dispatch communications, GPS functions and officer safety. The Marshall Police Dept has a policy and procedure stating that while on patrol the computer has to be on and functioning. The computers are an asset to the City of Marshall as it reduces liability ad also aids in patrol operations.	\$5,500	\$0	\$5,800	\$5,800	\$0	\$0	\$1,000	\$18,100	The computers provide crucial documentation of police reports, dispatch complaints, report writing, GPS functions etc for police operations while in the vehicle.
115	Police	Tasers	1	7	General Fund	Current Tasers are no longer manufactured and replacement will be required within 2 years.	\$0	\$8,500	\$0	\$0	\$0	\$0	\$0	\$8,500	this is an officer safety equipment
116	PSB Operations	Exterior Maintenance	2	30	Department Cost Allocation - 55% Electric, 28% GF, 9% DART, 8% Water	PSB exterior needs to be washed and sealed to keep the concrete aesthetically pleasing.	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	None
117	PSB Operations	PSB Mill and Pave Asphalt Parking Lot. Add Electronic Gate to North Entrance	3	30	Department Cost Allocation - 55% Electric, 28% GF, 9% DART, 8% Water	Parking lot is deteriorating due to heavy vehicles (garbage trucks, line trucks, delivery trucks, etc.) using the main parking lot to access the delivery doors and refuse sites. The parking lot was not designed for this kind of use. After paving, heavy traffic will be re-routed to the north side of the building.	\$0	\$0	\$0	\$140,000	\$0	\$0	\$0	\$140,000	Reduced maintenance expenses
118	PSB Operations	Remove and Replace Floor Covering	2	20	Department Cost Allocation - 55% Electric, 28% GF, 9% DART, 8% Water	Carpet is showing wear throughout the office portion of the Public Service Building.	\$0	\$0	\$140,000	\$0	\$0	\$0	\$0	\$140,000	None
119	Recreation	Replacement of Athletic Field Light System	4	30	General Fund Transfer to Electric Fund - Bond	The current lights on diamond #1 & #2 are approaching the end of their expected life. The entire system should be replaced.	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000	May be a slight decrease in utilities due to more efficient system.
120	Recreation	Dug Outs	4	25	General Fund	To complete recent renovations to Athletic Field, dug outs for diamonds #1 & #2 can provide additional safety and protection to players, add a professional element to the facility and will be visually pleasing which may help expand programming. Postpone from FY18 to FY 21.	\$0	\$0	\$0	\$0	\$0	\$25,088	\$0	\$25,088	Potential increased revenue by attracting additional tournaments.
121	Recreation	Painting & Repairs on Athletic Field Concession/Restroom Building.	3	5	General Fund	Painting is considered routine maintenance. Small repairs are also needed on portions of the siding and columns in the covered picnic area.	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	Maintenance
122	Recreation	Seal Coating Athletic Field Parking Lot & Pathways. Stripping of Parking Lot	4	3-5	General Fund	Seal Coating Athletic Field Parking Lot & Pathways is considered routine maintenance. Seal Coated Sept. 2013.	\$0	\$8,500	\$0	\$0	\$0	\$0	\$0	\$8,500	Maintenance
123	Recreation	Sand Volleyball Court Renovations	4	25	General Fund	Old volleyball court posts will be removed and replaced by posts that can be easily removed for the winter. Purchase new net system. This will allow program expansion for this area. Fence repairs & fence painting also needed.	\$0	\$9,000	\$0	\$0	\$0	\$0	\$0	\$9,000	Potential increased revenue by expanding programming opportunities.
124	Recreation	Additional Pavilion at the Athletic Fields	3	10	General Fund	The Athletic Fields are used not only by Department sponsored activities but rentals and community use as well. A pavilion in-between the outfields of diamond #3 & #4 would provide an additional picnic area.	\$0	\$0	\$0	\$8,500	\$0	\$0	\$0	\$8,500	No effect on operational revenues and expenditures anticipated.
125	Recreation	Recrown Diamonds #1, #2, #3, #4	3	10+	General Fund	LASER RECROWN, NEW BATTERS BOX, NEW PITCHING MOUNDS ON ALL FOUR DIAMONDS. CONSIDERED A VITAL PRESERVATION	\$9,700	\$0	\$0	\$0	\$0	\$0	\$0	\$9,700	Considered Vital/Routine Maintenance
126	Recreation	Replace Retaining Wall Diamond #3	3	20+	General Fund	REPLACE RETAINING WALL ON DIAMOND #3 LOCATED BEHIND THE BACKSTOP. CURRENT WALL IS IN DISREPAIR AND CAN BE CONSIDERED A SAFETY CONCERN. NEW WALL WILL BE DESIGNED TO ACCOMMODATE A 6-8' PATHWAY BEHIND BACKSTOP ALLOWING ACCESSIBILITY TO THE THIRD BASE BENCH AREA.	\$14,700	\$0	\$0	\$0	\$0	\$0	\$0	\$14,700	No effect on operational revenues and expenditures anticipated..
127	Recreation	Replace Backstop DiamondA #3	2	3-5	General Fund	REPLACE CURRENT BACKSTOP ON DIAMOND #3. AFTER REPAIR ATTEMPTS BACKSTOP CONTINUES TO BE UNSATISFACTORY AND AT TIMES INTERFERES WITH PLAY.	0	\$7,000	\$0	\$0	\$0	\$0	\$0	\$7,000	No effect on operational revenues and expenditures anticipated..
128	Recreation	Asphalt Pathway	4	20+	General Fund	CONSTRUCT ASPHALT WALKING PATHWAY BEHIND BACKSTOP OF DIAMOND #3 CONNECTING TO PATHWAY ON THE SOUTH, ALONG FIRST BASE SIDE OF FIELD.	0	\$0	\$0	\$0	\$4,000	\$0	\$0	\$4,000	No effect on operational revenues and expenditures anticipated. May increase potential for future funding.

Record #	Department (sort with filter)	Project Title	Priority Ranking	Estimated Useful Life	Source of Funding	Project Narrative/Purpose	2015-2016 Expenditure	2016-2017 Expenditure	2017-2018 Expenditure	2018-2019 Expenditure	2019-2020 Expenditure	2020-2021 Expenditure	Trade In or Grant Share	Total Expenditure	Impact on Operating Budget
129	Recreation	Dug-Outs, Diamond #3 & #4	4	3-5	General 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	\$0	\$0	\$0	\$12,544	\$12,544	\$0	\$0	\$25,088	Dug-outs will have low maintenance. This extra amenity may help to attract more field rentals.
130	Recreation	Asphalt Pathway	3	25	General Fund	CONSTRUCT ASPHALT WALKING PATHWAY FROM SAND VOLLEYBALL COURTS CONNECTING TO CURRENT PATHWAY WEST OF DIAMOND #2	\$0	\$7,500	\$0	\$0	\$0	\$0	\$0	\$7,500	No effect on operational revenues and expenditures anticipated. May increase potential for future funding.
131	Recreation	Construct retaining wall & asphalt pathway	2	5	General Fund	CONSTRUCT A RETAINING WALL JUST SOUTH OF DIAMOND #2 ALONG FIRST BASE SIDE OF FIELD. NEW RETAINING WALL WILL BE DESIGNED TO ACCOMMODATE A 6-8' PATHWAY IN SAME AREA. CONSTRUCT PATHWAY.	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000	No effect on operational revenues and expenditures anticipated. May increase potential for future funding.
132	Recreation	Asphalt Pathway	2	25	General Fund	CONSTRUCT ASPHALT WALKING PATHWAY FROM PARKING LOT SOUTH, INBETWEEN DIAMOND #1 & #2. CONSTRUCT ASPHALT WALKING PATHWAY BEHIND SCORESHED OF DIAMOND #2 CONNECTING TO PATHWAYS ALREADY IN PLACE.	\$0	\$0	\$9,500	\$0	\$0	\$0	\$0	\$9,500	No effect on operational revenues and expenditures anticipated. May increase potential for future funding.
133	Recreation	Asphalt Pathway	2	15	General Fund	CONSTRUCT ASPHALT WALKING PATHWAY FROM DIAMOND #1 SOUTH, ALONG 3RD BASE SIDE OF FIELD. CONSTRUCT ASPHALT WALKING PATHWAY BEHIND SCORESHED OF DIAMOND #1. BOTH PROJECTS WILL CONNECT TO PATHWAYS ALREADY IN PLACE	\$0	\$0	\$0	\$8,500	\$0	\$0	\$0	\$8,500	No effect on operational revenues and expenditures anticipated. May increase potential for future funding.
134	Recreation	Feasibility Study	3	10	General Fund/ Misc Grants	STUDY TO EXPLORE THE FEASIBILITY OF A CITY OWNED/OPERATED RECREATION CENTER.	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000	A recreation center could potentially increase revenues and expenditures.
135	Recreation	Asphalt Pathway	3	10	General Fund	CONSTRUCT ASPHALT WALKING PATHWAY BEHIND SCORESHED OF DIAMOND #4. THIS WILL CONNECT TO PATHWAY ON THE NORTH, 3RD BASE SIDE OF THE FIELD.	\$0	\$0	\$0	\$0	\$0	\$4,000	\$0	\$4,000	No effect on operational revenues and expenditures anticipated. May increase potential for future funding.
136	Recreation	Purchase Play Equipment	4	10	General Fund	INSTALL PLAY EQUIPMENT AT THE ATHLETIC FIELD ALONG 3RD BASE SIDE OF DIAMOND #1.	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$35,000	No effect on operational revenues and expenditures anticipated..
137	Recreation	Roofing - Athletic Field Concession/Restroom Building	4	10	General Fund	Replacement of shingles on Concession/Restroom Building.	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000	Maintenance
138	Recreation	Purchase Copier/Printer	4	20	General Fund	THE TASKALFA 300CT (COPIER/PRINTER) CURRENTLY IN USE WAS PURCHASED NOV. 2010 WITH A LIFE EXPECTANCY OF 10 YRS. PURCHASE REPLACEMENT.	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$10,000	Purchase will allow in-house printing, the most economical for the department.
139	Streets	Sidewalk Ramp Installation	2	50	General Fund	Repair of 100 sidewalk ramps at intersections under the City's jurisdiction which do not currently have a handicap accessible ramp.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$60,000	Increased pedestrian safety.
140	Streets	Bridge Replacement-Monroe Street @ Rice Creek	2	30	MVH Major 8% - Bond, MDOT Grant	Replacing of 100 year-old structure utilizing match from MDOT grant.	\$0	\$159,000	\$0	\$0	\$0	\$0	\$1,150,000	\$1,309,000	Increase safety and load handling of the bridge.
141	Streets	Bridge Replacement-Marshall Ave @ Kalamazoo River	2	30	MVH Major 6% - Bond, MDOT Grant 94%	Replacing of 100 year-old structure utilizing match from MDOT grant.	\$0	\$305,000	\$0	\$0	\$0	\$0	\$2,185,000	\$2,490,000	Increase safety and load handling of the bridge.
142	Streets	Street Sign Replacement	3	25	MVH Major 35%, MVH Local 65%	Signs will be replaced by City crews one quadrant per year. Street signs will begin to be replaced in the fifth year	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$0	\$84,000	None.
143	Streets	Barricade Replacement	2	15	General Fund	Replacement of traffic barricades and cones that are used for special events, maintenance, and construction.	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000	None.
144	Streets	MDOT - Small Urban Grant Project 2016	2	10	Major Streets	Reconstruction of Monroe Street from S. Marshall Avenue to Locust and North Drive from Kalamazoo Avenue to Brewer Street	\$131,250	\$0	\$0	\$0	\$0	\$0	\$375,000	\$506,250	Reduction in Maintenance
145	Streets	Special Tree Removal	2	20	General Fund	Some trees slated for removal need to be done by professional tree services due to special circumstances or equipment limitations	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$0	\$90,000	Reduction in Maintained
146	Streets	Local Street Rehabilitation	2	20	General Fund	FY2016 - Repave W. Green Street from S. Kalamazoo to Dobbins Street and Arms Street from Fountain Street to Mid block. FY 2017 - Repave Gorham Street and Liggett Road and crackfill approximately 7.5 miles of road. FY 2018 - Repave N. Liberty from Michigan Avenue to Forest Street and Locust Street. FY 2019 to 2021 is a \$250k per Road Report. Project locations TBD.	\$265,000	\$170,000	\$225,000	\$250,000	\$250,000	\$250,000	\$0	\$1,410,000	Reduction in maintenance cost.
147	Streets	New Sidewalk Installation	2	30	General Fund	Sidewalks include Michigan Avenue, North Drive from Madison to Marshall Avenue, Pearl from Kalamazoo to Riverwalk Access, Forest Street, O'Keefe, and Woodruff Drives, Sherman from Pristanchia to Verona Road, Hobart from Kalamazoo to Brewer East Drive from Forest to Mann, Prospect where missing, Greenfield from Verona to Michigan, Birch and Mulberry where missing.	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$180,000	Increased cost in the form of sidewalk repairs.

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148	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.	\$0	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000	Reduction in Plant expenses and increase in capital outlay.
149	Wastewater	Septage Receiving Station	4	20	Wastewater Fund - Bond	This project will provide a place for dumping septage in Calhoun County. State laws require septage to be dumped at an approved receiving station if within a 25 miles radius of such a station. Currently there is no such facility in Calhoun County. This is an investment in the environmental health of Calhoun County.	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000	Increase in revenue and offsetting increase in expenditures.
150	Wastewater	Automated Meter Information Project	2	20	Wastewater Fund - Bond or Installment Purchase Contract	This system will automate the collection of meter readings and data from a centrally located facility eliminating the need for door to door readings, reduce or eliminate inaccurate readings and flag problems or tampering with a meter. This system will also provide us with an Outage Management System (OMS), pinpointing back to what device (Breaker, Recloser, Fuse) the outage originates from therefore reducing outage response time. The system will be fully functional within existing ESRI map framework and be ready for immediate integration with the proposed "miPower Innovations" AMI/CMS software. The system will be scalable and capable of pulling in all other available and future layers and data sources.	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000	Reduction in meter reading cost.
151	Wastewater	Door and Window Replacement	2	25	Wastewater Fund	This project will entail replacing a number of exterior doors and windows in the various buildings at the Wastewater Plant. Some of these doors have been damaged by the naturally corrosive atmosphere present. Others need replacing due to age. The windows needing replacement are due to age and deterioration.	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	Reduction in utility cost.
152	Wastewater	South Marshall & Hughes Lift Station Replacement	2	25	Wastewater Fund	Due to the age (20 yrs) and on-going maintenance to the lift station replacement is recommended. The new station will be relocated as it is currently in the green space between the curb and sidewalk. A new location will increase employee safety.	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000	New station will save on maintenance costs.
153	Wastewater	Partello Road Lift Station Replacement	2	25	Wastewater Fund	Due to the age (20 yrs) and on-going maintenance to the lift station replacement is recommended. The new station will be relocated as it is currently in the green space between the curb and sidewalk. A new location will increase employee safety.	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000	Reduction in maintenance cost.
154	Wastewater	New Sludge Thickening/Dewatering Process	2	20	Wastewater Fund	The current equipment will be 20 years old and the polymer (thickening agent) used in the process is no longer produced. A suitable replacement is not expected. We have enough polymer to last about 4 years at our current rate. With a new system, Class A biosolids may be achieved.	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	Increase in revenue from possible sale of biosolids.
155	Wastewater	Grit Removal System	3	20	Wastewater Fund	A grit removal system installed at the headworks will reduce wear on the pumps and piping in the plant.	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000	Reduction in maintenance cost.
156	Wastewater	New Raw Sewage Pump VFDs	2	10	Wastewater Fund	Current VFDs need to be replaced due to age. Adding a third VFD to our third pump will allow us to rotate the pumps and increase the useful life of all three raw sewage pumps.	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$25,000	Reduction in maintenance cost.
157	Wastewater	Channel Monster Cartridge Replacement	1	5	Wastewater Fund	It is recommended by the manufacturer to replace the cutter cartridge in the Channel Monster every five years.	\$30,000	\$0	\$0	\$0	\$0	\$35,000	\$0	\$65,000	Reduction in maintenance cost.
158	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.	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000	Reduction in maintenance cost.
159	Wastewater	Lyon Lake Pump Replacement	1	20	Wastewater Fund	DUE TO THE AGE (20+YRS) OF THE ORIGINAL PUMPS, AND THE FACT THAT THEY HAVE BEEN REBUILT NUMEROUS TIMES, PUMP REPLACEMENT IS RECOMMENDED. REPLACEMENT WILL BE WITH FLYGT BRAND TO ACHIEVE CONSISTANCY WITH OUR NEWER PUMP STATIONS. FOUR PUMPS WILL BE REPLACED IN FY14/15 AND FY15/16	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	Reduction in maintenance cost.
160	Wastewater	Concrete Tank Repairs	3	30	Wastewater Fund	REPAIRS TO THE AGING CONCRETE TANKS (CIRCA 1955 AND 1975) ARE RECOMMENDED TO EXTEND THE LIFE OF THE FACILITIES	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0	\$75,000	none.
161	Wastewater	UV Disinfection system	4	25	Wastewater Fund	REPLACE CURRENT CHLORINE DISINFECTION WITH UV LIGHT DISINFECTION	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000	Reduction in chemical cost. Possible increase in utility cost.
162	Wastewater	Sewer Lining	1	30	Wastewater Fund	Project will line sewers which have experienced failure and root penetration. FY 16 - Forest Street and North Drive. FY 18 - TBD. FY 20 - TBD	\$60,000	\$0	\$60,000	\$0	\$60,000	\$0	\$0	\$180,000	Reduction in maintenance and repair
163	Wastewater	Asset Management Program	1	10	Wastewater Fund	An asset management program is anticipated as a condition of our NPDES permit renewal next year.	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	none.
164	Wastewater	Asset Management Program	2	15	Wastewater Fund	Replacement of aging automatic sampling equipment at the Plant.	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000	Reduction in maintenance cost.

CAPITAL IMPROVEMENT PLAN FY2015-FY2021

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165	Wastewater	Asset Management Program	2	15	Wastewater Fund	Replacement of total phosphorus test equipment and adoption of newer EPA approved technique.	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000	Reduction in labor costs.
166	Water	Replace Chlorine Gas with Sodium Hypochlorite	4	20	Water Fund	Replace chlorine gas used for disinfecting the water with sodium hypochlorite. This is for safety reason. Presently the City is in compliance with MDEQ but regulations could change.	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000	Increase in operational costs because sodium hypochlorite is a more expensive alternative.
167	Water	Replace Water Main on S. Marshall	2	30	Water Fund - Bond	Replace aging 6" water main on S. Marshall from Michigan Ave. to Raymond Rd. with 6" Ductile Iron. As recommended in the 2008 Master Plan.	\$0	\$0	\$0	\$0	\$705,500	\$0	\$0	\$705,500	Reduction in maintenance to structure, increase water quality and flow.
168	Water	Replace Existing 4" Water Main on S. Eagle and Brewer	2	30	Water Fund -Bond	Replace existing 4" cast iron water main in two locations. Upgrade to Ductile Iron pipe. As recommended in the 2008 Master Plan.	\$0	\$0	\$0	\$0	\$425,000	\$0	\$0	\$425,000	Reduction in maintenance to structure, increase in water quality and flow.
169	Water	New Garage at Water Treatment Plant	2	30	Water Fund	Build pole style building for trucks and storage at the Water Treatment Plant. As suggested by the operational study in 2010.	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000	Save time money and eliminate using space at the Public Services Building.
170	Water	Automated Meter Information Project	2	20	Water Fund - Bond or Installment Purchase Contract	This system will automate the collection of meter readings and data from a centrally located facility eliminating the need for door to door readings, reduce or eliminate inaccurate readings and flag problems or tampering with a meter. This system will also provide us with an Outage Management System (OMS), pinpointing back to what device (Breaker, Recloser, Fuse) the outage originates from therefore reducing outage response time. The system will be fully functional within existing ESRI map framework and be ready for immediate integration with the proposed "mPower Innovations" AMI/OMS software. The system will be scalable and capable of pulling in all other available and future layers and data sources.	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0	\$525,000	Increase on meter reading efficiency
171	Water	Install VFD's to well #3 at the Water Treatment Plant.	4	50	Water Fund	Installing VFD's to the well pump will allow us to operate the pumps at a lesser rate and still maintain system pressure and volume at a lower cost.	\$34,000	\$0	\$0	\$0	\$0	\$0	\$0	\$34,000	Decrease electric use at the Treatment Plant, extend the life of the well pumps and lessen the down time for the pumps
172	Water	Paint 500,000 Water Tower	2	30	Water Fund - Cell Phone Fund	Paint and repair 500,000 gallon water tower as recommended by Inspection Report from Dixon Engineering November 2008	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	Reduction in maintenance cost and lengthen life of structure
173	Water	Jefferson Street and Eagle Street water main	2	10	Water Fund	Replace 4 and 6 inch water main while street is being reconstructed	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000	Reduction in maintenance to structure, increase in water quality and flow.
174	Water	Replace 6" Water main on Leggett with 8" Ductile Iron Pipe	2	30	Water Fund	Install 8" water main to replace aging 6" Cast Water Main on Leggett at time of road work	\$0	\$70,000	\$0	\$0	\$0	\$0	\$0	\$70,000	Reduction in maintenance to structure and increase water quality
175	Water	Replace aging 6" water main on W. Prospect	2	30	Water Fund - Bond	Install 8" Ductile Iron Water Main from Verona to Linden on W. Prospect	\$0	\$0	\$0	\$0	\$70,000	\$0	\$0	\$70,000	Reduction in maintenance to structure and increase water quality
176	Water	Install 16" EZ Valve at Water Plant	2	30	Water Fund	Install 16" EZ Valve outside Water Plant as suggested by DEQ	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000	Reduction in maintenance to structure and increase control of water plant for future emergencies
177	Water	Build New Treatment Plant at Well #5 Site. S. Kalamazoo behind Moonraker	1	30	Water Fund - Bond	Install water main and build water treatment plant at #5 well site. This would add a backup in case of contamination to other four wells on Green St.	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000	Increase utility use and chemical inventory

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.

