CITY ADMINISTRATOR'S

RECOMMENDED 2008 BUDGETS

CITY OF MARSHFIELD, WISCONSIN

Community Strategies

City of Marshfield
City Hall Plaza
630 S. Central Avenue
P.O. Box 727
Marshfield, WI 54449

MARSHFIELD
The City in the Center

Michael F. Brehm
City Administrator
(715) 387-6597
Fax (715) 384-9310

October 9, 2007

Honorable Michael Meyers and members
of the Common Council
City of Marshfield
630 South Central Avenue
Marshfield, WI 54449

Subject: Administrator's Recommended 2008 Budget

Mayor Meyers and members of the Common Council:

The following is a presentation of the 2008 Program of Services. The budget is the most important planning process undertaken by city government. This process determines the amount of resources that the city will invest in operating programs and capital projects. These investments are critical to the financial stability of our community, the quality of life for our citizens, the safety of our community and the future success and economic growth that we will experience as a community.

These investments should not be looked at as single-year investments, but long-term investments that should pay dividends in a better quality of life for our citizens, a safer community where we do not fear for the safety of our children, a community where good jobs are available for our citizens, and a community where public services are provided in an effective and efficient manner because of the investments we have made in equipment, technology and training for our employees.

Submitted for your review and consideration is the Recommended 2008 Budget. Details of the budget recommendations are contained in the summaries following this letter. I will not go through each of the recommendations in detail, since we will be reviewing the recommended budget over the next three weeks. The recommended 2008 budget is based upon a 1.30% increase in the city's overall assessed valuation. This limited growth in the assessed valuation would provide an additional $148,653 in tax levy without changing the city's tax rate. This limited growth and increases in the cost to deliver services ($538,699), and capital outlay ($748,947) proved challenging. These increases in costs were offset, in part, by a reduction in contractual services ($519,625) and the availability of additional fund balance ($117,157).

What makes this budget even more challenging was the State's inability to approve a budget by June 30th. I've estimated adjustments to the city's state aids, but these must be reviewed once the State has approved their budget. Levy limits are also being considered again in the State budget. I've used an estimated 2% allowable increase in the city's levy, but this may need to be adjusted if the State includes levy limits and on what basis.

One of the Common Council's objectives in the parameters that it approved earlier this year was that the 2008 budget should be developed so that there is no change in the city's tax rate unless absolutely necessary. The recommended 2008 budget meets that parameter. The city's recommended tax rate for the 2008 budget is $9.90503, the same rate as the previous two budget years. Consideration should also be given to the effects on maintaining the present level of existing services, staff needs, debt obligation retirements, the replacement of outdated equipment and implementation of the CIP program. To meet these objectives, I applied several specific strategies. The primary strategies included:

- Continue long-term borrowing to fund the projects approved in the CIP Program. The amount of $2,624,010 is included as general obligation long-term debt proceeds. This is $388,272 more than the borrowing amount approved in the CIP program. This difference represents the cost of debt issuance ($38,272) and an additional $350,000 in borrowing is also recommended for additional land costs for a second fire station. The detailed 2008 borrowing is shown in the Debt Service Funds section. All borrowings will impact the city's tax rate in future years as these debt obligations come due.

- Several requests for Capital Outlay are recommended to be increased, eliminated or reduced and are identified in Appendices E and F.

- I am also recommending that $804,749 of the city's General Fund balance be applied to reduce the tax levy for the 2008 budget. This will reduce the city's General Fund's unreserved, undesignated balance on December 31, 2007 to an estimated amount of $5,749,490 which is within the policy limits adopted by the Common Council. It should be pointed out that this $804,749 will not be available for budget years subsequent to 2008.

- Continue to include the costs of the 2008 sanitary sewer capital projects in the Wastewater Utility's budget to more properly reflect the cost of providing sanitation services. $450,000 is anticipated to be borrowed in 2008 by issuance of sewer mortgage revenue bonds per the 2007 – 2011 adopted CIP program. This represents a reduction of $150,000 in total debt issuance from 2007. The Common Council approved the Board of Public Work's recommendation to phase out the issuance of debt for the Wastewater Utility and gradually, over five years, fund utility capital projects by user fees. All borrowings will impact user fees in future years as these debt obligations come due.

- A request for one additional .5 full-time equivalent clerical employee for the City Clerk's office ($5,177) was not recommended. This request will be reexamined in 2008 with a recommendation formulated prior to the preparation of the 2009 budget.

The General Fund budget for 2008 is $19,806,965, a $522,804 increase, or 2.7% above the originally adopted 2007 budget of $19,284,161. The budget includes $20,000 for miscellaneous nuisance enforcement and condemnation costs; $45,840 for a city-wide commercial property revaluation (this project will occur over a two year period with additional funds being requested again in 2009); $30,000 for the continued development of the new Fire Department training center; $132,709 for the city's share of Wood County's indebtedness for the initial Central Dispatch start-up costs; $440,230 for milling/overlay of our streets; $90,000 for slag seal and $100,000 for rubberized crackfilling; $36,000, of which $18,000 is grant-funded, for developing a tree inventory and management plan; and $10,000 for training costs to implement the city's new Sustainable Marshfield initiatives.

The cost of maintaining Greenways ($39,645), a/c #1015691032, was transferred to the Storm Water Management budget in 2008, a/c #1015344132, to better reflect the cost of providing this service.

The budget maintains a strong emphasis on sustaining the quality and the level of service that the community has come to expect. In addition to the above projects, we are able to make an investment in the city's future in the following areas:

- By addressing concerns about maintaining our infrastructure, I am recommending $2,196,628 in funding to address maintenance needs in our infrastructure including $1,111,628 for street improvements, $750,000 for sanitary sewer construction/ reconstruction, $324,998 for storm sewer construction, and $10,002 for water main construction. In addition, I am proposing $314,000 for various Parks and Recreation projects; $95,000 for the resurfacing of the general aviation ramp and office terminal parking lot; $16,000 to sealcoat runway 04/22; and $20,000 for lighting replacement at the City Hall Plaza Building.

- To continue our investment in our future through education, I am recommending $157,000 in funding including $44,000 for HVAC upgrades, $42,500 for the replacement of windows in the Leopold Building, $65,000 to replace the boiler in the P.E. building and $5,500 for sidewalk repairs at the UW College, Marshfield/Wood County campus.

- To continue our investment in public safety, $605,000 is being recommended for a second fire station including $350,000 for additional land costs and $255,000 for the design and engineering costs of the second fire station.

- The city needs to continue as a major player in developing partnerships for creating new economic or community development opportunities. I am recommending an appropriation of $1,072,937 to continue the infrastructure improvements in Yellowstone Industrial Park.

Overall, the 2008 budget is an aggressive budget based upon sound fiscal management policies and proven strategies. The recommended budget meets the budget parameters, the adopted CIP Program for 2007-2011, and the State's expenditure restraint program. The total 2008 budget for all city funds is $36,305,132. This is an increase of $742,466, or 2.1% above the originally adopted 2007 budget of $35,562,666. The majority of this increase comes from the increasing costs to deliver the same level of services ($538,699). This budget reflects the cost of providing basic services and an aggressive capital improvement program. The city tax rate necessary to finance the recommended 2008 budget is $9.90503. As stated earlier, this is the same city tax rate as the previous two years.

Specific details on revenues and expenditures are identified in fund summaries within this document. When reviewing the budget, please keep in mind that this budget is predicated upon a projected tax base and a State budget that are yet to be finalized. The final assessed valuation data and adopted State budget will not be known until early November so, at the present time, a projected tax rate will be used for approval of this budget.

Sincere thanks goes to my staff and the staff of the Finance Department along with city Department/Division heads and their staff for their hard work and cooperation in preparing these budget documents. I welcome any questions you may have as we move to the next phase of the budget process

Respectfully submitted,

Michael F. Brehm

Michael F. Brehm
City Administrator

City of Marshfield

Budget Development and Management Process

The budget is a financial and operating plan that matches planned revenues and expenditures with the services provided city residents, businesses and industries based on established budgetary policies. It expresses in dollar amounts the city's work programs for the upcoming fiscal year. When adopted, it becomes a major guidance document for department managers for the operation of their various responsibilities, functions and activities. Strong efforts have been made to provide as complete information as practicable for budget analysis by the Common Council; to provide clear direction through budget detail to operating managers; and to allow effective administrative overview and monitoring of activity expenditures.

The city's budget year coincides with the calendar year. By State Statute the budget must include revenues and expenditures in a three year comparison plus information on debt service, fund balances and other information deemed appropriate.

The budget document begins with a transmittal letter from the City Administrator. This letter capsulizes the contents of the budget and major issues addressed during the budget development process. The Introductory and Summary Section describes the budget process, gives an overview of the city's organization structure and presents a summary of budget revenues and expenditures. All other sections include standard formatted details of specific resources, operations, and special programs.

The city follows these procedures in developing, adopting, controlling and updating its annual budget for each fiscal year:

Development/Adoption

1. The Common Council establishes budgetary objectives, targets and overall guidelines taking into account levels of services, economic conditions, and taxpayer expectations.

2. Each operating manager submits preliminary budget requests to the City Administrator based on those guidelines, including expenditures, applicable revenues, services, and work programs for the ensuing year. Requests are reviewed, amended and updated throughout the development process.

3. With staff input, the City Administrator submits a total recommended budget to the Council which includes final department requests, Administrator's recommended expenditures and the means of financing them and required tax levy.

4. Copies of the recommended budget are made available for public review in the Library and by request from the Finance Department.

5. The Council schedules "open to the public" budget workshops with the Mayor, Administrator, and the city staff. A formal Public Hearing is conducted to obtain public and taxpayer input. At the Public Hearing all interested persons are given the opportunity to be heard for or against any service expenditure or revenue.

6. The budget, authorizing spending levels and adopting a tax levy, is legally enacted through passage of a Council resolution.

Control/Updating

1. The budget, as adopted, includes total expenditures for the General (operating), Debt Service, Special Revenue, Capital Projects and other funds as appropriate.

2. General (operating) Fund appropriations are made at the following major expenditure program levels:

   General Government
   Public Safety
   Public Works
   Health and Human Services
   Culture, Recreation & Education
   Conservation & Development
   Miscellaneous Other Uses

   All other funds are appropriated at the total expenditure level. Expenditures cannot exceed appropriations without approval of two-thirds of the Council and publication of a Class I Public Notice.

3. Internal city policies include additional budgetary controls beyond the legal level. Budget revisions and updating may take place during the course of the year to meet changing needs. Transfers to or from (a) Salaries/Wages, (b) Capital Outlay, (c) between "departments" and major cost center accounts and from the Contingency account require approval of the Finance, Budget and Personnel Committee and a two-thirds vote of the Council.

4. The budgets for all funds are utilized as policy guides and operating fiscal plans for department managers throughout the year.

5. Detailed budget condition reports are furnished monthly to all department managers. The Finance Director submits monthly reports in writing to the Finance, Budget and Personnel Committee and Council and makes analyses of the fiscal condition of the city's various funds and appropriations and recommendations related thereto.

6. Appropriations and department budgets not encumbered by purchase orders, contracts or other formal obligation at year-end generally lapse and become available for re-appropriation in the succeeding fiscal year.

7. All budgets and accounting activity conform to Generally Accepted Accounting Principles (GAAP).

Mission Statement

The mission of the City of Marshfield is to create an efficient, successful and sustainable organization providing insightful stewardship of our community, our heritage and our legacies. We deliver the highest quality, cost-effective and most responsive services possible to our residents, taxpayers, visitors and investors, while maintaining an atmosphere of professionalism, integrity, responsiveness and accountability.

We are guided by the following principles:

Integrity and Accountability

We conduct our professional duties with the utmost standards of ethics, transparency, professionalism and respect for our citizens. We will all hold each other accountable for achievement of these goals in support of our City and departmental visions. We must ask more of ourselves than we do of others, and be committed to assisting every department in fulfilling our common vision for advancement of City government and our citizens.

Teamwork

The success of any group is determined by its ability to work as a team. We embrace our diverse internal teams and promote external partnerships with governmental, educational, business, nonprofit, neighborhood and faith-based community partners to the benefit of our community. Only by tapping into the diversity of opinions, backgrounds and experiences of everyone involved can the best solutions emerge.

Communication

City government operates as a nexus of communication between all the citizens, businesses and organizations it represents. In addition to distributing information, City government must listen and collect information. The success of our efforts is directly linked to our ability to share information with other agencies, our peers and with the residents, taxpayers, businesses and organizations we serve.

Sustainability

We have endorsed sustainable community development thereby encouraging economic development and industrial initiatives while protecting our ecosystem. We have pledged to further educate ourselves regarding sustainability and sustainable activities and provide our citizens opportunities to do the same. We are committed to local and regional cooperation and a philosophy of stewardship.

Learning

Education for professional development or personal interest and enhancement are encouraged and supported. As technology continues to necessitate change, we encourage the residents, businesses, and organizations of our region to transform as leaders, welcoming innovation and technology.

Attitude

We approach every work day highly motivated with a desire to find innovative solutions to our City's challenges. We are open minded and willing to try new ideas to achieve our goals. We evaluate every project and how it fits into the overall vision of the community and how it improves the quality of life of our citizens, businesses, and organizations. We are mindful that we answer to the citizens of this community and the services we provide and the health of our community is a direct reflection of our competence, dependability and commitment. In order to provide the best value for our community we must be knowledgeable, forward-thinking and proactive rather than reactive.

CITY OF MARSHFIELD

BUDGET COMPARISON BY PROGRAM CATEGORY

ADOPTED 2007 AND RECOMMENDED 2008 BUDGETS

PROGRAM CATEGORY	2007 (1)	2008	$ CHANGE +/-	% CHANGE +/-
General Government	$ 4,532,262	$ 4,936,613	$ 404,351	8.9%
Public Safety	7,786,327	8,003,087	216,760	2.8%
Public Works	9,542,309	9,497,397	(44,912)	-0.5%
Health & Human Services	175,805	171,172	(4,633)	-2.6%
Culture, Recreation, & Education	3,302,523	3,375,084	72,561	2.2%
Conservation and Development	759,601	890,441	130,840	17.2%
Capital Outlay	3,852,164	3,513,732	(338,432)	-8.8%
Debt Service	4,702,066	4,633,036	(69,030)	-1.5%
Other Financing Uses	1,355,785	1,284,570	(71,215)	-5.3%
TOTAL	$ 36,008,842	$ 36,305,132	$ 296,290	0.8%

(1) As amended, to date, by 2007 budget resolutions

CITY OF MARSHFIELD
CITY MIL RATES AND TAX YIELDS
SEVEN YEARS (2002 - 2008)

BUDGET YEAR	MIL RATE	CITY LEVY[2]	$ % CHANGE +/-	
2002	$ 11.15403	$ 8,758,475	$182,555	2.13%
2003	11.13296	8,987,132	228,657	2.61%
2004	9.25405 [1]	9,223,326	236,194	2.63%
2005	9.72898	10,963,378	1,740,052	8.87%
2006	9.90503	11,298,702	335,324	3.06%
2007	9.90503	11,426,879	128,177	1.13%
2008	9.90503	11,575,532	148,653	1.30%

(1) Rate reduction due to city-wide revaluation by Assessor's Office

(2) Includes city's share of TID levies

Point: The property tax is the only revenue source the city can leverage

PARAMETERS FOR PREPARATION OF THE 2008 BUDGET REQUESTS

CITY OF MARSHFIELD, WISCONSIN

1. Pursue expenditure and revenue strategies that consider the present range of services provided to our citizens. All services should be evaluated by individual departments, and recommendations made to any possible reduction in services, to be considered by the Common Council prior to adoption of this budget.

2. All services should be evaluated by departments to increase efficiencies and help increase economic development.

3. Pursue alternative revenue resources which meet standards of equity among all citizens and service recipients and which are susceptible to efficient administration with regard both to the cost of administration and the propensity for delinquency.

4. The use of outside consulting services should be limited to occasions when it is considered more cost-effective, or timely, to do so than to accomplish the same in-house.

5. The city should consider additional areas in which services can be provided at a reduced cost, including on a contractual basis. City departments are encouraged to continue to seek community partners to provide services and address needs.

6, Maintain enterprise activities (wastewater utility and emergency medical services) and internal service activities (vehicles and equipment) on a fully self-supporting basis in accordance with proprietary fund accounting principles.

   a) Also, evaluate the effects of expending only those monies accumulated in the "Machinery & Equipment Fund", without borrowing funds to meet particular needs.

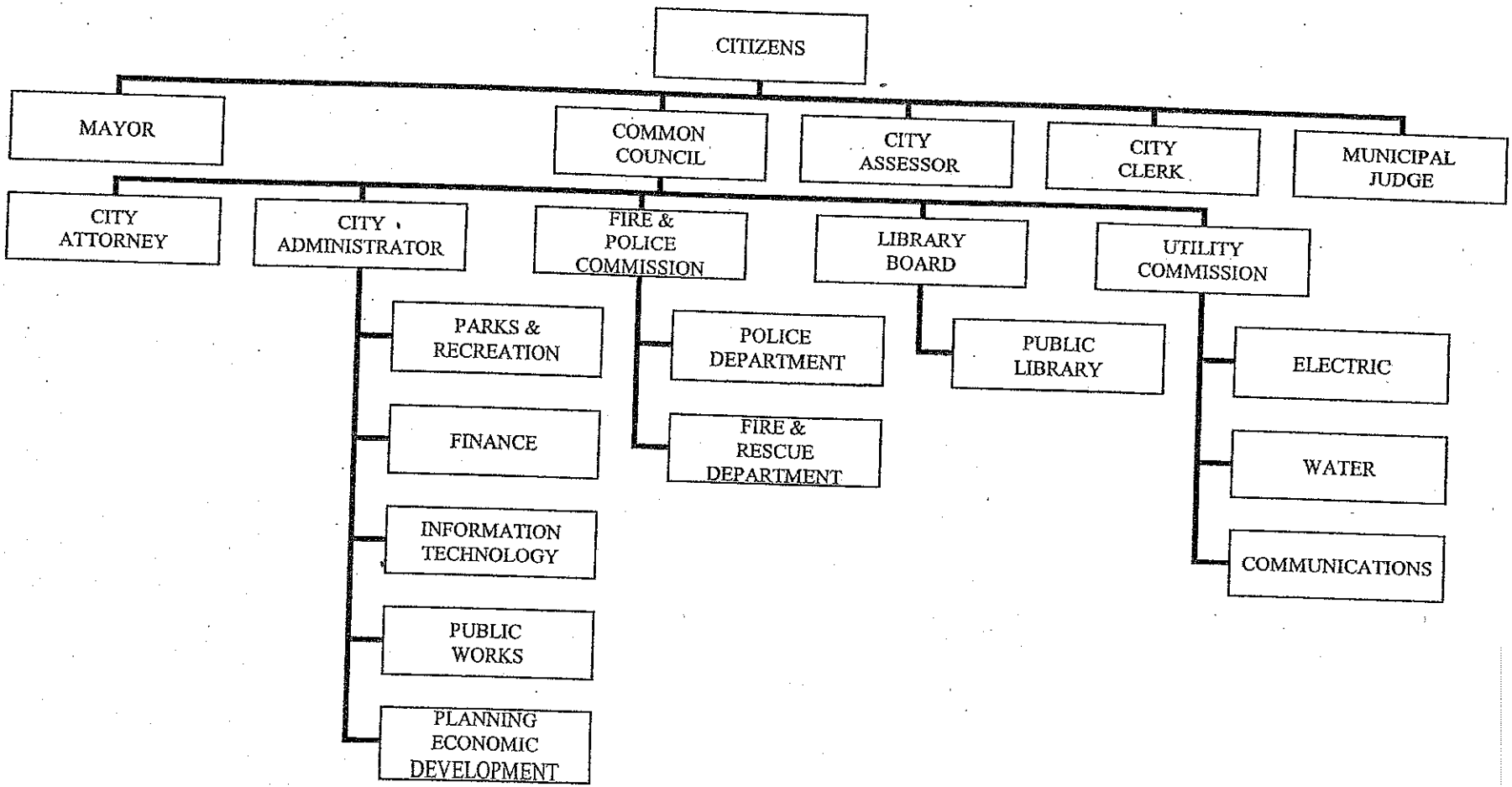
7. Pursue expenditure and revenue strategies that foster geographic and demographic equity within the city.

8. The 2008 budget should be developed so that there is no increase in the city's tax rate unless absolutely necessary.

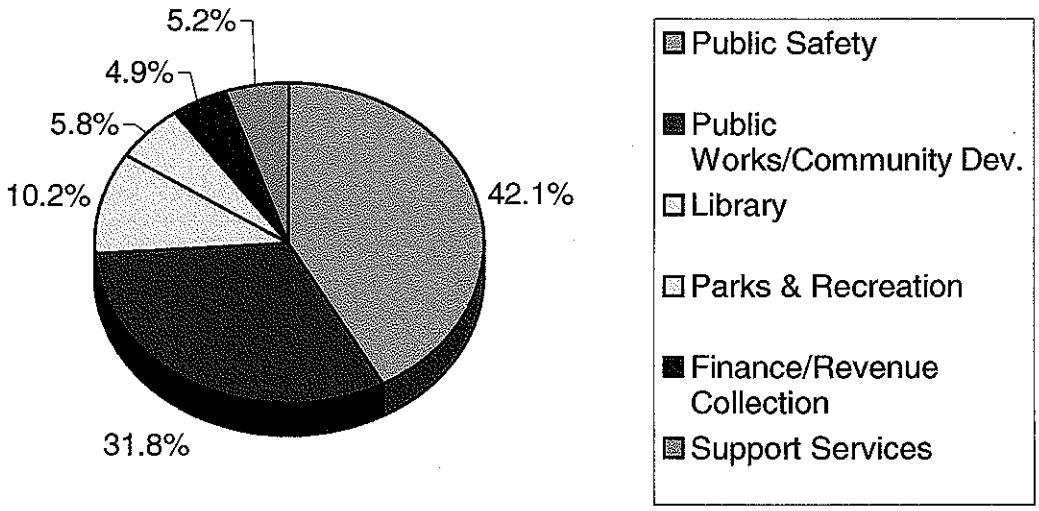
9. Once it is presented to the Common Council, any suggested additions to the recommended City Administrator's budget, which would affect the tax levy, will be offset by a suggested corresponding reduction elsewhere, either through budget reductions or revenue increases.

Organization Chart

CITY OF MARSHFIELD
ORGANIZATION CHART



ALLOCATION OF HUMAN RESOURCES BY FUNCTION 2008 BUDGET



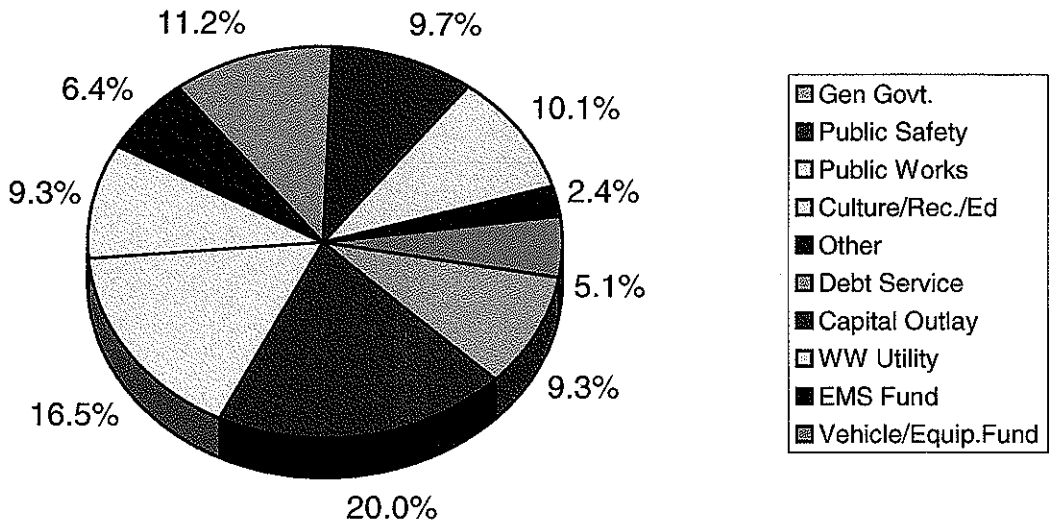
Functions	2007 Current FTE'S	%	2008 Recommended FTE'S	%
Public Safety	80	41.4%	80	42.1%
Public Works/Community Dev.	63.5	32.9%	60.5	31.8%
Library	19.48	10.1%	19.48	10.2%
Parks & Recreation	11	5.7%	11	5.8%
Finance/Revenue Collection	9.3	4.8%	9.3	4.9%
Support Services	9.95	5.1%	9.95	5.2%
	193.23	100.0%	190.23	100%

Schedule
Authorized Full-Time and Permanent Part-Time Positions
Current 2007 and Recommended 2008 Budgets
Expressed in Full-Time Equivalent (FTE) Positions

FUNCTION	DEPARTMENT/ DIVISION	2007 FTE	2008 FTE	NET CHANGE FTE
Public Safety	Police	45	45	0
	Fire and Rescue	27.3	27.3	0
	EMS	7.7	7.7	0
		80	80	0
Public Works/ Community Development	Public Works Admin	2	2	0
	Building Services	6	6	0
	Engineering	6	6	0
	Street Services	34	31	-3
	City Planner	3	3	0
	Wastewater Utility	10.5	10.5	0
	Cemetery	2	2	0
		63.5	60.5	-3
Library	Library	19.48	19.48	0
Parks and Recreation	Parks and Recreation	11	11	0
Finance and Revenue Collection	Assessor	4	4	0
	Finance	5.3	5.3	0
		9.3	9.3	0
Support Services	Mayor's Office	1.2	1.2	0
	City Admin/H.R.	3	3	0
	City Clerk	2	2	0
	Information Systems	3	3	0
	Municipal Court	0.75	0.75	0
		9.95	9.95	0
	Total	193.23	190.23	-3

Fund Summaries

CITY OF MARSHFIELD
ADMINISTRATOR'S
RECOMMENDED 2008 BUDGET BY CATEGORY
$36,305,132



PROGRAM CATEGORY	BUDGET	%
Gen Govt.	$3,388,949	9.3%
Public Safety	7,275,158	20.0%
Public Works	5,989,126	16.5%
Culture/Rec./Ed	3,375,084	9.3%
Other	2,346,183	6.4%
Debt Service	4,054,761	11.2%
Capital Outlay	3,513,732	9.7%
WW Utility	3,656,636	10.1%
EMS Fund	865,964	2.4%
Vehicle/Equip.Fund	1,839,539	5.1%
	$36,305,132	100%

CITY O... ARSHFIELD
SUMMARY OF 2008 BUDGET FOR ALL FUNDS

All Funds (Except Electric & Water Utility)

Expenditures	2006 Actual	2007 Revised Budget	2007 6 Mos Act 6 Mos Est Amounts	2008 Departmental Requests	2008 Administrator's Recommended Budget
General Government	$ 2,899,616	$ 2,983,921	$ 2,781,977	$ 3,395,110	$ 3,388,949
Public Safety	7,021,081	7,111,270	7,066,844	7,550,095	7,275,158
Public Works	5,530,575	5,982,659	5,994,016	6,004,804	5,989,126
Health and Human Services	140,664	175,805	174,330	171,141	171,172
Culture, Recreation and Education	2,983,828	3,302,523	3,291,222	3,387,960	3,375,084
Conservation and Development	827,894	759,601	755,888	933,296	890,441
Capital Outlay	3,139,151	3,852,164	3,542,415	3,363,493	3,513,732
Debt Service	6,988,447	4,103,586	4,153,753	4,054,761	4,054,761
Other Financing Uses	1,063,913	1,355,785	1,359,546	1,081,610	1,284,570
Enterprise Fund	3,515,914	3,673,946	3,480,765	3,654,832	3,656,636
Storm Water Utility	113,730	-	-	-	-
EMS Fund	774,254	804,403	806,855	865,964	865,964
Internal Service Fund	1,571,400	1,903,179	1,858,725	1,839,539	1,839,539
Total Expenditures	$ 36,570,467	$ 36,008,842	$ 35,266,336	$ 36,302,605	$ 36,305,132
Revenues					
General Property Tax Levy	$ 10,990,170	$ 11,073,712	$ 11,073,711	$ 11,740,748	$ 11,211,485
Taxes (Other Than General Property)	2,051,635	2,161,119	2,173,391	2,213,556	2,213,556
Special Assessments	451,081	366,000	369,990	345,000	345,000
Intergovernmental	8,178,745	8,092,841	8,497,128	8,261,068	8,328,366
Licenses and Permits	359,464	342,572	342,300	340,650	340,650
Fines, Forfeits and Penalties	111,511	219,300	196,000	195,000	195,000
Public Charges for Services	627,548	592,115	618,080	632,704	632,704
Intergovernmental Charges for Services	199,695	202,211	203,510	235,145	235,145
Miscellaneous	1,009,627	1,010,293	1,166,300	1,069,468	1,069,468
Other Financing Sources	6,797,000	5,726,454	4,306,337	4,516,819	5,454,663
Enterprise Fund	4,476,927	4,719,900	4,782,550	5,019,650	5,019,650
Storm Water Utility	-	-	-	-	-
EMS Fund	886,433	825,204	880,239	884,204	884,204
Internal Service Fund	1,460,847	1,910,389	1,852,254	1,839,537	1,839,537
Total Revenues	$ 37,600,683	$ 37,242,110	$ 36,461,790	$ 37,293,549	$ 37,769,428
Tax Levy for City Purposes Including TID Levy	11,298,702	11,426,879		12,121,981	11,575,532
Tax Rate for City Purposes Per $1,000 of A.V.	$ 9.90503	$ 9.90503		$ 10.37262	$ 9.90503
FUND BALANCES JANUARY 1:					
Reserved	$ 6,956,085		$ 7,602,122	$ 7,343,395	$ 7,343,395
Unreserved: Designated	1,417,123		2,836,234	2,611,113	2,611,113
Undesignated	16,989,184		21,374,237	23,053,550	23,053,550
TOTAL FUND BALANCES JANUARY 1	$ 25,362,392		$ 31,812,593	$ 33,008,058	$ 33,008,058
Adjustments to Fund Balances:					
Wastewater Utility amortization of contributed capi	25,860		0	0	0
Fund Balance applied / adjustments	(5,445,845)		0	(702,921)	(1,095,405)
Total Adjustments	(5,419,985)		0	(702,921)	(1,095,405)
FUND BALANCES DECEMBER 31:					
Reserved	$ 7,602,122		$ 7,343,395	$ 7,501,185	$ 7,321,425
Unreserved: Designated	2,836,234		2,611,113	2,818,244	2,359,359
Undesignated	$21,374,237		$23,053,550	$22,976,651	$23,696,165
TOTAL FUND BALANCES DECEMBER 31	$ 31,812,593		$ 33,008,058	$ 33,296,080	$ 33,376,949

CITY OF MARSHFIELD 2008 BUDGET
ESTIMATED TAX LEVY COMPARISONS

	2005 Levy for 2004 Budget	Percentage of Each Levy to Total Levy	2006 Levy for 2007 Budget	Percentage of Each Levy to Total Levy	Administrator's 2007 Recommended 2008 Budget	Percentage of Each Levy to Total Levy
WOOD COUNTY						
Local	10,154,729.58	39.91%	10,209,318.73	38.78%	10,308,376.12	38.55%
School	7,389,606.70	29.05%	8,022,657.02	30.48%	8,117,500.21	30.36%
MSTC	1,636,574.90	6.43%	1,665,992.39	6.33%	1,685,687.60	6.30%
County	5,249,743.85	20.64%	5,343,816.29	20.31%	5,516,338.53	20.63%
State	205,510.62	0.81%	201,784.40	0.77%	204,811.17	0.77%
City T.I.D.	800,344.24	3.15%	873,179.33	3.32%	905,065.91	3.38%
Total Wood County	25,436,509.89	100.00%	26,316,748.16	100.00%	26,737,779.55	100.00%
MARATHON COUNTY						
Local	811,305.42	40.86%	864,393.27	40.50%	903,108.88	40.63%
School	586,737.86	29.56%	658,287.90	30.85%	693,658.88	31.21%
MSTC	129,944.75	6.55%	136,700.66	6.41%	144,045.84	6.48%
County	441,240.69	22.23%	458,295.09	21.48%	465,169.52	20.93%
State	15,800.01	0.80%	16,003.52	0.75%	16,243.57	0.73%
Total Marathon County	1,985,028.73	100.00%	2,133,680.44	100.00%	2,222,226.69	100.00%

Tax Rate per $1,000 A.V. on the Total Levy

Gross Tax Rates:			
Wood County	$ 24.02401	$ 24.67868	$ 24.81522
Marathon County	24.23473	24.44973	24.37272
State Tax Credits:			
Wood County	0.91590	1.14820	1.13637
Marathon County	0.91164	1.10217	1.05492
Net Tax Rates:			
Wood County	23.10811	23.53048	23.67885
Marathon County	23.32309	23.34756	23.31780

CITY OF MARSHFIELD 2008 BUDGET
EIGHT YEAR SUMMARY
VALUATION, TAX RATES AND TAX LEVIES

Year of Budget	Assessed Valuation	Equalized Ratio	Gross Tax Rate	City Tax Rate	Total Levy	Local Levy
2001:						
Wood County	717,503,400	97.33	27.18574	11.29027	19,505,864.65	8,100,808.53
Marathon County	42,081,620	105.45	25.73927	11.29027	1,083,150.13	475,111.75
2002:						
Wood County	728,648,420	92.96	27.74397	11.15403	20,215,614.85	8,127,369.88
Marathon County	56,580,600	88.04	28.52381	11.15403	1,613,903.22	631,104.90
2003:						
Wood County	745,845,530	88.55	28.59615	11.13296	21,328,619.17	8,303,589.00
Marathon County	61,398,140	99.93	26.59135	11.13296	1,632,659.91	683,543.34
2004:						
Wood County	920,835,270	105.64	23.41518	9.25405	21,561,521.59	8,521,452.61
Marathon County	75,845,040	106.11	23.78570	9.25405	1,804,027.51	701,873.54
2005:						
Wood County	1,051,436,480	99.50	23.57146	9.72898	24,783,887.98	10,229,402.76
Marathon County	75,442,150	98.30	24.23722	9.72898	1,828,508.01	733,975.04
2006:						
Wood County	1,058,795,240	96.64	24.02401	9.90503	25,436,509.89	10,487,396.85
Marathon County	81,908,440	99.41	24.23473	9.90503	1,985,028.73	811,305.42
2007:						
Wood County	1,066,375,420	92.53	24.67868	9.90503	26,316,734.85	10,562,485.68
Marathon County	87,268,070	95.76	24.44972	9.90503	2,133,680.44	864,393.27
2008 Administrator's Recommended:						
Wood County	1,077,474,920	89.60	24.81522	9.90503	26,737,779.55	10,672,423.07
Marathon County	91,176,780	92.70	24.37272	9.90503	2,222,226.69	903,108.88

CITY OF MARSHFIELD 2008 BUDGET

FUND BALANCES-ESTIMATED, RESERVED, DESIGNATED, UNDESIGNATED AND AVAILABLE WORKING CAPITAL

Fund #	Description		Estimated Fund Balances 12/31/2007	Restricted Reserved Appropriations	Delinquent Taxes & Receivables	Available Working Capital	Overdrafts in Other Funds
101	General:	Reserved	$ 36,398	$ 36,398	$ -	$ -	$ -
		Designated	276,774	-	-	276,774	-
		Undesignated	6,554,239	-	1,107,780	3,787,502	1,658,957
202	Room Tax	Designated	157,068	-	-	157,068	-
203	Convention & Visitors Bureau	Designated	115,046	-	444	114,602	-
203	Convention & Visitors Bureau	Reserved	1,220	1,220	-	-	-
204	Residential Rehabilitaion	Reserved	482,168	482,168	-	-	-
205	Economic Development	Designated	1,901,045	-	-	1,901,045	-
206	Protective Services	Reserved	6,022	6,022	-	-	-
214	Business Improvement District	Reserved	140	140	-	-	-
220	Taxi System Fund	Reserved	41,343	41,343		-	-
235	Cable Television	Designated	93,564	-	3,401	90,163	-
301	Long-term Debt Service	Reserved	12,723	12,723	-	12,723	-
401	Infrastructure Construction	Reserved	650,018	650,018	-	-	-
405	General Public Facilities Constr.	Designated	66,234	-	-	66,234	-
410	Protective Services Capital Outlay	Designated	1,382	-	-	1,382	-
415	Airport Outlay	Reserved	1,800	1,800	-	-	-
420	Parks & Rec Capital Proj Fund	Reserved	3,307	3,307	-	-	-
425	TID #3 (Tower Hall)	Reserved	8,296	8,296	-	-	-
426	TID #2 (Purdy)	Reserved	76,258	76,258	-	-	-
428	TID #4 (Downtown)	Reserved	2,062,468	2,062,468	-	-	-
429	TID #6 (Figi Project)	Undesignated	(32,005)	-	-	-	(32,005)
430	TID #5 (Mill Creek)	Undesignated	(1,590,837)	-	-	-	(1,590,837)
432	TID #7 (Yellowstone I.P.)	Reserved	924	924	-	-	-
433	TID #8 (Northway Mall)	Undesignated	(36,115)	-	-	-	(36,115)
601	W.U.						
		Reserved	2,972,476	2,972,476	-	-	-
		Undesignated	17,660,282	-	637,381	17,022,902	-
605	Emergency Medical Serv Fund	Undesignated	497,985	-	118,424	379,561	-
701	I.S.F.						
		Reserved	804,969	804,969	-	-	-
801	Cemetery	Reserved	182,865	182,865	-	-	-
			$ 33,008,058	$ 7,343,395	$ 1,867,430	$ 23,809,957	$ -

F:\Home\Budget 2008\Fi\2008 Budget Calcs Sheet E

General Fund Revenues

GENERAL FUND SUMMARY

The General Fund accounts for all revenues and expenditures not allocated to a special purpose fund as required by law. The major activities of city government, as well as the city's appropriation to several agencies, are budgeted in the General Fund.

PROPERTY TAXES are the most important locally-generated component of the city's revenue sources. All required funding that cannot be generated from State aids, licenses, fees, et. al. must be derived from the property tax levy. The tax rate is expressed in terms of "mills", with one mill equivalent to one dollar of tax for every one thousand dollars of assessed value. The City Assessor's Office is in the final stages of completing this year's values. Based on these values, the City of Marshfield's assessment ratio is estimated to be 91.1% of the equalized (market) value. In addition to revenues generated from the city-wide property tax, this category also includes Payments in Lieu of Taxes (PILOTs) which are received from the Marshfield Utilities, Wood County, the Community Development Authority, and others. Together, all sources of revenue in this category titled TAXES finance $8,768,772 or 44.3% of the recommended 2008 General Fund budget. This represents a smaller portion of the General Fund budget coming from property taxes. In the 2007 originally adopted budget, taxes represented 44.6% of all 2007 General Fund budgets.

SPECIAL ASSESSMENTS are collected from properties benefiting from city capital improvements, including storm sewer, concrete paving, street openings and water mains. Special assessments are also levied for delinquent payment of utility bills, weed cutting, and snow removal. These assessments are due annually and become a lien against the property. In 2008, $345,000 is projected from this source, representing 1.7% of the General Fund budget.

INTERGOVERNMENTAL REVENUES comprise $7,847,073, or 39.6% of the financing for the recommended 2008 General Fund budget. State-shared revenue is projected to total $4,727,825 in 2008, which represents 60.2% of all Intergovernmental Revenue and 23.9% of the entire 2008 General Fund budget. It is our largest revenue source besides property taxes. Each biennium, the State Legislature appropriates a portion of State tax collections and returns it to the municipalities. This appropriation is based on a formula which takes into account the community's tax effort, the equalized value of the property in the community, and the population. The state funding level has remained the same for 2008. Individual changes in the components of the formulas have resulted in an estimated increase in the city's share of state-shared revenue by $39 for 2008.

Additionally, $669,934 is projected to be received from the State of Wisconsin in 2008 from the Expenditure Restraint Program (ERP). This is a voluntary program which encourages municipalities to hold their General Fund expenditures in line with inflation. The revenue source is used to finance general city services. This revenue source is being projected to increase by $31,769 from the 2007 revised amount.

Revenues from **LICENSES AND PERMITS** are projected to finance $164,650 0.8% of the recommended 2008 General Fund budget. The main source for this revenue category is Building Permits and Inspection fees. Building Permits and Inspection fees are received as contractors, private citizens, and developers apply for permission to construct facilities in Marshfield. The public interest is served as

inspectors verify adherence to the various building codes of the city to protect the public's health and safety.

FINES, FORFEITURES, AND PENALTIES include revenue from penalties and costs assessed persons through the Municipal Court of the city, as well as parking violations. In 2008 this revenue category is expected to yield $195,000.

When feasible, various **PUBLIC CHARGES FOR SERVICES** are collected to offset the city's cost of providing basic city services. These charges, often termed "user fees," will provide an estimated $559,404 to the 2008 General Fund coffers. Without these revenues collected from direct recipients of city services, either the property tax levy would have to be increased, or services would have to be curtailed or discontinued.

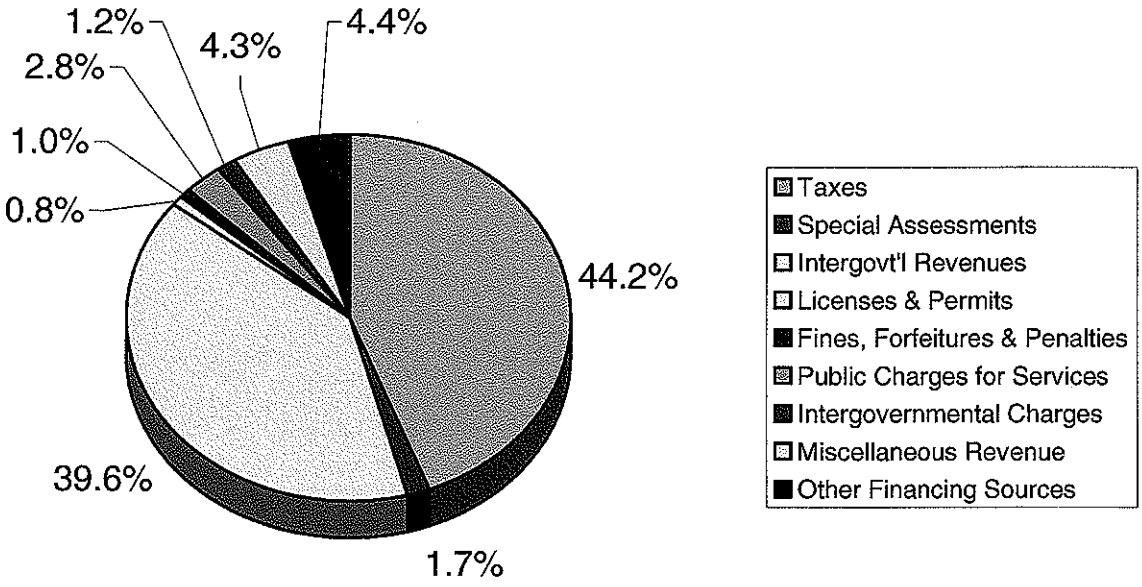
Governmental accounting standards require the City of Marshfield and other governments to account for various charges to other units of local government. For example, the city's Street Division does maintenance services for the Wastewater Utility; also various other Enterprise Funds are charged administrative fees for staff time that involves their operations. Revenues from the other jurisdictions are credited to the General Fund and are reflected in the revenue category titled **INTERGOVERNMENTAL CHARGES FOR SERVICES.** In 2008, these revenues are estimated to produce $235,145.

Various **MISCELLANEOUS REVENUE** is received from a variety of sources and credited to the General Fund, including interest from the investment of idle funds and rent from tenants who have leased space in city buildings such as the City Hall Plaza Building and the Airport Terminal building. For 2008, $857,974 in revenue is projected in miscellaneous revenue.

OTHER FINANCING SOURCES include transfers from other funds to offset expenditures that have been borne by general property taxes in the General Fund and undesignated/designated fund balances applied. These monies, totaling $863,942, represent residual cash from excess revenues and unexpended expenditures from prior year budgets and monies specifically designated for certain projects. This appropriation of cash represents 4.4% of the recommended 2008 General Fund budget.

In summary, the recommended 2008 General Fund budget of $19,836,960 is financed from the following sources:

2008 GENERAL FUND BUDGET
$19,836,960
WHERE THE MONEY COMES FROM



SOURCE	AMOUNT	%
Taxes	$8,768,772	44.2%
Special Assessments	345,000	1.7%
Intergovt'l Revenues	7,847,073	39.6%
Licenses & Permits	164,650	0.8%
Fines, Forfeitures & Penalties	195,000	1.0%
Public Charges for Services	559,404	2.8%
Intergovernmental Charges	235,145	1.2%
Miscellaneous Revenue	857,974	4.3%
Other Financing Sources	863,942	4.4%
Total Current Year Revenue	$19,836,960	100.0%

FUND 101
41000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110	GENERAL PROPERTY TAXES	7,477,388	7,585,857	7,585,856	8,240,224	7,733,921
41140	MOBILE HOME FEES	63,419	63,000	62,000	62,000	62,000
41220	GEN SALES & RETAILERS DISCNT	119	120	120	120	120
41310	TXS FR REG MUNIC OWNED UTILS	797,421	849,916	849,000	850,000	850,000
41321	TAXES FROM WOOD COUNTY	58,756	59,931	59,931	59,931	59,931
41322	TAXES FROM PUBLIC HOUS AUTH	51,451	53,000	51,920	52,000	52,000
41329	TAXES FR OTH TAX EXEMPT ENT	10,000	10,000	10,000	10,000	10,000
41800	INTEREST & PENALTIES ON TXS	1,573	900	800	800	800
	TOTAL REVENUE	8,460,127	8,622,724	8,619,627	9,275,075	8,768,772

FUND 101
42000

Account	Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
42110	WATER MAIN SPECIAL ASSESSMNT	161,665	6,000	39,990	20,000	20,000
42310	PAVING SPECIAL ASSESSMENTS	283,393	300,000	290,000	285,000	285,000
42320	STREET OPENING SPEC ASSESSMT	6,023	60,000	40,000	40,000	40,000
	TOTAL REVENUE	451,081	366,000	369,990	345,000	345,000

FUND 101
43000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43410	STATE SHARED REVENUES	4,683,927	4,727,786	4,727,786	4,727,786	4,727,825
43420	STATE FIRE INSURANCE TAX	42,259	42,251	42,259	44,000	44,000
43430	OTHER STATE SHARED TAXES	945,715	981,508	1,074,796	1,074,796	1,103,222
43521	ST GRANTS, LAW ENFORCE IMPRV		21,084	15,500	8,000	8,000
43523	STATE GRANTS-OTH LAW ENFORCE	1,530		255		
43524	MEG UNIT-DRUG TASK FORCE GRT			10,000		
43529	ST GRANTS, OTH PUBLIC SAFETY	24,000	24,500	24,500	20,000	20,000
43531	ST GRANTS, LOCAL TRANSP AID	1,203,938	1,207,885	1,207,780	1,207,780	1,207,780
43533	ST GRANTS, OTHER HIGHWAY AID	219,356	258,826	393,826	258,826	258,826
43545	STATE GRANTS-RECYCLING	80,278	80,000	80,193	80,000	80,000
43590	STATE GRANTS, OTHER	8,600				
43610	STATE PYMTS FOR MUNICPL SERV	98,417	98,000	100,425	100,425	100,425
43692	OTH ST PYMT,URBAN FOREST MGT				18,000	18,000
43703	GR FR LOC GOVT, GENERAL GOVT	10,770				
43705	GR FROM LOC GOVTS, FIRE PROT	10,000	10,000	10,000	10,000	10,000
43720	GR FR LOC GOVTS, LIBRARIES	250,696	242,782	242,932	258,495	258,495
43730	GR FR LOCAL GOVTS, AIRPORTS	4,500	4,500	4,500	4,500	4,500
43795	GRANTS FR LOC GOVTS, POLICE	23,969	4,000	6,000	6,000	6,000
	TOTAL REVENUE	7,607,955	7,703,122	7,940,752	7,818,608	7,847,073

FUND 101
44000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
44110	LIQUOR & MALT BEV LICENSES	31,093	31,300	31,000	31,450	31,450
44129	OTH BUSINESS & OCC LICENSES	15,172	20,000	20,500	15,000	15,000
44210	BICYCLE LICENSES	405	400	200	200	200
44220	DOG AND CAT LICENSES	9,889	10,000	10,000	10,000	10,000
44300	BLDG PERMITS & INSPECTN FEES	117,109	106,000	95,000	100,000	100,000
44410	PLAN COMMISSION FEES	3,391	4,200	4,200	4,400	4,400
44420	BOARD OF APPEALS FEES	1,650	2,500	1,200	1,400	1,400
44430	STREET BANNER FEES	90		2,200	2,200	2,200
	TOTAL REVENUE	178,799	174,400	164,300	164,650	164,650

FUND 101
45000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
45110	COURT PENALTIES AND COSTS	2,365	2,300	4,000	3,000	3,000
45112	MUNICPL LAW & ORD VIOLATIONS	74,469	175,000	150,000	150,000	150,000
45130	PARKING VIOLATIONS	34,677	42,000	42,000	42,000	42,000
	TOTAL REVENUE	111,511	219,300	196,000	195,000	195,000

FUND 101
46000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46110	CLERK'S FEES	48,094	24,500	30,000	25,000	25,000
46120	FINANCE DEPARTMENT FEES	414	500	400	400	400
46140	MUNICIPAL COURT FEES	510	100	50	75	75
46150	NON-TRANSP ENGINEERING FEES	3,581	5,000	4,000	4,000	4,000
46155	GIS MAP/DATA FEES	499	1,500	100	200	200
46160	ASSESSOR'S FEES	136	500	200	200	200
46210	LAW ENFORCEMENT FEES	9,997	9,000	16,000	16,000	16,000
46220	FIRE PROTECTION FEES	8,014	8,400	8,400	8,400	8,400
46311	HIGHWAY MAINT & CONSTR FEES	11,458	1,500	12,000	12,000	12,000
46312	SNOW & ICE CONTROL FEES	23,912	5,000	31,000	31,000	31,000
46313	TRAFFIC CONTROL FEES	9,491	5,000	7,500	7,500	7,500
46323	SIDEWLKS (NEW CO OR REPL W/O	1,000	1,000	1,000	1,000	1,000
46324	STORM SEWERS	194				
46330	PARKING	15,226	18,000	20,000	20,000	20,000
46340	AIRPORT	5,987	5,000	5,000	5,000	5,000
46440	WEED AND NUISANCE CONTROL	6,061	2,500	3,100	3,100	3,100
46540	CEMETERY	94,687	98,247	98,247	102,660	102,660
46591	PEST AND ANIMAL CONTROL	3,349	3,500	3,500	3,500	3,500
46610	AGING/SENIOR CENTER	1,299	1,351	1,351	1,416	1,416
46710	LIBRARY	53,872	52,000	52,000	54,000	54,000
46711	OTH LIBR REVS-SUBSCRPTN FEES	10,469	9,800	9,700	9,800	9,800
46720	PARKS	58,882	62,002	62,002	60,501	60,501
46721	PARKS-FORFEITURES	150		225		
46741	FAIRS, EXHIBITS, CELEBRATION	40,259	38,875	38,875	39,400	39,400
46745	OAK AVENUE COMMUNITY CENTER	8,115	9,160	10,500	7,974	7,974
46746	OAK AVE COMM CTR-FORFEITURES			25		
46750	OTHER CULTURE AND RECREATION	5,801	6,261	5,500	5,624	5,624
46753	ADULT ATHLETIC LEAGUE	12,605	20,057	13,462	13,194	13,194
46754	SWIMMING AREAS	29,271	41,622	40,622	41,475	41,475
46755	TENNIS/RACQUETBALL CENTER	31,802	32,849	32,849	32,791	32,791
46758	RECREATION PROGRAMS	35,115	52,991	36,872	51,694	51,694
46810	FORESTS	1,000	1,000	500	500	500
46910	COMM FROM VENDING MACHINES	1,360	1,500	1,000	1,000	1,000
	TOTAL REVENUE	532,610	518,715	545,980	559,404	559,404

FUND 101
47000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
47222	STATE, FIRE SERVICES	7,048		947		
47290	OTHER SERVICES TO STATE GOVT	8,241	14,000	14,000	14,000	14,000
47321	OTH LOC GOVT, LAW ENFOR SERV	8,618	4,000	8,000	8,000	8,000
47322	OTH LOC GOVT, FIRE SERVICES	587	200	100	150	150
47324	OTH LOC GOVT,DISPATCH CENTER	6,973				
47331	OTH LOC GOVT, TRANSP-HWY/ST	106,978	105,000	105,000	105,000	105,000
47411	CLERK EL & WAT ADMIN CHARGES	720	720	720	720	720
47413	PROPRIETARY FUND ADMIN CHGS	28,631	42,254	42,254	43,192	43,192
47414	FINANCE DPT-EL & WAT ADM CHG	1,511	2,279	2,279	2,405	2,405
47416	ELEC INSP-ELEC & WATER CHGS	18,779	19,327	19,327	20,251	20,251
47418	PLANNING DEPT-ADMIN CHARGES	907			30,173	30,173
47421	MISCELLANEOUS ENGINEERING	10,702	10,883	10,883	11,254	11,254
	TOTAL REVENUE	199,695	198,663	203,510	235,145	235,145

FUND 101
48000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48110	INTEREST ON GENERAL INVESTMT	434,231	400,000	500,000	450,000	450,000
48130	INTEREST ON SPEC ASSESSMENTS	38,995	50,000	40,000	40,000	40,000
48190	MISCELLANEOUS INTEREST	114				
48210	CITY HALL PLAZA RENT	284,140	294,162	296,312	302,785	302,785
48230	SHOE FACTORY RENT	4,920	4,920	4,920	4,920	4,920
48250	AIRPORT BLDGS & LAND RENT	6,057	6,086	6,086	6,195	6,195
48251	AIRPORT TERMINAL BLDG RENT	16,536	16,466	17,202	19,683	19,683
48280	OTHER LEASES	2,001	2,001	2,001	2,001	2,001
48301	SALE OF LAW ENF EQUIP & PROP	8,066	10,000	12,000	21,000	21,000
48302	SALE OF FIRE EQUIPMENT	359				
48303	SALE OF HWY EQUIP & PROPERTY	873	250	250	250	250
48309	SALE OF OTH EQUIP & PROPERTY	1,536		1,288		
48317	SALE OF ZOO EQUIPMENT & PROP	5,847	5,000	5,000	11,140	11,140
48502	FIRE DONAT/CONTR FR PR OR/IN	674	1,500	1,500		
48503	LAW ENF DON/CON FR PR ORG/IN			13,000		
48508	LIBRARY DON/CON FR PR ORG/IN	4,238	228	243		
48509	PARKS DONAT & CONTR FR PR OR	2,260	2,026	2,600		
48511	RECR DONAT/CONT FR PRV OR/IN	1,753		2,000		
48513	ZOO DONAT & CONTR FR PR ORG	770	6,016	6,016		
48515	MIS DONAT/CONT FR PRIV OR/IN	187	450			
48900	OTHER MISCELLANEOUS REVENUE	106		29,761		
	TOTAL REVENUE	813,663	799,105	940,179	857,974	857,974

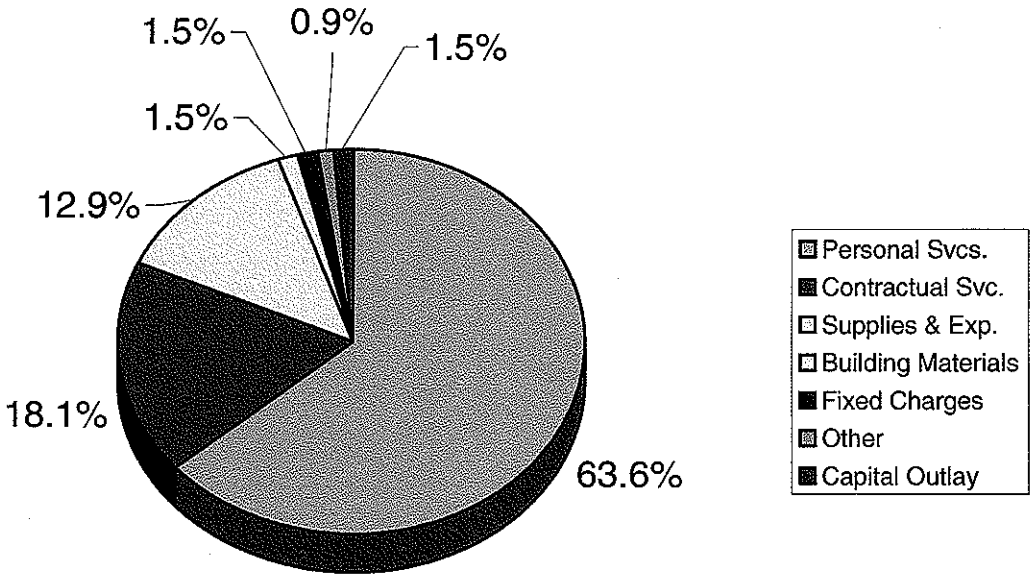
FUND 101
49000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49220	TRANSF FR SPECIAL REVENUE FD					50,193
49240	TRANSF FR CAPITAL PROJ FUND	8,500				
49260	TRANSF FR ENTERPRISE FUND	113,730				
49280	TRANSF FR TRUST & AGENCY FND	8,441	5,600	9,300	9,000	9,000
49300	FUND BALANCES APPLIED		683,458		630,432	804,749
	TOTAL REVENUE	130,671	689,058	9,300	639,432	863,942

General Fund Expenditures

General Fund – 101

2008 GENERAL FUND BUDGET
$19,806,965
WHERE THE MONEY IS SPENT



USE	AMOUNT	%
Personal Svcs.	$ 12,604,131	63.6%
Contractual Svc.	3,587,197	18.1%
Supplies & Exp.	2,545,231	12.9%
Building Materials	296,745	1.5%
Fixed Charges	296,458	1.5%
Other	181,138	0.9%
Capital Outlay	296,065	1.5%
TOTAL	$ 19,806,965	100.0%

General Government

COMMON COUNCIL
1015111006

MISSION STATEMENT:

The mission of the City of Marshfield is to provide for the highest quality, cost effective municipal services for residents and customers in a professional and responsive manner.

The Common Council is the policy making and governing body of the City of Marshfield. The Council is comprised of the Mayor and ten members elected on a non-partisan basis by aldermanic district - one-half in even-numbered years and one-half in odd-numbered years. The Common Council has the management and control of city property, finances, highways and other facilities, and acts for its commercial benefit and powers to license, regulate, borrow money, levy taxes, appropriate funds, fine, imprison, and confiscate. The Common Council appoints the City Administrator and City Attorney.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the Common Council is $75,382, a decrease of $3,187, or 4.1% from the 2007 budget of $78,569. The decrease can be attributed to costs for replacement chairs in the Common Council Chamber, which were budgeted in 2007 but not in 2008 ($5,100). Costs for publications increased $1,926. The 2008 budget includes $2,550 to fund a strategic planning session and an orientation session for new council members.

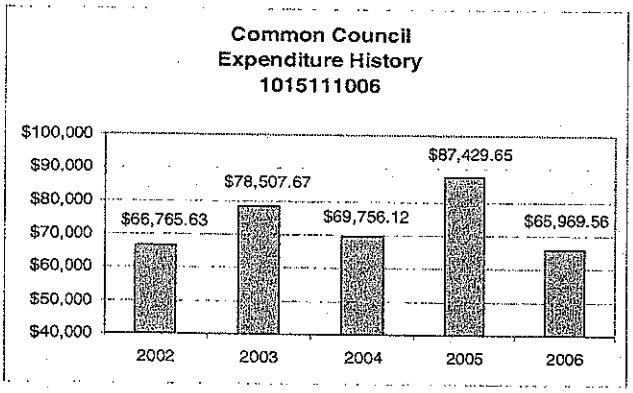
Beginning in 2006, quarterly updates to the Municipal Code are being handled in-house, with resultant savings of approximately $3,500.

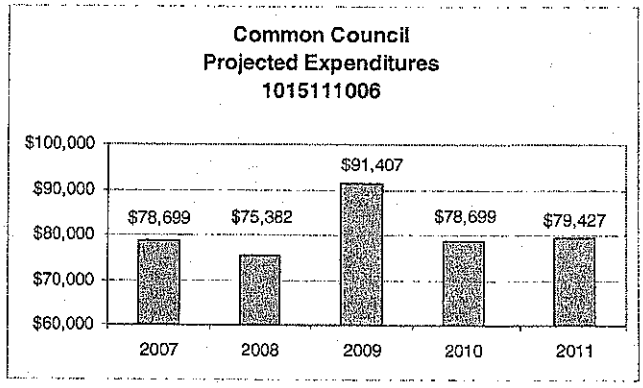
The city's membership dues for participation in the League of Wisconsin Municipalities ($4,532), Wisconsin Alliance of Cities ($3,574) and Sister City Program ($350) are reflected in the category of Supplies and Expenses. This budget is funded entirely by tax levy.

SCHEDULE OF DEPARTMENT EXPENDITURES:

	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$65,969	$78,569	$78,699	$75,382

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

COUNCIL
1015111006

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	46,193	52,791	51,220	52,841	52,841
52000 Contractual Services	1,050				
53000 Supplies and Expense	18,701	25,778	27,479	22,880	22,541
55000 Fixed Charges	25				
Total Expenditures	**65,969**	**78,569**	**78,699**	**75,721**	**75,382**

HISTORIC PRESERVATION COMMITTEE
1015113070

MISSION STATEMENT:

The Historic Preservation Committee was established by ordinance in 1993 to serve the following purposes:

1) develop appropriate criteria and standards for identifying and evaluating historic structures, sites and districts;

2) collect necessary data, including photographs, drawings, descriptions, recorded interviews and written documentation, and to survey and permanently record the origin, development, use and historical significance of structures, sites, and districts;

3) recommend the designation of historical structures, sites, and districts within the city limits;

4) cooperate with federal, state, and local agencies in the nomination of locally designated historic structures, sites and districts to the National Register of Historic Places;

5) recommend legislation and programs which provide economic incentives for historic preservation;

6) review Certificates of Appropriateness and to adopt policies and procedures for this function;

7) recommend appropriate markers or plaques for historic structures, sites and districts;

8) receive and solicit gifts and contributions for historic preservation in the city, to be placed in a special account; and

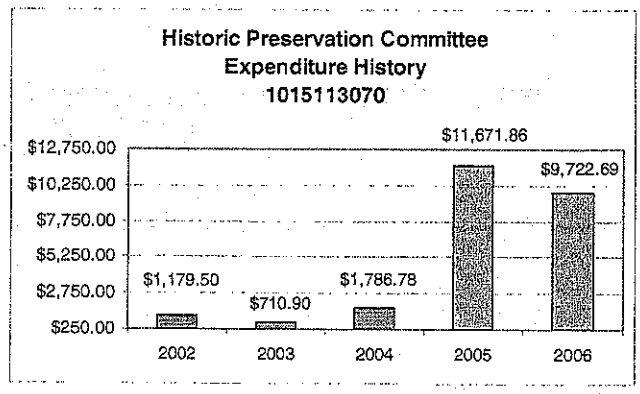
9) promote among the citizens of Marshfield continuing public awareness and support for the heritage of the city, as exemplified by its historic structures, sites and districts.

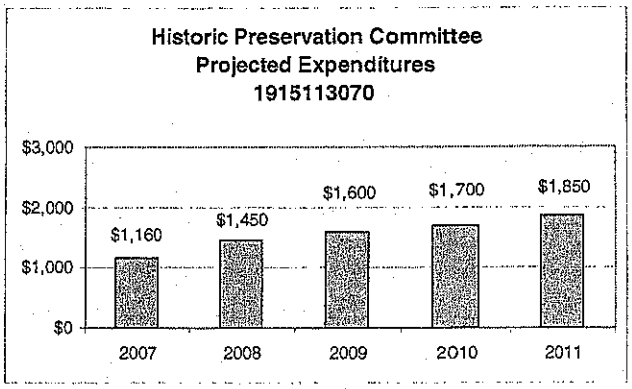
The amount budgeted for 2008 is $1,450, which includes $900 to finance the purchase and placing of plaques on structures and other places that are listed in the local Register of Historic Places. There is also $220 to permit committee members to attend historic preservation workshops and meetings sponsored by the State Historic Preservation Division and/or the Wisconsin Association of Historic Preservation Commissions. This budget is funded entirely by tax levy.

SCHEDULE OF DEPARTMENT EXPENDITURES:

	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$9,723	$1,400	$1,160	$1,450

GRAPHS:


Historic Preservation Committee
Expenditure History
1015113070
$12,750.00
$10,250.00
$7,750.00
$5,250.00
$2,750.00
$250.00
$1,179.50
$710.90
$1,786.78
$11,671.86
$9,722.69
2002
2003
2004
2005
2006


Historic Preservation Committee
Projected Expenditures
1915113070
$3,000
$2,000
$1,000
$0
$1,160
$1,450
$1,600
$1,700
$1,850
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

HISTORIC PRESERV COMMITTEE
1015113070

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	8,600				
53000 Supplies and Expense	1,123	1,400	1,160	1,450	1,450
Total Expenditures	**9,723**	**1,400**	**1,160**	**1,450**	**1,450**

SUSTAINABLE MARSHFIELD COMMITTEE
1015114005

MISSION STATEMENT:

The Sustainable Marshfield Committee was established by ordinance in 2007 to develop a comprehensive and integrated plan, using the four guidelines that were developed by the American Planning Association to help communities implement sustainable practices, and apply these principles in its decision making, planning, policy making and municipal practices, to achieve an ecologically, economically and socially health city. Further, the committee shall take actions that are aligned with the principles and concepts of sustainability as the committee deems reasonably necessary to achieve cost savings, increased employment and enhanced environmental quality and community well-being.

The 2008 recommended budget is $10,000. Most of this money will be used for training committee members and staff. This budget is funded entirely by tax levy.

SCHEDULE OF DEPARTMENT EXPENDITURES:

	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$0	$0	$0	$10,000

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

SUSTAINABLE MARSHFIELD COMMITTEE
1015114005

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
53000 Supplies and Expense					10,000
Total Expenditures					**10,000**

MUNCIPAL COURT
1015121002

MISSION STATEMENT

The Marshfield Municipal Court system established in the fiscal year of 1997 is implemented to provide the citizens of Marshfield a court structure that meets community needs. The Marshfield Municipal Court system is established to recover revenues and fees currently retained by the Wood County Circuit Court system for services they provide. The Municipal Court system will further relieve the need for a fourth judge within Wood County Circuit Court system and is intended to provide local control for Marshfield judicial actions. Juvenile Court was established for a more hands on approach to Juvenile Court dispositions.

WORK PROGRAMS AND SERVICES:

1. To provide a community based court system appropriate for Marshfield city residents' needs.

2. Provide day and night court sessions appropriate to the needs of the Marshfield area community.

3. Provide additional revenues to the City of Marshfield through forfeitures and court costs previously allocated to the Wood County Circuit Court system.

4. Using software, compatible with the existing Police Department record system, for court related records of citations issued by authorized officials of the City of Marshfield to include ordinance, police, fire and inspection enforcement personnel.

5. To provide for a community-based court system through which municipal proceedings such as search warrants, inspection warrants, arrest warrants, property condemnation, health and fire inspections or other ordinance related concerns can be judicially addressed.

6. Provide Juvenile Court remedies to curb truancy.

7. Provide programs in lieu of forfeitures for juveniles, i.e. smoking diversion program, community services, and alcohol diversion program.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the Municipal Court is $56,637, an increase of $1,147, or 2.1%, above the 2007 budget of $55,490. This increase is primarily attributed to personnel costs. The budget includes $2,000 for participation in the Wood County Crime Stoppers program.

Revenues projected in 2008 from the Municipal Court are $150,000.

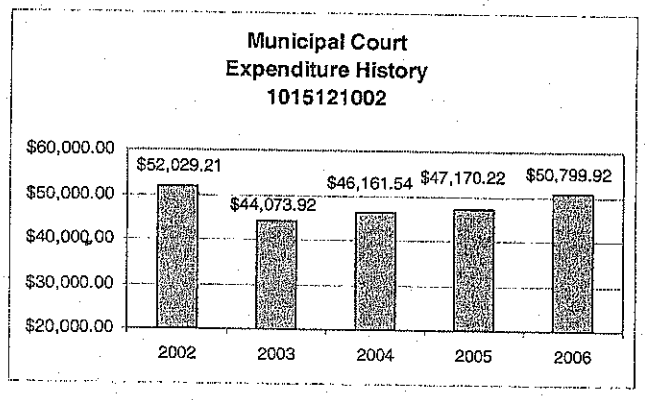
SCHEDULE OF DEPARTMENT EXPENSES:

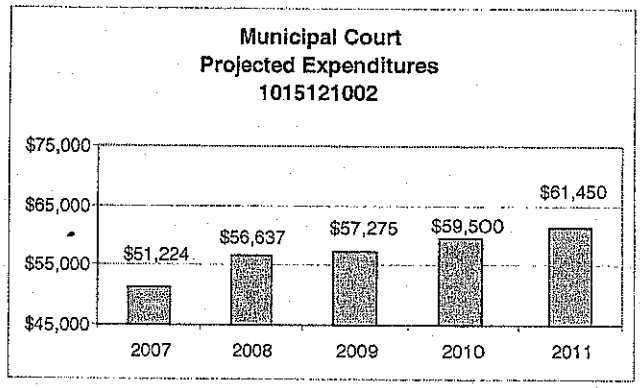
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$50,802	$55,490	$51,224	$56,637

DEPARTMENT STAFFING (FTE:	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Judge	Elected	N/A (1)	N/A (1)
Court Clerk *	B/2/3	.75	.75
TOTAL		.75	.75

* Non-Represented
(1) Estimated to work 10 hours per week

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

MUNICIPAL COURT
1015121002

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	45,659	46,254	46,254	48,363	48,363
52000 Contractual Services	1,150	2,634	1,685	1,789	2,389
53000 Supplies and Expense	2,443	4,552	3,235	18,430	3,835
55000 Fixed Charges	50	50	50	50	50
57000 Grants Contrib Indm & Other	1,500	2,000		2,000	2,000
Total Expenditures	**50,802**	**55,490**	**51,224**	**70,632**	**56,637**

CITY ATTORNEY
1015131003

MISSION STATEMENT:

The City Attorney provides legal services concerning civil matters to the Mayor, Common Council, and all other city elected officials, City Administrator, department and division heads, and city boards, commissions, and committees. The City Attorney is appointed by a vote of the Common Council for a two-year term, beginning on May 1 of odd-numbered years. In May, 2007, the Council appointed a City Attorney for a term ending April 30, 2009.

SERVICES AND WORK PROGRAMS:

1. Drafts ordinances, bonds, and other instruments as may be required by city officers.

2. Examines the tax and assessment rolls and other tax proceedings, and advises city officers in regard thereto.

3. Defends actions brought against any officer or employee of the Police Department and the Fire and Rescue Department growing out of any acts done in the course of his or her employment or out of any alleged breach of his or her duty as such officer or employee, except for:

   a. actions brought to determine the rights of such officer or employee to hold or retain his or her office or position; and

   b. actions brought by the city against such officer or employee thereof.

4. Prepares, researches, and presents lawsuits affecting the city including both prosecution and defense.

5. Drafts pleadings, documents, and briefs relating to litigation.

6. Drafts contracts and resolutions and municipal codes.

7. Consults with and advises the Mayor, Common Council, Fire and Police Commission, Library Board, and City Plan Commission, the City Administrator and all city departments.

8. Researches and writes legal opinions for the Mayor, the City Administrator and city departments.

9. Advises the Common Council at all Council meetings and Council committee meetings.

10. Acts as parliamentarian at Common Council meetings.

11. Represents the city in traffic violation cases and other ordinance violation cases.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

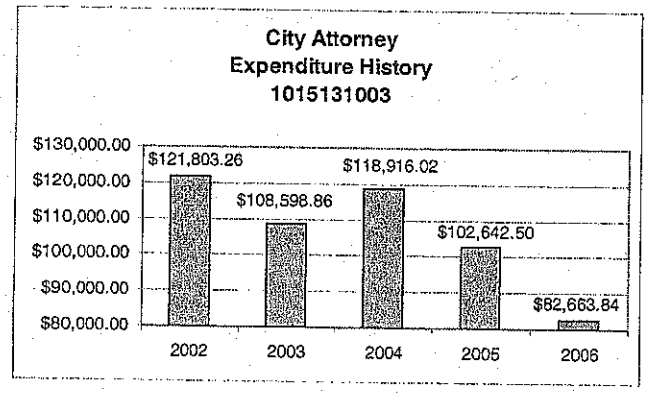
The recommended 2008 budget for the City Attorney's Office totals $112,550, an increase of $2,750, or 2.5% from the 2007 budget of $109,800. The increase is attributable to more billable hours per month being budgeted for.

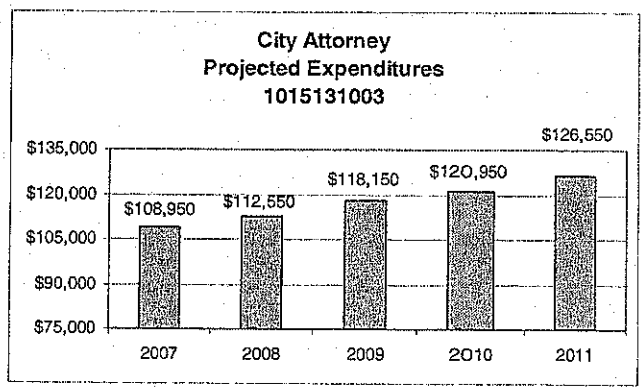
The recommended budget in the Contractual Services category is $109,200. Per the current contract with the City Attorney, attorney fees are paid on a per hour basis. Also included is $600 in office and miscellaneous expenses, and $1,500 for publications and subscriptions. This budget is funded entirely by tax levy.

SCHEDULE OF DEPARTMENT EXPENDITURES:

	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$82,664	$109,800	$108,950	$112,550

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CITY ATTORNEY
1015131003

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services		500	300	500	500
52000 Contractual Services	81,966	106,400	106,400	109,200	109,200
53000 Supplies and Expense	698	2,900	2,250	2,850	2,850
Total Expenditures	**82,664**	**109,800**	**108,950**	**112,550**	**112,550**

OFFICE OF THE MAYOR
1015141104

MISSION STATEMENT:

The Mayor is the chief executive officer of the city and represents the citizens of Marshfield at government, business, and social functions. The Mayor presides at meetings of the Common Council; serves as chairman of the Plan Commission and Industrial Park Authority; signs all documents and contracts for the city; issues proclamations for special events as requested; hears citizen comments and complaints; and appoints members to council and citizen committees and boards with the confirmation of the Common Council. The Mayor, elected for a two-year term in even-numbered years, serves as liaison between city government and citizens.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the Office of the Mayor totals $81,762; an increase of $4,413, or 5.7% from the 2007 budget of $77,349. The increase can be attributed to personnel costs. The recommended 2008 budget includes funding for the Mayor's salary and $150/month in-town expense allowance, as well as secretarial support (.7 FTE). Since January 1, 1995, forty hours (annually) of the secretary's time is being budgeted in the Dairyfest budget (1015534504) in recognition of the allocation of time to logistical coordination of the Mayor's Dairyfest Breakfast. Beginning in 2006, an additional twenty-five hours (annually) of the Secretary's time is being budgeted in the City Administrator's budget (1015141205) in recognition of the time that's spent during the CIP process and the annual budget. All other expenditures are typical for this activity. This budget is funded entirely by tax levy.

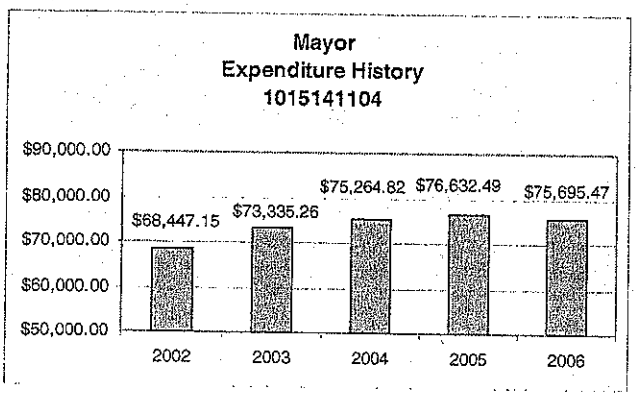
SCHEDULE OF DEPARTMENT EXPENDITURES:

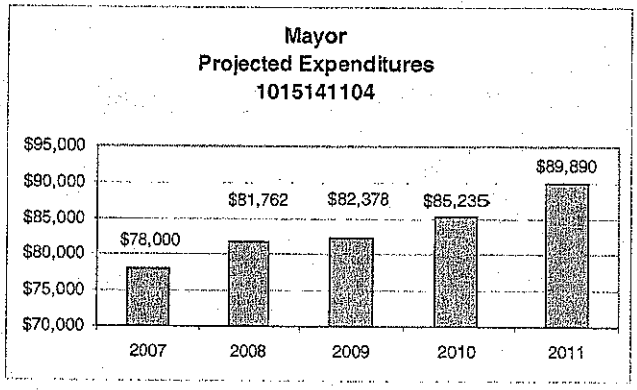
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$75,694	$77,349	$78,000	$81,762

DEPARTMENT STAFFING (FTE):

Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Mayor	Elected	0.5	0.5
Secretary to the Mayor	B/2/3*	0.7	0.7
Total	Classification/ Representation	1.2	1.2

GRAPHS


Mayor
Expenditure History
1015141104
$90,000.00
$80,000.00
$70,000.00
$60,000.00
$50,000.00
$68,447.15
$73,335.26
$75,264.82
$76,632.49
$75,695.47
2002
2003
2004
2005
2006


Mayor
Projected Expenditures
1015141104
$95,000
$90,000
$85,000
$80,000
$75,000
$70,000
$78,000
$81,762
$82,378
$85,235
$89,890
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

MAYOR
1015141104

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	71,038	73,462	74,450	77,183	77,183
52000 Contractual Services	528	737	600	1,190	1,190
53000 Supplies and Expense	4,040	2,950	2,750	1,089	3,089
57000 Grants Contrib Indm & Other	88	200	200	300	300
Total Expenditures	**75,694**	**77,349**	**78,000**	**79,762**	**81,762**

CITY ADMINISTRATOR'S OFFICE
1015141205

MISSION STATEMENT:

The mission of the City Administrator's Office is to provide organizational leadership which fosters teamwork and builds the city's capacity to provide quality services; assist the Common Council in developing and refining policy direction, and to translate that policy direction into city programs and operations; prepare for the city's future through planning and sound financial management; encourage all employees to maintain a focus on customer satisfaction; and provide a centralized program of human resources administration and performance management, including recruitment, selection, and training to ensure the most efficient and effective management of human resources.

The City Administrator is appointed by, and serves at the pleasure of, the Mayor and Common Council. The City Administrator's Office consists of professional, administrative, and clerical support staff to effectively coordinate city services. The City Administrator directly supervises the following departments or functions: 1) Public Works; 2) Parks and Recreation; 3) Information Technology; 4) Finance; 5) Planning and Economic Development; 6) Hillside Cemetery; and 7) Human Resources.

SERVICES AND WORK PROGRAMS:

1. Staff Support and Research for the Mayor and Common Council

   A. Develops and recommends alternative solutions to community problems for Council consideration; prepares meeting agendas and appropriate background materials for the Common Council, Council committees, and other city committees
   B. Plans and develops new programs to meet the future needs of the city
   C. Represents the city before legislative or intergovernmental bodies, and negotiates with outside parties in behalf of the Common Council

2. General Management

   A. Directs preparation and administration of the annual budgets
   B. Plans, directs, and coordinates departments reporting directly to the City Administrator
   C. Directs and coordinates economic development activities for the city.

3. Human Resources Management

   A. Administers a system of human resources management to fulfill the requirements of federal, state, and local laws governing employment
   B. Interprets the city's Personnel Policies and Procedures and/or labor agreements to define appropriate personnel actions

C. Negotiates labor agreements and/or coordinates negotiations with outside legal counsel
D. Reviews existing personnel policies and procedures and recommends changes to increase operating efficiency, more fully comply with applicable laws, or otherwise improve the system of personnel management
E. Communicates city policies and direction to city employees through the monthly employee newsletter, Penletter; face to face meetings; and other written communications
F. Uniform health insurance plans for all employees
G. Continued emphasis and in-service training in performance management

COST SAVING MEASURES

- Placing labor contracts and policies online for employees and comparables. Cost savings include paper/copying supplies, stamps and labor costs

- Internet applications – cost savings of printing costs for applications, job announcement related printed information, postage and labor costs. We have been successful in adding a spot for e-mail addresses to our applications, as well as, reducing paper postage and labor costs when contacting applicants.

- Ad tracking – ad tracking allows us to minimize advertising costs by seeing where applicants notice our recruitment notice. We have found newspapers are no longer an effective advertising tool. Newspapers are also the most expensive way to advertise.

- Termination of Retiree Penletters – recommended termination of retiree Penletters because the Penletter is written for current employees (IT related directions, benefit information). There is very little in the Penletter that is relevant to a retiree (this information can be received by watching committee meetings).

- Decreasing the size of the budget books and printing budget and CIP books covers in house. Also, quite a few budget and CIP notebooks are recycled each year.

- Communication via e-mail rather than using the US mail.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the City Administrator's Office is $373,095, an increase of $14,086, or 3.9% from the 2007 budget of $359,009. The increase can be attributed to personnel costs. This budget finances both general administrative expenses and costs related to the management of human resources. This budget is supported entirely by tax levy. All other expenditures are typical of this activity.

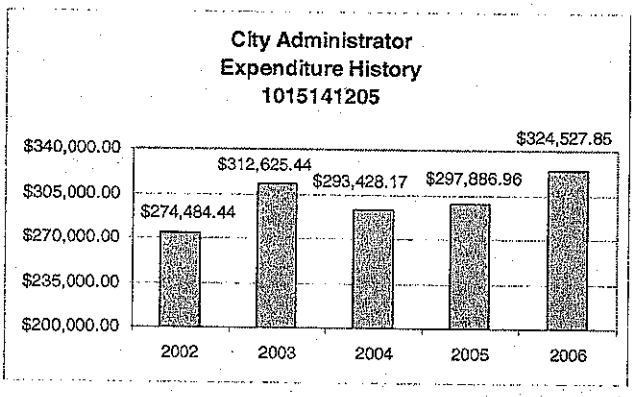
SCHEDULE OF DEPARTMENT EXPENDITURES:

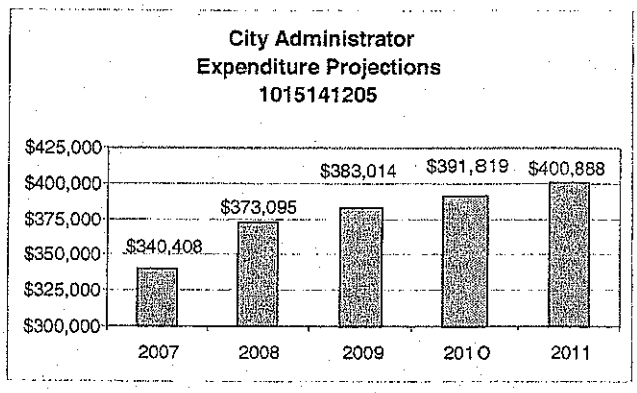
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$324,527	$359,009	$340,408	$373,095

DEPARTMENT STAFFING (FTE):

Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
City Administrator	E/8/3	1.0	1.0
Human Resources Manager	C/5/2	1.0	1.0
Secretary to the City Administrator	B/2/3*	1.0	1.0
*Non-represented			
Total		3.0	3.0

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CITY ADMINISTRATOR
1015141205

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	251,359	271,827	267,563	286,569	286,569
52000 Contractual Services	54,683	67,482	54,095	66,281	66,281
53000 Supplies and Expense	17,665	19,200	18,150	19,370	19,370
57000 Grants Contrib Indm & Other	820	500	600	875	875
Total Expenditures	**324,527**	**359,009**	**340,408**	**373,095**	**373,095**

CITY CLERK/ELECTIONS/PURCHASING
1015142006/1015144006/1015155006

MISSION STATEMENT:

The mission of the City Clerk's Office is to maintain care and custody of the corporate seal and all papers and records of the city; attend the meetings of the Common Council and keep a full record of its proceedings; keep and maintain a record of all licenses and permits granted and record all bonds in appropriate books; draw and sign all orders upon the Treasury and keep a full account thereof; maintain all papers and records in the office open to inspection at all reasonable hours; administer oaths and affirmations; administer all elections in the City of Marshfield; provide agendas and act as secretary to the Common Council, Cable Television Committee, Finance/Budget/Personnel Committee, Judiciary, License, and Cemetery Committee, Zoning Board of Appeals, and Board of Review; publish all legal documents as required by state law or city ordinance.

The mission for the Elections account is to hold elections for the City of Marshfield as per Wisconsin Statutes 5.01. The right to vote is the foundation of our democratic form of government. It is the job of the City Clerk to preserve the rights of the electorate through efficient, honest, unbiased and uniform administration of elections. All Election officials have a responsibility to help, not hinder electors in exercising their voting rite. The integrity and important of the vote of each citizen is the responsibility of all election officials.

The mission of Central Purchasing is to procure for the city, materials and supplies at the best advantage for the city and endeavor to obtain as full and open competition as possible on all purchases and sales, exploit the possibility of bulk and seasonal buying.

COST SAVINGS:

- Redesigned the front office to allow for better work flow.
- The City Directory is now online instead of printing out hard copies. Saves on printing dollars and the City Directory always has the most updated information.
- Agendas are run on plain white paper. We run a master on meeting notice paper and than the rest are run on plain white paper. Saves on the cost of the stationery.
- Agenda packets - We now have one master copy and than run the rest through the copier. We no longer have to collate the packets, which frees up our time to do other things.
- Special Assessment Software - With the new software it saves on many hours. It has probably cut our time in half.
- Licensing Software - This software has also saved us many hours. Before we had to write each license by hand. Now all the information is stored on the computer and if they come in to renew, we just have to verify the information we have and then print out their new license.
- Keep the lights turned off in the rooms that are not being used all the time which saves on electricity. (ex. Vault, Supply Room and Mail Room).
- Created a file for Ordinances and Resolutions that have been approved in Word so that other office could access them online instead of going through a binder kept in the Clerk's office.
- Scheduled weekly hours for the Temporary Part-time Clerk to work. This allowed for better continuity with workflow, better awareness of what was going on in the office instead of

always having to get caught up and she was given her own job responsibilities. This was a big improvement for this office because it freed up the Deputy Clerk from the front counter for a few days and it allowed us to work on projects that have been on the backburner for a long time. We were more proactive instead of reactive.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The City Clerk prepares and administers three budgets, including the City Clerk's Office, Elections and Purchasing. The recommended 2008 budget for the City Clerk's Office totals $147,564, an increase of $1,722, or 1.2% more than the 2007 budget of $145,842. Personnel costs accounted for most of this increase. Temporary employee costs are again shown within the City Clerk's budget to assist the Clerk's office in the processing of passports and other routine work. Interest in passports has gone up significantly as a result of Federal regulations that will require all citizens to have passports effective January 1, 2008. All other expenses are typical of this activity.

The city clerk requested that the temporary part-time position that's included in her 2007 budgets (Clerk and Election) be made a permanent half-time position in 2008 at an additional cost of $5,247 exclusive of insurances. Potential additional costs attributable to health/dental insurances would be $7,963 if the employee in that position chooses to participate. The basis for not recommending this new position is:

- The potential additional annual cost in 2008 of $13,210
- Potential reduction in volume for processing passports after January 1, 2008
- Utilization of overtime by existing staff, both permanent and part-time, vs. the additional cost of a permanent part-time position
- Help comply with the Common Council's budget parameter for a no tax rate increase unless absolutely necessary, and
- For the reasons stated by the City Clerk in her last bullet point under "Cost Savings"

The recommended 2008 Elections budget of $51,452 is $27,321, or 111.5% more than the 2007 budget of $24,331. There are four scheduled elections in 2008 as compared to two in 2007. In 2008, elections are scheduled on February 19, April 1, September 9, and November 4.

The recommended 2008 Purchasing budget of $9,180 is $180 more than 2007.

The majority of the cost of these budgets is supported by tax levy. The City Clerk's office will generate an estimated $72,170 in non-property tax revenues in 2008.

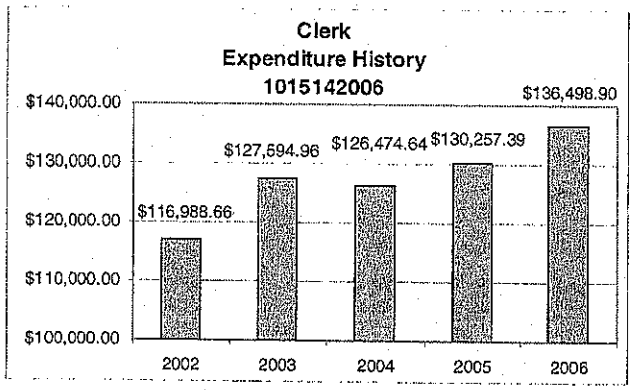
SCHEDULE OF DEPARTMENT EXPENDITURES:

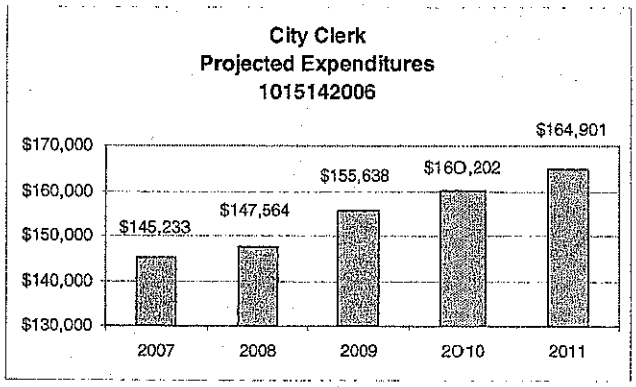
Cost Center	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Clerk's Office	$136,500	$145,842	$145,233	$147,564
Elections	30,472	24,331	21,561	51,452
Purchasing	9,134	9,000	9,000	9,180
Total	$176,106	$179,173	$175,794	$208,196

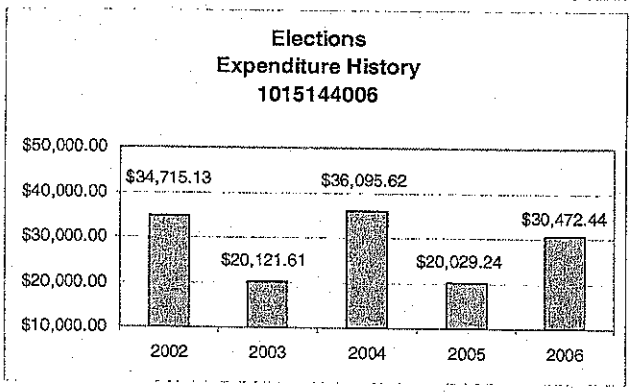
DEPARTMENT STAFFING (FTE):

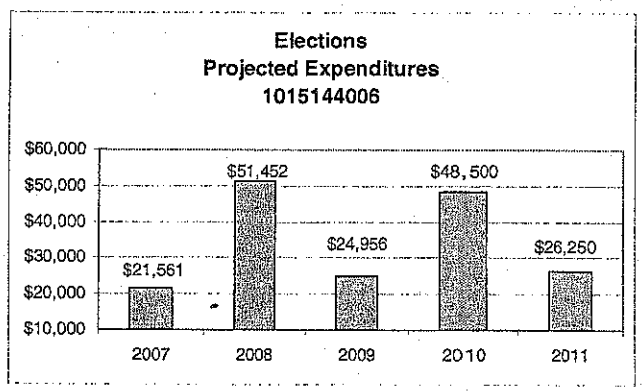
Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
City Clerk	Elected	1.0	1.0
Deputy City Clerk	AFSCME	1.0	1.0
Total		2.0	2.0

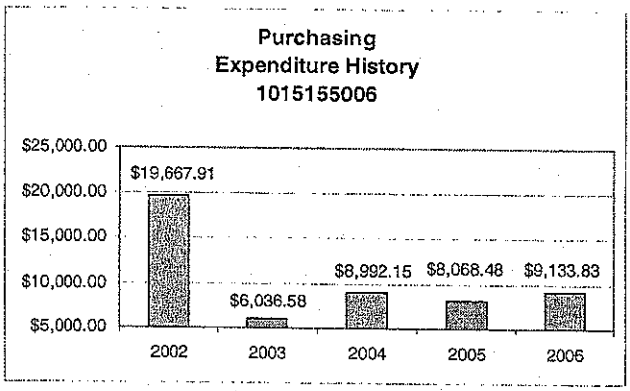
GRAPHS:

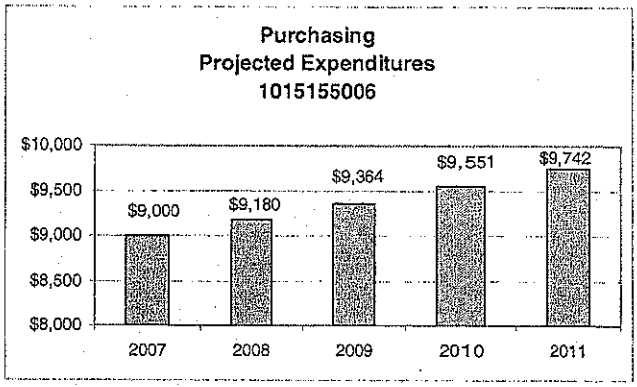












City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CLERK
1015142006

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	127,245	135,892	135,873	139,894	137,273
52000 Contractual Services	601	724	610	640	640
53000 Supplies and Expense	8,654	9,226	8,750	9,651	9,651
Total Expenditures	**136,500**	**145,842**	**145,233**	**150,185**	**147,564**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

ELECTIONS
1015144006

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	24,358	12,765	15,561	43,658	41,102
52000 Contractual Services	1,120	1,400	1,000	1,750	1,750
53000 Supplies and Expense	4,994	4,166	5,000	8,600	8,600
58000 Capital Outlay		6,000			
Total Expenditures	**30,472**	**24,331**	**21,561**	**54,008**	**51,452**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PURCHASING (OFFICE SUPPLIES)
1015155006

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
53000 Supplies and Expense	9,134	9,000	9,000	9,180	9,180
Total Expenditures	**9,134**	**9,000**	**9,000**	**9,180**	**9,180**

INFORMATION TECHNOLOGY
1015145007

MISSION STATEMENT:

The mission of the Information Technologies Department is to provide for the highest quality cost effective information services for customers in a professional and responsive manner. The Information Technology Department collaboratively provides access to high-quality knowledge systems. We strive to synergistically facilitate cutting edge technologies to exceed customer expectations.

PROGRAMS AND SERVICES:

The Information Technology Department is responsible for the following programs and services:

A. Data Processing - servers, desktop PCs, peripherals, operating systems and application software
B. Networking Infrastructure - metal cables and connections, fiber optic cables and connections, wireless connectivity, and hubs and switches
C. Internet/intranet – city internal and public Web presence and e-Commerce
D. Electronic Communications - email, voicemail and facsimile (fax)
E. Telephony - landline telephones, cellular telephones and wireless telephones
F. Imaging & Document Management - imaging devices, electronic storage of images, xerography (copiers)
G. Mobile Computing - Personal Digital Assistants, Notebooks and Telework processes
H. Find and support other technologies that can improve staff productivity

The department works with users of city technology to:

1. Provide reliable technological services as cost effectively as possible
2. Define and resolve technology problems, and recommend preventative measures whenever possible.
3. Provide proper documentation or licensing for all city owned technology
4. Suggest improvements in productivity through the use of technology
5. Provide counseling and recommendations on technology topics
6. Provide sound technology policies and procedures; ensure compliance
7. Provide training to improve user technology skills, and to increase city user productivity and accuracy on city systems whenever possible

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS

The recommended Information Technology budget for 2008 including all Program Improvements totals $844,862, an increase of $205,075, or 32.05% over the approved 2007 budget of $639,787. Of this increase , $100,000 of it is attributed to additional funding requirements for the Council supported Enterprise Financial Software. An additional expense of this project carried in the IT budget is the parallel support and maintenance agreement costs for both financial softwares.

City utilization and expansion of technology over the past two years has been aggressive. Over the past year and a half the city has experienced a 375% increase in inbound mail items. To make management of this messaging growth even more difficult, merely 15% of this mail is valid content. In the past three years the city has been subject to a 2,000% increase in network storage needs, from 400GB to nearly 8TB. This storage

growth in the upcoming year alone is projected to be at least another 300% increase. This growth is predominantly due to video generating projects in the Police, Wastewater, and GIS departments.

In addition the city is simultaneously experiencing obsolescence of critical infrastructure hardware. Because of the critical nature of the roles of this equipment including Emergency Services support, the out of service or end of life components can not remain in production. Of the proposed 2008 budget, this mitigation of obsolescence equates to $38,484.

The IT budget represents an aggregation of all technology needs and initiatives for ALL City Departments. Because of this, the cost of growth and enhanced service offerings from various departments often settle in the IT budget. Of significant contribution to the 2008 IT budget are: continuation of the new integrated enterprise-wide Financial Software suite, extending GIS services into the field via hand-held devices and ruggedized laptops, and additional network storage capacity for Police in-squad video capturing and Wastewater sanitary/storm sewer televising. The IT department also continues to accumulate costs for various technologies previously maintained in other department budgets, such as telephony services, enterprise-wide copiers/scanners/faxes, facility remote data connections, and GPS equipment. Although it is in the best interests of the city to centralize and manage these services under the IT department, there is an obvious shifting of these costs into our department that is reflected in our requested funding.

Improvements requested in the 2008 budget are: 1) Voice over IP telecommunications Hardware Redundancy/Availability Upgrades; 2) Network Services Extension Hardware Optimizer; 3) Network Storage Capacity Increases for Police and Public Works; 4) Additional Funding for Enterprise Financial Software; 5) Replace Administration Copier with Multi-Function Device (MFD); 6) Replace Fire Department copier with Multi-Function Device (MFD); 7) GPS Hardware to Deploy GIS in the Field; 8) Notebook Hardware to Deploy GIS in the Field; 9) Additional GIS ArcInfo License; 10) GIS Network Analysis Software; 11) GIS Data Interoperability Software; 12) Large View Monitors for Assessor's Office; 13) Purchase of digital camera for Building Services; and 14) Additional Exchange E-mail Accounts for Fire Department Relief Deputy Chiefs.

The Information Technology Department has made considerable effort to centralize and provide enterprise-level resources across all departments and divisions. This initiative provides considerable cost savings for the city through such mechanisms as economies of scale, uniform provisioning, and elimination of redundancies. Some specific examples of this enterprise effort are: Voice over IP (VoIP) phone system, which provides a central telephony services that will ultimately result in a 61% reduction of telecom costs; Enterprise-wide docutivity management - leveraging MFD throughout the city to consolidate functions and control equipment costs, which may result in as much as $12,000/year reduction in equipment and maintenance cost and a corresponding operations costs reduction of $11,000; Systems Management Server purchase, for enterprise-wide deployment and management of software updates and security patches that will result in an estimated 266 hours/year, or near $7,000 savings in IT staff-time (based on average labor cost of $26.18/hour) - an ROI of 7 months.

I01: VoIP CallManager Redundancy/Availability Clustering (IS, ALL City Dept./Div.) - $13,107

The IT department is requesting two (2) additional Voice-over-IP (VoIP) telephone servers to act as redundant servers for our current hardware. This request is being made to provide better service to the citizens.

Currently, there is one server at City Hall and a separate server at the Police Department. The Police Department server handles all incoming and outgoing calls for that department and the City Hall server handles the remainder of the call load.

When a server needs to be taken down due to hardware/software failure or routine maintenance, the incoming calls to that server no longer function. Citizens calling would get a busy signal until the outage is resolved. This problem is further complicated because occasionally, ambulance calls are made directly to the Fire Department. During that time, those calls would also receive a busy signal.

The proposed solution would provide for a backup server at each location so that when the main server is down due to maintenance or hardware failure, the incoming calls would automatically and instantly be routed to the backup server.

This improvement will virtually eliminate any perceived downtime for incoming calls to the City of Marshfield and increase our overall availability to the public during these outages.

I02: Network Extension Hardware Optimizer (FI/IS) - $12,638

The Information Technology Department is requesting a Network Extension Hardware Optimizer to improve on-site and off-site access to the network for staff.

During 2007, the City of Marshfield implemented virtual private network (VPN) functionality on the network. This allows staff to work off-site when necessary. The additional burden on our network has caused problems for staff members who need to use the Internet for access to government sites, training and other uses.

The Network Extension Hardware Optimizer will allow us to prioritize the Internet traffic on our network so that critical city services can be maintained while still allowing off-site staff to have access to our network systems without the cost and overhead of implementing a larger bandwidth solution.

I03: Network Storage Capacity Increase (PD/GIS/ALL City Dept./Div.) - $46,597

The Information Technology Department is requesting an upgrade to the current network storage capacity for current and future project proposed by the Police Department and Wastewater Division.

In 2006, a Storage Area Network (SAN) was purchased to more cost effectively store data on the city network. Since that time, several projects including the Police Department squad car camera system and the Wastewater sewer video project have utilized the current disk space of 4 terabytes (TB) to capacity. The Information Technology Department no longer has enough space for the current and future needs of the city.

The Information Technology Department is proposing an add-on module for our current SAN device that would double the capacity of data that can be stored on our network. The additional space will be allocated as follows:

50% - 2 TB - Public Safety/Police Department
25% - 1 TB – GIS/Wastewater
25% - 1 TB – Continued expansion of departmental and staff storage

In addition, to properly provide backup capacity for this upgrade, an upgrade to our tape library to increase the storage capacity and speed is required. A backup of our entire system currently takes about twenty-four hours. With the anticipated storage increases, our backup could stretch to 48-72 hours and no longer be viable.

When the backup runs during the business day (as would be required for a full backup using the estimated 9 terabytes of data that is currently planned), access to the entire system slows down and files become unavailable while they are being backed up. This results in corrupted files and long waits for users to get to the files.

The proposed tape drive solution is an upgrade to our current tape library that should triple the speed and capacity of the backup and allow us to continue completing the backup during the weekend and overnight window.

[Lorrie Krokstrom, Staff Services Supervisor, Police Department:

The police department is requesting the IT Department budget for additional network video storage. This additional storage is crucial for our department to meet the requirements of the State for mandated retention

periods and storage of the ICOP – in-squad videos. We must keep evidence even after a case has gone to court (60 day time period after court for Appeals).

We would like to request two additional terabytes of space on the local SAN for storage of the ICOP in-squad videos.

After less than 9 months of video storage of the ICOP in-squad videos we have seen the department use the entire one (1) terabyte of storage on the SAN. We feel strongly that we will reach two (2) terabytes by the middle of next summer and therefore would like to request budgeting for two terabytes of storage for 2008. – PD]

From: Kivela, Mark
Sent: Tuesday, July 17, 2007 11:11 AM
To: Knoeck, Dan
Subject: RE: Estimated Storm Video Storage Capacity

Here is the storm main data:
2005: 74 segments – 16,000'
2006: 63 segments – 14,000' + S. Central contracted: 55 segments.
2007: 5 segments – 1,350' + S. Central contracted: 29 segments.
These segments are averaging about 100 MB each. Allow the addition of 10 to 20 GB per year for storm main videos.

Sanitary main data:
Currently we have all lines complete and on the server except for a few interceptor segments.
These segments are averaging about 200 MB each. We would like to renew a portion of these each year.
Allow the addition of 70 GB per year for sanitary main videos (if we keep the outdated segments on the server).

Sanitary manhole data:
We are currently televising sanitary manholes.
These segments are averaging about 70 MB each. Allow the addition of about 35 GB per year for manhole videos.

Lateral videos:
The new generation lateral cameras are just starting to become available that are utilizing DVD recording instead of VHS tapes. This is the type that will replace our current 12 year old lateral camera. This new format is a common type of digital DVD video. It would be good to store these videos on the server. Unfortunately these files are very large. This needs further research to see if there are any other formats we can use such as a laptop's hard drive.
We average about 50 laterals televised per year (however this year we are already over that). Perhaps allow 25 GB for these videos per year, but this is just a guess.

Total wastewater data currently takes up 600 GB
We will add about 150 GB per year for the next few years.

From: Knoeck, Dan
Sent: Monday, July 16, 2007 4:22 PM
To: Kivela, Mark
Cc: Dickrell, Ron
Subject: Estimated Storm Video Storage Capacity

Mark,

Dan W. is projecting server needs for future years and wanted an idea of how much storm sewer video we expect to generate in the next few years. Do you have an easy way of determining how many LF of storm sewer we've televised in 05, 06 and to date in 07. Also, do we have an idea of how much server space this video is now occupying? Any information you can provide will be helpful.

Thanks,
Dan

Daniel G. Knoeck, PE
Director of Public Works
City of Marshfield
630 S. Central Avenue, PO Box 727
Marshfield, WI 54449
Ph 715-486-2034, FAX 715-384-7631
dank@ci.marshfield.wi.us

I04: Finance Software Additional Funding (FI) - $100,000

[The requested funding is for the unfunded portions of the identified Secondary Modules in the attached memo presented to the Finance, Budget and Personnel Committee earlier this year. This request is in the amount of $97,825 to fully fund the Fixed Cost Pricing for all identified Primary and Secondary modules.

A related request to this project was submitted by the Building Services Division. It stated that they need the ability to access all older HTE Building permit files as they do not have hard copies of permits issued since 1998. They desire the ability to search this information by address, permit number and name. This may require additional data conversion effort in implementation of the new permitting software. Therefore, I am requesting an additional $2,175 towards these additional costs (approximately an additional 12 hours of consulting support).

This brings the total requested amount to $100,000 for 2008.

The attached memo describes the summary of justification points for the Enterprise Business System submitted to the Finance, Budget and Personnel Committee earlier this year when the project was approved.

Additional justification submitted by the Building Services division is as follows: There is no statute of limitations on building permit files, orders, code violations, etc. This type of information needs to be on file for long periods of time. With the new software, we will be able unable to access this information unless a separate PDF file or some other mechanism is provided to be able to view and print these permits since 1998. Not having this information available could be a serious legal issue on any future building code lawsuits that the city may become involved in. – FI]

To: Finance, Budget, and personnel committee

From: Keith R. Strey, finance director
Subject: Approval of recommended Enterprise Business Software System
Date: 9/28/2007

BACKGROUND
The current core financial software (ACS) was purchased in 1985/86 and subsidiary financial modules (HTE) in 1997/98. The 2002 Common Council adopted budget included funding for a Finance Department request to purchase new financial software. Due to unanticipated delays as a result of turnover in management staff in both the Finance and I.T. Departments, significant new accounting standard changes and GIS implementation,

the start of this project was postponed. The Common Council annually has approved the request for Continuing Appropriation (carry forward) of these budgeted funds to future years to complete this project.
In addition to the unanticipated delays listed above, the originally planned software selection process was amended to meet subsequent Common Council direction to minimize the use of consultants if the work can be done in-house. To comply with this direction, the software selection process was revised to be performed in-house by city staff, saving approximately $20,000 in consulting fees. However, it also extended the length of time for the selection process from approximately 6 to 9 months with a consultant to approximately 18 months by city staff. The scope of the software selection process was also expanded beyond financial software needs to include additional department functions. The goals in expanding the software selection process were to evaluate and purse an Enterprise Business Software solution that provided maximum integration of functions to minimize duplicate data, minimize duplication of data entry, enhance data sharing capability between city functions and ensure that the recommended solution is consistent with the overall city technology plans and direction.

ANALYSIS

The Finance and Information Technology Department management staff worked closely together in coordinating the software selection process. Since July 2005, city staff has invested well over 2,000 total hours in evaluating enterprise business software. This process included one round of initial three hour "High-Level" overviews with over twenty vendors for an initial assessment of compatibility, one round of two day overview visual demonstrations by invited vendors, one round of more detailed visual demonstrations by potential finalists and a final round of "hands-on" demonstrations by selected finalists. All departments/divisions were encouraged to participate and were involved in this process to provide input as this project will impact all staff to varying degrees.
On June 28, 2006, the Common Council approved a Request For Proposals (RFP's) for an Enterprise Business Software System and directed staff to distribute it to the three finalists in the selection process. The finalists were, 1)Sungard/HTE; 2)ACS/Springbrook and 3) Microsoft Dynamics GP/Diamond Municipal through SVA Consulting. The original date proposals were due from vendors was July 28, 2007. However, that deadline was extended to August 25, 2006 as a result of vendor issues that required additional time to address. All three finalists submitted an RFP response by the August deadline.
Once the RFP's were received, copies were distributed to the software selection team members consisting of Assistant Finance Director Hanson, IT Lead Analyst Wolfgram and Finance Director Strey. I worked with all three vendors to schedule and plan the RFP required "Hands-On" demonstrations for city staff to further evaluate their proposed software solution. I was successful in planning and scheduling these sessions with two of the three vendors, which were held in October and November 2006. The third vendor (SunGard/HTE) was scheduled in October and just days before they were to arrive, they asked to reschedule it due to staffing issues. We agreed on a new date and within a week, they contacted me again identifying issues/concerns they had with their ability to conduct a "Hands-On" demonstration.
City staff had several conversations with this vendor in an attempt to address the issues/concerns they brought to our attention to allow them the opportunity to conduct the RFP required "Hands-On" demonstration. After these discussions, this vendor decided to give notice that they were withdrawing from consideration due to issues with supporting the RFP required "Hands-On" demonstration. In the end, it came down to a corporate decision by this vendor to withdraw from consideration as they did not wish to commit any more resources to this project because they felt ultimately they would be unable to meet our minimum needs and expectations.
When the final "Hands-On" demonstrations were completed in November, I coordinated follow up Webinar and/or teleconference sessions with both remaining vendors and appropriate staff to further address user questions or concerns for staff evaluation. Simultaneously, the software selection team discussed user evaluation feedback on this final round of demonstrations, completed a detailed review of both RFP responses and presented a list of questions to both vendors with items specific to their RFP response. The selection team met on January 5, 2007 to discuss each member's evaluation of the two finalists, review user feedback, review vendor question responses and determine a recommended vendor solution. The solution of Microsoft (MS) Dynamics GP/Diamond Municipal proposed by SVA Consulting is the selection team recommendation based on the extensive software selection process over the past 18 plus months.
Strengths of the recommended solution include:

- Adaptability of core MS Dynamics GP product (can use Hansen, Diamond, Cogstail, etc. modules)
- "Transformational Assurance" through MS
- Upgrade lock-step (MS & Diamond) approximately 15 to 18 months
- Ability to leverage Business Portal client licensing to minimize concurrent licensing fees

- Payroll license fees based upon ACTIVE W-2 employees
- Flexibility to purchase support through various MS partners (SVA) or direct from MS
- Cost savings potential through City IT mentoring on Data Conversion Tools
- Wizards for user support
- MS and Diamond have a strong ability for customization or integration with current & future City software
- Excellent reporting capabilities for all modules
- Seamless integration of Diamond modules with MS
- Diamond offers unlimited software support for their products
- SVA Consulting office in Madison for support, etc.
- Multiple training options including; On-site, on-line, in-state or national conferences for MS products; On-site, on-line or national conference in the U.S. for Diamond
- Budget functions handle multiple projects, multiple years & scenarios and performance measurement
- Minimal customization required to meet user needs
- Minimal statements of "next release or future release" for user needs
- Progressive solution with better focus on current and future needs

Listed below are the modules included in the RFP that vendors were to submit a proposal for acquisition & implementation services and the recently updated SVA Consulting Fixed Cost Pricing. The minimum modules represent those needed for replacement of core financial modules.

Minimum Modules	Secondary Modules	Future Modules
- General Ledger/Chart of Accounts	- Special Assessments	- e-government
- Multi-year Budget Preparation/ Forecasting	- Purchasing/Bid Administration	- Parking Ticket
	- Inventory	- Call/Complaint Tracking
Minimum Modules (cont.)	Secondary Modules (cont.)	Future Modules (cont.)
- Payroll	- Project/Grant Accounting	- Property Tax Billing/Collect.
- Accounts Payable	- Human Resources	- Personal Property Tax Billing/ Collect.
- Accounts Receivable	- Applicant Tracking	
- Fixed Assets	- Work Orders	
- Cash Receipting	- Permits/Inspections/Code Enforcement	
- Animal Licensing	- Business Licensing	
- Report Generator	- Fleet Management/Equipment Maintenance	
- GASB 34/CAFR Reporting		
Current Fixed Cost Pricing $ 288,275	Current Fixed Cost Pricing $ 224,684	

On February 28, 2006, the Common Council adopted Resolution # 2006-08 that approved Continuing Appropriations related to this project totaling $286,821. The Common Council 2006 Adopted Budget included $50,000 in the Planning & Economic Development Budget to purchase software for Permits, Code Enforcement and Work Order included in the secondary module listing above and the Information Technology Department adopted budget included $36,614.18 for new finance software support fees. In 2006, the I.T. Department utilized $10,955.94 of project funds to begin placing some of the necessary hardware and network software to support this project. Additionally, the Director of Planning and Economic Development has determined that $24,000 of GIS software funds is available to put towards access cost of secondary modules. Finally, the 2007 I.T. Department budget included $28,655 for new finance software support fees.
The total amount of funds available for the Minimum and Secondary Modules is $415,134.24. The Current Fixed Cost Pricing for both the Minimum and Secondary Module Pricing is $512,959. The current amount of funding will allow the city to purchase and implement the minimum modules and many of the Secondary modules. It is our goal to negotiate a lower price with SVA Consulting and/or take the appropriate steps to minimize costs during implementation to allow the city to acquire and implement as many of the Secondary

modules as possible. Any remaining modules needing future funding will be requested as part of the 2008 budget process.
Before bringing the recommendation to this committee for consideration, the software selection team met with the Director of Public Works and Director of Planning and Economic Development to discuss our recommendation and solicit feedback on any significant concerns they may have had before meeting with Administrator Brehm. The only concern noted was that the proposed Code Enforcement module will require additional consideration to meet user needs. Finally, the committee met with Administrator Brehm to present our recommendation and based on the information we presented, he concurred with the software selection team recommendation of Microsoft Dynamics GP/Diamond Municipal as proposed by SVA Consulting.
RECOMMENDATION
I recommend approval of the software selection team recommendation and direct staff to negotiate the appropriate project related contract(s) with SVA Consulting for future consideration and approval by the Common Council.

Concurrence - Michael F. Brehm, City Administrator
Note: Administrator Brehm was unavailable for signature when this memo was completed, but did give his verbal concurrence of the recommended action

I05: Replace Copier With Multi-Function Device (AD) - $5,928

We are again recommending the purchase of digital Multi Function Devices (MFD) instead of conventional copiers for those units that are due to be replaced this budget cycle.

Recent advances allow us to leverage digital imaging technology to perform tasks previously performed by numerous individual units all on one device. Digital MFDs offer greater functionality by combining digital copying, network printing, faxing, and scanning functions. Because this consolidation eliminates multiple machines the city will experience a two-fold cost savings by not initially purchasing duplicate components, while at the same time eliminating their related on-going maintenance. Additionally by combining the work of these units we will be able to experience volume savings on consumables as well. These units will also create cost savings by economizing staff time through universal user interface, rather than learning how to use and maintain four different machines. This saving will be leveraged as we implement such MFDs throughout the city on an enterprise-wide plan in successive years. We will also be able to experience a cost savings of approximately $1,100, excluding support and maintenance, every four years by the elimination of a laser printer used by the Administration staff. This would also eventually eliminate the approximate $450 equipment cost of the fax machine currently located in Administration and $120 cost for a flat bed scanner. The units being recommended also support document imaging, which, based upon the 1998 DWG and Associates study for the City of Marshfield, will help reduce the estimated 40% of staff time spent addressing our current paper handling.

60 mo. FMV lease	$289.97/mo.	$3,479.64/year
Maint. Agmt.@ 360,000 copies	$.0068/copy	$2,448.00/year

I06: Replace Copier With Multi-Function Device (FD) - $2,652

We are again recommending the purchase of digital Multi Function Devices (MFD) instead of conventional copiers for those units that are due to be replaced this budget cycle.

Recent advances allow us to leverage digital imaging technology to perform tasks previously performed by numerous individual units all on one device. Digital MFDs offer greater functionality by combining digital copying, network printing, faxing, and scanning functions. Because this consolidation eliminates multiple machines the city will experience a two-fold cost savings by not initially purchasing duplicate components, while at the same time eliminating their related on-going maintenance. Additionally by combining the work of these units we will be able to experience volume savings on consumables as well. These units will also create cost savings by economizing staff time through universal user interface, rather than learning how to use and maintain four different machines. This saving will be leveraged as we implement such MFDs throughout the city on an

enterprise-wide plan in successive years. We will also be able to experience a cost savings of approximately $450 equipment cost of the fax machine currently located at the Fire and Rescue Department (FD).

Current maintenance costs for this unit are carried in the FD budget and as of this improvement will be transferred to the IT budget. Based upon the FD reported maintenance costs below, a $200+ aggregate cost savings on maintenance will be experienced by replacing the existing unit with the proposed MFD. The units being recommended also support document imaging, which, based upon the 1998 DWG and Associates study for the City of Marshfield, will help reduce the estimated 40% of staff time spent addressing our current paper handling.

60 mo. FMV lease	$169.19/mo.	$2,030.28/year
Maint. Agmt.@ 88,800 copies	$.007/copy	$621.60/year

[The Fire Department's current copier is 7 years old, has produced 430,000 copies and is breaking down on a regular basis. The previous copier was replaced after 8 years. The service contract for this copier is $884.00/year plus over contract copies ($43.00 already for 2007). The fire department is also looking at attaching this copier to the computer network which will help increase productivity and help reduce costs over using network printers. – FD]

I07: Trimble GPS Hardware/GIS in the Field (PL) - $6,980

The Information Technology Department is requesting a device to allow for input of data into the GIS system directly from the field. The hardware/software solution identified will use a check-in/check-out system so that data cannot be overwritten. By allowing specific users the ability to enter data in the field, this will eliminate duplication of effort for users who would write down the information and then need to type it in back in the office.

[Paul Schneider, GIS Coordinator, Department of Planning and Economic Development:

The reliability of a GIS and its relevance to the features that it represents are always subject to change. Thus the need sufficient measures of efficient quality control and accurate data entry are becoming more apparent. Many times the only way to be exactly sure of a city asset's location and or characteristics is to go out into the field and get accurate information. A handheld GPS-enabled PC (equipped with the aforementioned software) allows the user to take GIS data directly into the field and edit information directly as it exists on the ground.

Currently our means of quality control is limited to the ability of the GIS Coordinator to successfully convince other departments to check GIS data, send a department employee into the field if necessary, verify field data against office data, and report any changes to the GIS Coordinator. Once these updates are returned (which may be months...if ever) the GIS Coordinator finally then gets to update the GIS with the new information. The process is time-consuming of man-hours spread across departments, inefficient in terms updating speed, and is subject to communication errors between departments or a lack of departmental participation.

Having this piece of equipment will allow the GIS Coordinator or an intern, if available, to update spatial and characteristic data in the field immediately after an inconsistency is found. Thus trimming the quality control process from what may be weeks and months down to hours or days. Additionally new datasets can be quickly populated by going into the field, getting GPS location, and adding attribute data on-the-spot. Overall this purchase represents a cheaper, more efficient, and higher quality method of data entry. – GIS]

I08: GIS Field Notebooks (PL) - $14,120

The Information Technology Department is requesting three (3) ruggedized computer notebooks for use in the field by the Wastewater Utility, Engineering Division and Street Division of the Department of Public Works. These notebooks would provide information from the GIS system out in the field. Ruggedized notebooks would be used because of the environment that the notebooks would be used in.

The ruggedized notebooks chosen are equipped with cellular modems so that in the future they could be utilized in the field for up-to-date information directly from the GIS System.

[Paul Schneider, GIS Coordinator, Department of Planning and Economic Development:

As more and more data becomes available on the city's Geographic Information System, the ability to access that information while in the field is apparent. Instant data access allows city employees of all departments to make more informed decisions on the fly. Taking our GIS information to a jobsite allows for an immediate assurance check and an opportunity to further enhance the quality, reliability, and usability of our GIS system.

Currently, GIS data is often looked upon in the office, and is then forgotten about once someone is in the field inspecting new construction, repairs or cleanings. The ability to call upon this data on-site would enable departments to compare GIS data to actual on-the-ground measurements and characteristics. Alterations, if needed, could be then relayed to the GIS Coordinator and input into the GIS.

I propose to equip these notebooks with free software available from ESRI that can view published GIS data. They would be available primarily for use to check storm water and sanitary sewer attribute information in the field by the public works and wastewater departments. However, the computers could be used for verifying any type of GIS data in the field, such as parcel dimensions for the surveyor, address ranges for new construction sites, and assessing improvements in the field based on aerial photographs. Improving and accessing high-quality, valuable data quickly and precisely when needed is a major goal of an effective enterprise GIS system. – GIS]

I09: GIS ArcInfo License (PL) - $7,100

The Information Technology Department is requesting an additional ArcInfo license for use in the Department of Planning and Economic Development. This additional license would allow for users to enter and update information on specific data layers as deemed necessary by the GIS Coordinator.

[Paul Schneider, GIS Coordinator, Department of Planning and Economic Development:

As the GIS database continues to swell with more and more information, more maintenance and updates are needed to existing datasets as well as new datasets. Currently the only way to add, delete, or change any GIS information is through a single source, the GIS Coordinator. This method proves useful as a means of quality control, but stretches the Coordinator's time thin between routine updating of an ever-expanding GIS, administering usage, QA/QC measures, and map requests.

The addition of a Concurrent Use ArcInfo license would allow the GIS Coordinator to grant update/insert/delete privileges to another user based on necessity; which most of the time would be an intern under direct supervision of the GIS Coordinator and/or Director of Planning and E.D. The addition of a concurrent use ArcInfo license could lead to a reduction in the amount of ArcView licenses necessary, saving an additional annual license maintenance fee. Also directly affected by this addition is the monetary gains by delegating elementary data entry to a cost-effective labor source. This ability to spread necessary time-consuming projects across two vectors of data entry, will greatly improve the quality and sheer volume (by nearly double) of data available to the city. Consequently, the City of Marshfield will greatly expand an individual's ability to use enter and thoroughly understand the inner-workings of a Geographic Information System.

Concerns that the quality of data entered may suffer are met by the abilities of the GIS Coordinator to limit access of the license to specific data layers. These layers would not be available to anyone else until the data has been verified to meet data quality standards set forth by the GIS Coordinator. Additionally, the possibility of maintaining a 'versioned' geodatabase is another method can be considered for maintaining high data integrity. Versioning is an administrative process wherein a high quality geodatabase is available at all times to any GIS user, while edits are made to a spawned 'version' of the original. Edits to a data editor's version of the geodatabase are not reconciled with the original version unless certain data quality measures set forth by the GIS Coordinator are met. – GIS]

I10: GIS Network Analysis Software (PL) - $2,000

The Information Technology Department is requesting an add-on to the current ArcInfo license for network analyst.

[Paul Schneider, GIS Coordinator, Department of Planning and Economic Development:

The major use for this extension is its ability to assess a network of interconnected features, like Marshfield's street network. The ArcGIS Network Analyst Extension provides network based spatial analysis which includes routing, traveling directions, and service area analysis.

This extension was tested by the GIS Coordinator on a free trial basis to assess the Marshfield Fire Department's current response time within the city. The resultant map and information showed exactly where the Fire Department could get to quickest and slowest due to speed allowed on the road, number of turns, dead-end streets, etc. Because of this analysis, further research into the availability of a 'satellite' fire garage was sparked, and further analysis was instigated.

Further use of this extension can expand to include Police Department response times, closest facility analysis for commercial businesses, turn-by-turn directions with drive time analysis, and definition of overlapping service areas. Additionally, we would be able to generate optimum routes for school buses, along with effective winter storm scenarios for snow plows. This extension is a powerful tool that can quickly analyze a network of connectivity and produce results that otherwise would be guesswork. – GIS]

[Robert Haight, Deputy Chief, Marshfield Fire and Rescue:

The Marshfield Fire & Rescue Department was able to utilize the Network Analyst during a trial of this program. The travel times from various locations were generated when looking for possible fire station locations. The functionality of this program was very impressive and critical for our use in the drive-time analysis. This drive-time analysis is needed for review when conditions changed and we would support it's purchase if only for this reason.

Response time is critical for this department and we don't have a good source of modeling for this purpose. This would also be extremely helpful in the future when determining response times due to speed limit changes, turn restrictions, various traffic conditions and model this at different times of the day. Modeling of driving routes under these different conditions would be very helpful. Marshfield Fire & Rescue serves over 283 square miles with the ambulance and this program will allow us to model drive times and drive routes over this whole area. Also this program would be able to be utilized for mapping of our service area.

This drive-time analysis is needed for review when conditions changed and we would support its purchase if only for this reason. – FD]

I11: GIS Data Interoperability Software (PL) - $2,000

The Information Technology Department is requesting an add-on to the current ArcInfo license to allow for data interoperability among several different data formats. Specifically, this add-on would reduce the amount of duplicated work currently required to integrate CAD data from the Engineering Division in Public Works with the GIS data. The interoperability component will convert data to and from GIS so changed made in the GIS data can be output to the CAD files allowing both files to maintain the most up-to-date information.

[Paul Schneider, GIS Coordinator, Department of Planning and Economic Development:

The creation of GIS datasets including parcel linework, sanitary sewer mapping, and storm sewer mapping has been helped along by the fact that most of these datasets had already existed in a CAD format within the Engineering office of Public Works. Much of the data has since been converted to an ESRI compatible format and attributed accordingly in GIS.

Currently any spatial changes or alterations made to the GIS data are not flowing back into a CAD format. Therefore a redundancy of effort is being expressed by both the GIS and those CAD datasets that it reflects. The same information is being entered in two locations. Since updates to the spatial location of data are currently necessary in both formats, and the Data Interoperability extension allows for data of either format to be quickly converted back and forth without a loss of data integrity.

This extension has been tested on a 60 day free trial basis and has appeared to work very well between departments. – GIS]

I12: Large Format Monitors (AS) - $428

[Large Replacement Monitor - 19" LCD Assessor's Office (Belinda)

Widescreen Monitor 19" LCD Assessor's Office (Joan)
preferably with black frame – to minimize glare. – AS]

I13: Digital Camera (BS) - $320

[The justification for this request is more of a legal than economic justification. We generally take pictures of code violations which are placed in the file and may become evidence on any future legal action. We need to be able to demonstrate when those pictures were taken without having to write a date on the pictures. Our present older digital disc camera does not have this capability. – BS]

I14: Additional Exchange E-mail Accounts (FD) - $210

412 East Fourth Street
Marshfield, WI 54449
PHONE (715) 486-2094
FAX (715) 384-8868
mfrd@ci.marshfield.wi.us

MARSHFIELD

James B. Schmidt

FIRE & RESCUE DEPARTMENT

TO: Dan Wolfgram, Director, Information Systems

FROM: James B. Schmidt, Fire Chief

DATE: July 25, 2007

SUBJECT: Justification for Additional Email Accounts

I have recently appointed Brad Breuer, Jeff Barth, Peter Winistorfer, and Jon Lucareli to Relief Deputy Fire Chiefs. With this appointment, comes the need to be able to communicate efficiently with all command level staff. Without this tool, there will be a significant amount of time and resources wasted. Additional time will be wasted by needing to contact each individual officer regarding information they need to know to in order to safely and effectively manage personnel in their charge. They need to acquire and pass along essential information to other staff who still do not have this communication tool.

In addition, I am requesting Troy Weiland be given access to an email account. FF Weiland was recently appointed to one of three fire investigators in this department. As a fire investigator, he is expected to be able to effectively and efficiently communicate with other agencies within the city, county, or state.

COST SAVING MEASURES

As with any IT expenditures, investments in technology typically benefit numerous other departments and even the city as a whole. Unfortunately the return on investment on this is seldom quantifiable. On very few occasions do we find departments that keep statistics before and after deployments, yet we know conclusively that efficiency - and frequently effectiveness - are improved by these expenditures. In reviewing the IT expenditures and operations over the past five years, the list below represents some projects that have provided more tangible and quantifiable cost savings.

Cost Savings Projects in past 5 years

As with any IT expenditures, investments in technology typically benefit numerous other departments and even the city as a whole. Unfortunately the return on investment on this is seldom quantifiable. On very few occasions do we find departments that keep statistics before and after deployments, yet we know conclusively that efficiency - and frequently effectiveness - are improved by these expenditures. In reviewing the IT expenditures and operations over the past five years, the list below represents some projects that have provided more tangible and quantifiable cost savings.

Year 2007 / $16,538

1) **Unbudgeted I-Cop Project Server/Storage Cost Avoidance**
By utilizing existing IT infrastructure, the PD was able to avoid $7,775 in server and storage costs in implementing an I-Cop squad video surveillance system. These savings ultimately resulted in the PD being able to purchase to additional in-squad units.

2) **1R Training Room Remodel Unanticipated Switch Configuration**
By configuring unplanned switching electronics in-house, $450 in network engineering services were avoided.

3) **Alternative Service Provider Utilization**
Through contracting with smaller independent network engineering consultants, we were able to save $3,520 in professional services costs for configuring and installing network electronics.

4) **Alternative Remote Connectivity Options**
Through researching and implementing alternative remote connectivity technologies, the city was able to utilize in-house staff to create software-based remote connectivity for the Library to CityNet and eliminate $4,793 in infrastructure/capital costs.

Realization of $21,850 annual cost savings on ROI from Voice over IP (VoIP) telephone system (see 2002 item 3)

Year 2006 / $26,380

1) **Utilization of Threat Assessment and Reporting Device**
The 2006 purchase of this improvement represented a $9,392 investment by the city. However by taking an average of the last six months reduction of Internet usage compared to activity prior to implementing the device, the city is recovering an average of 79.5 hours per month of otherwise lost productivity. Based upon an average personnel cost of $19.99/hour excluding benefits, this equates to an annual cost savings to the city of $19,070.46 and a complete ROI of less than 6 months.

2) **Conversion of Municipal Code to In-House Database**
Coincident with the recodification of the municipal code, the city was paying Municipal Code Corporation to maintain and update the code electronically. In 2006 the IT department took this

electronic version of the code that was provided by Municipal Code Corporation and developed a database version that could be updated internally. The database version made the code more accessible to the public, easier to search, and more timely. In addition, by maintaining the code internally, the city will save $3,100.00 per year in maintenance costs.

3) **In-House Replacement of On-Line Assessor's Property Information Inquiry**
Due to failures of the prior GVS WebLink software and the vendor's refusal to support the software, IT staff undertook developing an internal Web interface for displaying the Assessor's property information on the Internet. This application has fully replaced the prior program and has provided significant enhancements including historical valuations, detailed permit history, and integration with GIS data. The software maintenance and support saved by developing this application in-house is $2,500 annually, with a concurrent enhancement and continuity of service.

4) **IT Staff Structured Cabling**
In conjunction with the state mandated State-wide Voter Registration System, the city has been required to extend the CityNet fiber-optic WAN to include Oak Avenue Community Center and Wildwood Station. Rather than pay private structured cabling costs, the city IT department purchased the materials and performed the work with part-time summer staff. The estimated cost saved on this project was $1,500.

5) **Internal Printing and Stuffing of Tax Bills**
The IT staff assisted the Finance Department with converting to a fully-electronically printed "Fold and Seal" type of tax bill utilizing existing city equipment used for processing payments in the Finance Department. The estimated cost savings for 2005 was $160 and in 2006 was $210.

Year 2005 / $34,483:

1) **Equipment Replacement Negotiations**
Through negotiation of vendor promotions and incentives combined with manufacturer evaluations, we were able to obtain approximately $9,670 savings from our combined 2005 PC equipment replacement purchases. These efforts allowed us to maintain our 1/4 equipment replacement schedule in the face of significant budget cuts for equipment replacement.

2) **In-House Development of Anti-SPAM Solution**
Although unsolicited e-mail was identified as a significant depletion of city resources, repeated budget cuts 2002-2005 prevented us from being able to implement an anti-SPAM solution. Finally, in 2005, through the use of additional in-house part-time staff, the IT department developed an open-source solution discovered through the Department Head's participation in the 2004 International Virus Bulletin Conference. The in-house anti-SPAM enterprise-wide solution provided not only $13,077 savings in initial implementation costs, $2,700/year in on-going costs, but also based on 2004 studies, an estimated $67,000 in potential reclaimed staff time and productivity.

3) **In-House Installation and Support of Network Electronics**
Through the use of in-house and part-time staff, the IT Department was able to save $2,040 in installation and support services to install and configure our upgraded Layer 3 switch blade.

4) **In-House Microsoft Office 2003 Training**
For the enterprise-wide upgrade to our business office suite, training of all city staff was done with in-house and part-time staff at city facilities. Although a significantly reduced offering compared to the office suite upgrade trainings performed in 1999 at Mid-State Technical College, conservative estimates would equate to savings in excess of $7,000 for performing this training in-house through city IT Department staff.

5) **In-House Development of GIS Internet Mapping Interface**
For the delivery of GIS data to the public, the city chose to develop a mapping interface to the data

in-house. The purpose to bring this project in-house was due to the unavailability of an accessibility compliant interface as well as to provide greater service level to the community. Because we have been unable to find any such product available nationally if not world-wide, it is difficult to truly quantify the value of this project. However, to attempt to place a value on this, our end-product will be submitted in 2007 for the Harvard University Innovations in American Government award which carries with it a grant of $100,000 for furtherance and support of the project.

Year 2004 / $16,903.00:

1) **Windows 2003 Server Upgrades**
By identifying vendor incentives and bundling professional training with our server upgrade licensing, we were able to achieve $1,210 in savings for product licensing across the organization.

2) **Identification of Reduced Service-Level Needs for Voter Registration Software**
As an ongoing process of evaluating technology needs of the City of Marshfield, we were able to identify an area to provide a reduced service-level in the voter registration software. Elimination of the maintenance and support costs of the New World System voter registration software resulted in savings of $1,260/year in maintenance and support without an impact to customer service.

3) **Identification of Reduced Service-Level Needs for Laser Printing Services**
By evaluating work-flows and laser printer duty-cycles in 2004, we were able to identify strategic locations that could be serviced by lower model laser printers. Combined with vendor incentive hardware programs, we were able to achieve savings of $3,195 in 2004, $2,696 in 2005, and an anticipated $1,200 in 2006 in equipment-replacement costs.

Year 2003 / $20,501.28 (annualized):

1) **Verizon DSL**
In 2002, we identified broadband technologies would be a potential service option for Internet provision for the city. Previously, we were paying $300 per month for Internet access (Internet port charge) and $192 per month for the communication link (128K frame relay). By switching to Verizon DSL, we end up paying a total of $139.95 for both Internet access and the communication link. Not only do we get an annual cost saving of $4,224.60 our download speed has increased 12-fold while our upload speed has increased 3-fold (our current Verizon DSL bandwidth is 1.5M down/384K up).

2) **AcuPrint SecureCheck and Fold & Seal Machine**
AcuPrint Secure Check allows the merging of digitized signatures, digital form generation and computer output data, and prints them on generic blank check stock. The printed checks can then be folded and sealed. The new setup greatly reduces staff time from having to run the printed checks through a separate signature stamping machine and manually stuffing checks into envelopes. This does not quantify the additional cost savings from eliminating the need to purchase or maintain additional individual, dedicated pieces of equipment to perform this same process. The estimated total time savings among staff is 10.5 hours/month for both Accounts Payable and Payroll checks, which translates to about $3,298.68 in annual cost savings (based on average labor cost of $26.18).

3) **Conversion of Remote Facilities to Fiber Optic Connectivity**
Remote communications were switched from traditional OPX/dry-pair connections to fiber-optics at Cemetery, Parks & Recreation Maintenance, and Zoo. This project resulted in a $580/year/site savings over previously leased dry-pair circuits from Verizon. In addition, the changeover to fiber-optic technologies also resulted in vastly more reliable and robust connections for these facilities resulting in enhanced service provision.

4) **Implementation of Multi-Function Devices (MFDs) Throughout Enterprise**
Recent advances allowed us to leverage digital imaging technology to perform tasks on one device that were previously performed by numerous individual units. Digital MFDs offer greater functionality by combining digital copying, network printing, faxing, and scanning functions. Because this consolidation eliminates multiple machines the city will experience a two-fold cost savings. The city saves by not purchasing duplicate components and at the same time eliminating their related ongoing maintenance. Additionally, by combining the work of these units, we will be able to experience volume savings on consumables as well. These units will also create cost savings by economizing staff time through universal user interface, rather than learning how to use and maintain four different machines. The units being used also support document imaging, which, based upon the 1998 DWG and Associates study for the City of Marshfield, will help reduce the estimated 40% of staff time spent addressing our current paper handling.

In 2003-2004 at various locations, replacing individual single-use units equated to an aggregate $5,558/year operational saving dispersed across various departments. This saving will be further leveraged as we implement such MFDs throughout the city on an enterprise-wide plan in successive years. Over time we will also be able to experience a cost savings by eliminating duplicate equipment altogether.

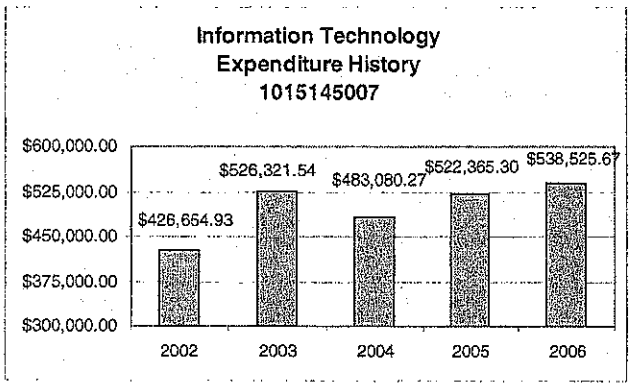
5) **GIS Purchases Vendor Incentives Leveraging**
With the implementation of an enterprise-wide Geographical Information System (GIS), by locating and leveraging vendor incentive packages, we were able to bundle hardware and software purchase costs to recognize $16,918 in savings in deploying the system over the budget years of 2003-2004.

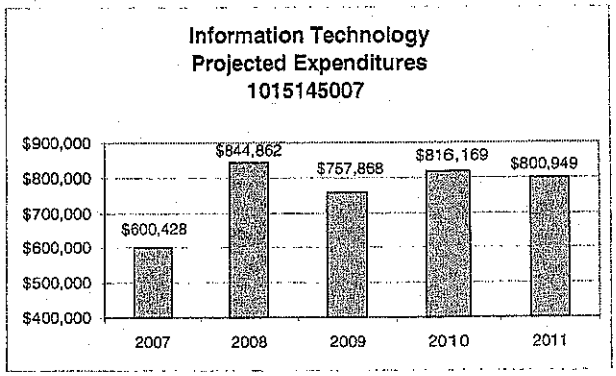
Again, although the projects identified above represent investments and improvements that demonstrate a quantifiable cost savings, the true value of technology is often elusive and difficult to clearly account for throughout any enterprise. Technology may be best likened to language; while it is difficult to quantify or calculate its value, we know that definitively without it we fail to operate effectively. The true value of technology is in the continued investment in long-range planning and strategic implementation of technologies throughout the city.

SCHEDULE OF DEPARTMENT EXPENDITURES:	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
TOTAL	$538,527	$639,787	$600,428	$844,862

DEPARTMENT STAFFING (FTE):	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Information Technology Lead Analyst	C/4/4	1.0	1.0
Information Technology Analyst	C/4/2	2.0	2.0
TOTAL		3.0	3.0

GRAPHS:


Information Technology
Expenditure History
1015145007
$600,000.00
$525,000.00
$450,000.00
$375,000.00
$300,000.00
$426,654.93
$526,321.54
$483,080.27
$522,365.30
$538,525.67
2002
2003
2004
2005
2006


Information Technology
Projected Expenditures
1015145007
$900,000
$800,000
$700,000
$600,000
$500,000
$400,000
$600,428
$844,862
$757,868
$816,169
$800,949
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INFORMATION TECHNOLOGY
1015145007

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	229,522	255,391	242,956	275,268	275,268
52000 Contractual Services	47,372	89,645	73,786	80,783	80,783
53000 Supplies and Expense	151,778	212,572	210,538	348,366	343,318
55000 Fixed Charges	74,209	78,039	56,039	47,250	47,250
58000 Capital Outlay	35,646	4,140	17,109	98,243	98,243
Total Expenditures	**538,527**	**639,787**	**600,428**	**849,910**	**844,862**

FINANCE DEPARTMENT
1015151008

MISSION STATEMENT:

The mission of the Finance Department is to provide administrative support and financial information services to the public and city departments, maintain financial information in accordance with generally accepted accounting principles, and to ensure compliance to legal and prudent fiscal requirements in all financial and procedural operations. In addition, the Department is responsible for the collection, investing, and disbursement of all city funds and MEDA economic development commercial loan administration.

SERVICES AND WORK PROGRAMS:

I. Accounting and Financial Reporting System

- A. General Ledger - Enters budget adjustments; prepares and enters journal entries; produces and reconciles fiscal reports
- B. Payroll - Reviews payroll transactions; reviews and processes employees' time cards; verifies and distributes pay; reports payroll information; posts payroll data to general ledger; prepares all Federal, State, Workers Comp. Insurance and Retirement reports
- C. Accounts Payable/Disbursements - Audits and reconciles all purchase orders and payment vouchers; processes and releases payments; posts disbursements to the general ledger
- D. General City Accounts Receivable - Audits and reconciles all receipts; processes all payments to subsidiary accounts receivable records; provides weekly outstanding receivable lists to City Clerk and collection staff; posts receipts and invoices to the general ledger
- E. Fixed Asset Management - Accounts for city property; maintains city's fixed asset accounting system
- F. Debt Management - Administers debt policies; reviews and assists in the preparation of the official statements prepared by city's independent financial advisor
- G. Direct Fund Surveillance - Administers certain other governmental funds and files reports; serves as focal point for grants management; prepares machinery & equipment, emergency medical service and wastewater rate studies and recommends said rates for Common Council consideration
- H. Taxi Service – Responsible for Taxi service capital assistance and operating grant management
- I. Comprehensive Annual Financial Report (CAFR) – Prepares the CAFR in accordance with all applicable rules and regulations
- J. Responsible for selection and implementation of financial software to meet the department's needs

II. Budget

- A. Works with city departments and summarizes their initial budget requests so that the City Administrator can prepare a recommended annual operating and capital budget for consideration by the Common Council

    1. Establishes procedures, forms, schedules, and directions for use by city departments

and outside agencies in submitting annual budget requests; reviews operating budget requests; recommends appropriation levels

2. Works to improve the communication of budget information to the Common Council and the general public by upgrading the format and organization of budget documents and reports
3. Conducts budget informational meetings and provides ongoing support for department managers and staff to explain city budget policies and procedures, the budget development schedule, expenditure control, revenue tracking and other budget topics

B. Monitors and reviews the condition of all city budgets and recommends remedial or corrective budget action when necessary

1. Prepares written and delivers oral presentations, when requested, on the monthly status of the budgets to the City Administrator and Common Council
2. Reviews and processes budget adjustment requests from City departments

C. Reviews, analyzes, and presents findings on a wide range of city and legislative issues to the City Administrator and Common Council

D. Reviews and recommends city management, financial, personnel and administrative policies

III. Audits

A. Internal Audits

1. Performs financial audits of city departments, or specific functions thereof, checking compliance with legal and administrative requirements and including evaluations of the adequacy of internal control systems, in response to management's concerns and requests
2. Makes cash counts and other inventories or verifications, as necessary, including reconciliations with appropriate records, reports, or other evidence of accountability, and assesses the potential for loss or abuse of city resources
3. Prepares and submits formal reports to the City Administrator and Common Council regarding findings and recommendations stemming from audit activities
4. Maintains liaison with city officials and responds to requests for advice, problem resolution, information, analysis, or other assistance
5. Performs follow-up reviews of actions taken regarding previous findings and/or recommendations

B. External Audits

1. Preparation and solicitation of request for proposals, evaluation of proposals and recommendation of a proposal to the City Administrator and Common Council
2. Monitors audit contract
3. Pre- and post-audit conferences with auditors
4. Performs follow-up reviews of actions taken or being taken regarding previous external findings or similar recommendations

IV. Cash Management

A. Cash Collections
1. Collect and deposit all general city revenues and reimbursements
2. Collect and deposit all dog and cat license fees
3. Prepare required collection and deposit reports for internal and external agencies

B. Tax Collections

1. Prepare tax rate work sheets for Wood and Marathon Counties to ensure proper tax rates are used to generate county prepared tax statements
2. Prepare Statement of Taxes and other tax collection reports for the State of Wisconsin
3. Collect tax payments for taxing jurisdictions within the city for all real and personal property located within the city limits
4. Prepare tax settlement reports for Wood and Marathon Counties
5. Distribute tax collections to all local taxing jurisdictions in accordance with applicable statutes

C. Investments

1. Invest excess or restricted city funds to ensure safety of principal and maximization of earnings while ensuring liquidity needs are met
2. Develop and administer investment policies to meet all objectives and requirements
3. Prepare cash flow analysis to assist with maintaining proper liquidity and maximizing yield

V. Risk Management

A. Coordinates all city insurance programs

1. Assists in developing underwriting bid specifications, solicits bids, negotiates and recommends insurance coverage
2. Acts as the contact person between city departments and the various insurance companies providing coverage to the city
3. Notifies insurance companies of any changes in coverage
4. Notifies independent insurance appraisal firm of changes in property quantities
5. Coordinates and conducts accident/loss investigation when asked by insurance companies

VI Economic Development

A. Marshfield Economic Development Authority (MEDA) Revolving Loan Fund (RLF) program loan administration as directed in the Common Council approved FLR Administration Manual.

1. Assists the MEDA RLF Committee with commercial loan evaluation and approval
2. Responsible for MEDA RLF Loan administration in accordance with the Common Council approved State and Local RLF Manual
3. Prepares all reports to WI Department of Commerce regarding the State Community Development Block Grant Loans for Economic Development administered under this program
4. Monitors loan recipients to ensure compliance with loan requirements as well as timely receipt of loan payments

B. Assist the Mayor, City Administrator and Director of Planning and Economic Development with review of potential development projects affecting the City of Marshfield

COST SAVING MEASURES:

- January 2003 issuance of $3,160,000 of Taxable Note Anticipation Notes to pay the city's WI Retirement System Unfunded Pension Liability by January 31, 2003, resulting in a **savings of $239,000** in accrued 2002 interest waived by the State of WI.

- February 2003 issuance of $2,050,000 General Obligation Refunding Bonds to refinance the callable portion of 1997A Corporate Purpose Bonds that resulted in a **net present value savings of $89,381**.

- March 2003 issuance of $3,255,000 of Taxable General Obligation Refunding Bonds to refinance the $3,160,000 Taxable Note Anticipation Notes that resulted in an **estimated savings of $13,646,769** over the anticipated payoff term of the WI Retirement System Unfunded Pension Liability.

- January 2004 reduction of collection function staffing by 0.3 FTE which resulted in **estimated annual savings of $14,200**.

- May 2004 issuance of $730,000 Taxable General Obligation Refunding Bonds to refinance two State Trust Fund Loans to TIF districts that resulted in **net present value savings of $15,571**.

- May 2004 issuance of $1,050,000 of General Obligation Corporate Purpose Refunding Bonds to refinance all (six) Tax Exempt State Trust Fund Loans that resulted in **net present value savings of $54,651**.

- May 2004 issuance of $1,320,000 of General Obligation Corporate Purpose Refunding Bonds to refinance the callable portion of 1997B General Obligation Corporate Purpose Bonds that resulted in **net present value savings of $74,882.**

- January 2005 reorganization of collection function duties that reduced staffing by 0.5 FTE which resulted in **net estimated annual savings of $15,000.**

- Managed the Wastewater Utility cash flows to allow the Utility to combine the 2004 and 2005 Sewerage System Revenue bond issues into one, **reducing issuance costs by approximately $20,000**.

- 2005 updates to Policy 3.578 that allowed for implementation of Electronic Direct Deposit processing which resulted in **estimated savings of $500 to $1,000 annually**.

- December 2005 established a second payment site with Community Bank of Central WI for City of Marshfield taxpayers resulting in 120 tax bills totaling over $250,000 being received and deposited by Community Bank in the first year of tax collections.

- 2005 / 2006 conducted the software selection process utilizing city staff vs. the originally planned use of consulting services, **reducing costs by approximately $20,000**

- Filling the role of paying agent on all new debt issues, **saving the City in excess of $1,000 annually** in paying agent fees.

- 2006 changes in processing reduced and / or eliminated the use of preprinted forms that **reduce printing costs by over $500 annually**.

- March 2006 issuance of $3,225,000 of General Obligation Notes to refinance the callable portion of five General Obligation Notes that resulted in **net present value savings of $55,706.**

- 2006 / 2007 managing the Wastewater Utility cash flows with the plan to combine the budgeted 2006 and scheduled 2007 Sewerage System Revenue bond issues into one to **reduce issuance costs by approximately $25,000.**

- Changed tax receipt mailing procedures requesting a self-addressed stamped envelope to be provided to **reduce postage and supply costs in excess of $2,000 annually.**

- 2007 State of WI Tax Return Intercept Program collections **savings (minimum) of $1,900** on contracted collection service fees.

- July 2007 in-house training of applicable staff for the new budget development software resulting in **estimated savings of $3,000.**

- 2007 collaboration with the IT Department to develop an electronic method to distribute monthly financial statements to the Common Council and Department / Division Heads resulting in an **estimated cost reduction in processing costs of $ 700 annually.**

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the Finance Department is $463,899, an increase of $43,174, or 10.3% above the 2007 budget of $420,725.

This increase is in personnel costs, contractual services and supplies & expense. Additional personnel costs include an employee choosing a family health plan, employee overtime for new software implementation and new staff training due to a retirement, as well as additional part-time wages for new software implementation. Additional contracted services are for special accounting for the CAFR compilation and the compilation of a report to the State. A new chair and desk account for most of the increase in the supplies and expense category. This budget is funded primarily by tax levy but also fees. All other expenditures are typical for this activity.

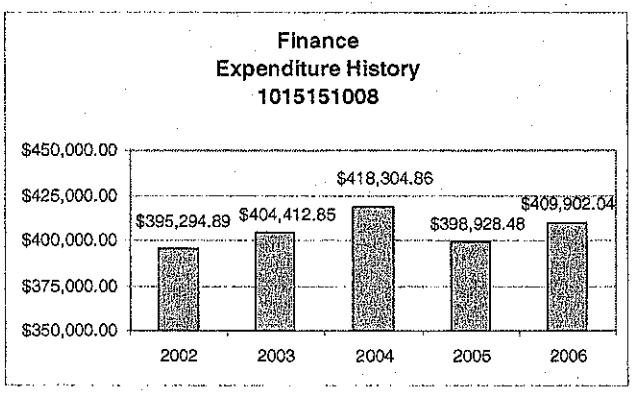
SCHEDULE OF DEPARTMENT EXPENDITURES:

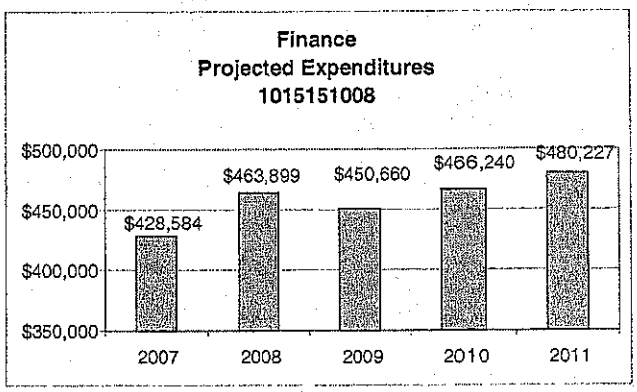
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$409,904	$420,725	$428,584	$463,899

DEPARTMENT STAFFING (FTE):

Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Finance Director	D/6/4	1.0	1.0
Assistant Finance Director	C/4/4	1.0	1.0
Account Clerk II	AFSCME	2.8	2.8
Account Clerk I	AFSCME	0.5	0.5
Total		5.3	5.3

GRAPHS:


Finance
Expenditure History
1015151008
$450,000.00
$425,000.00
$400,000.00
$375,000.00
$350,000.00
$395,294.89
$404,412.65
$418,304.86
$398,928.48
$409,902.04
2002
2003
2004
2005
2006


Finance
Projected Expenditures
1015151008
$500,000
$450,000
$400,000
$350,000
$428,584
$463,899
$450,660
$466,240
$480,227
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FINANCE
1015151008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	359,152	373,531	377,299	407,566	407,566
52000 Contractual Services	31,647	26,501	31,704	33,530	33,530
53000 Supplies and Expense	18,174	19,743	18,650	21,853	21,853
55000 Fixed Charges	931	950	931	950	950
Total Expenditures	**409,904**	**420,725**	**428,584**	**463,899**	**463,899**

CITY ASSESSOR
1015153009

MISSION STATEMENT:

The mission of the Assessor's Department is to prepare the annual assessment roll (the official record of all taxable and exempt property within the City of Marshfield) while providing the best possible service. Assessed values determine the amount of general property tax charged to each property owner, while the information gathered provides a historical record and reference base for municipal operations. The primary goal is to reconcile fair and equitable assessments, emphasizing objective, defendable, and effective mass appraisal techniques.

Assessed values are established (or property exemptions granted) as of January 1st, according to Chapter 70, Wisconsin Statutes. Each year's tax roll is absolute. After the Assessor formally signs the tax roll affidavit, the values can only be changed by the local Board of Review, upon appeal to the State Department of Revenue, or through circuit court litigation. Exemption determinations are appealed to the local governing body under Wisconsin Statute 74.33. When an appeal is disallowed, the appellant may commence Circuit Court action.

Wisconsin Laws, Chapter 39 (1975) define State certification requirements for assessment personnel to legally perform prescribed duties for the 1,897 jurisdictions in Wisconsin. The City of Marshfield requires an Assessor II certification sign the tax roll. Continuing accredited education in appraisal, property tax law, and a supervisory management, along with mandatory attendance at annual Department of Revenue training sessions, will satisfy recertification requirements while assuring avenues for proficiency and professionalism.

The Assessor's staff works pro-actively in conjunction with professional organizations and the Wisconsin Department of Revenue on behalf of the City of Marshfield property owners regarding proposed legislation or procedural changes affecting the taxation process. Work programs and services are subject to review by the Department of Revenue, and must comply with the "Wisconsin Property Assessment Manual", Wisconsin Laws, and the "Uniform Standards of Professionally Acceptable Appraisal Practices". Non-compliance may result in certification revocation.

The Assessor's staff observes the Code of Ethics of the International Association of Assessing Officers and the Codes of Ethical Behavior defined by Wisconsin Statute, Section 19.59. The codes establish clear and precise ethical and professional guidelines for assessing officers to discharge their duties to the public, while providing standards to judge professional conduct.

SERVICES AND WORK PROGRAMS:

A. Establish assessed values for the annual real estate and personal property tax rolls in compliance with Chapter 70, Wisconsin Statutes, the Wisconsin Property Assessment Manual, and the Uniform Standards of Professionally Acceptable Appraisal Practices.

1. Discover and define property.
   - a. Locate, inspect and classify property within the city limits.
   - b. Update maps for splits, surveys, zoning changes, etc.
   - c. Work with recorded information and surveys to identify and list new parcels.
   - d. Provide copies of all parcel lot line changes to GIS Technician for computer mapping changes..
   - e. Identify beneficial ownership rights and zoning restrictions.
   - f. Determine the taxability or exemption of property.
   - g. Work with annexations.
     - 1) Get copies of previous tax bills.
     - 2) Set up boundary agreement forms for City Planner.
     - 3) Plat Delineations and GIS Information.

2. Software research - analysis - set-up.
   - a. Track programs and software packages incorporating the valuation process for assessment purposes using state mandated class and valuation codes and sequel server platform.
     - 1) Real Estate Assessed and Exempt – cost, income & market approaches.
     - 2) Personal Property Assessed and Exempt.
     - 3) Mobile Homes In Parks
   - b. Assure reporting capabilities with value breakdowns for all categories that require reports.
   - c. Review data requirements relative to existing data to determine upload capabilities.
   - d. Standardize sketch abbreviations & the need for footprint or floor by floor sketch entries that link directly to the pricing square foot entries.
   - e. Review database functions and utilities for integrating other city departments. Set up and enter pricing and listing tables for user-friendly and consistent data entry.
   - f. Coordinate software vendor and Information Systems work.
   - g. Attend meetings with the vendor for program improvements and training.
   - h. Set up and download information to County software.

3. Data collection and analysis.
   - a. List and photograph residential, commercial and exempt physical property characteristics and condition.
   - b. Collect and analyze income and expense information for commercial and rental properties
   - c. Identify problems with functionality.
   - d. Identify economic factors.
     - 1) National, regional, local and neighborhood influences.
     - 2) Economic, governmental (zoning), social influences.

4. Work with the appropriate approaches to value for all property to determine values. Reconcile the three approaches (cost, market, income) into the most probable value estimate working within a mass appraisal process to arrive at assessed values for real estate.

5. Review manufacturing roll.
   a. Send building permits, deeds, photographs to the Department of Revenue Manufacturing Assessor.
   b. Work to eliminate the potential of duplicate assessments.
      1) Compare manufacturing real estate parcels against the local roll.
      2) Compare personal property rolls.
      3) Compare leasehold company locations.
      4). Intervene when necessary to help defend manufacturing values.

   c. Track manufacturing appeals and work with DOR on appeal process.

6. Print preliminary assessment rolls by county for public review during open book.
   a. Real Estate Roll
      1) In order by parcel number.
      2) In order by owner's name.
      3) In order by property address.
   b. Personal Property Roll

7. Print and mail notices of assessed value change at least 15 days prior to the Board of Review hearings in accord with 70.365.
   a. To owners of real estate parcels where any assessed value change occurred
   b. To all owners of personal property accounts.
   c. Mail notices of omitted property value for past roll/rolls.

8. Hold open book conferences to obtain additional information about problems affecting values that may not have been apparent.

9. Mail notices to open book contacts for corrections, amended values, or values not changed during open book.

10. Complete and print the official assessment rolls.
    a. Add omitted property from previous roll.
    b. Sign and have notarized the official Assessor's roll affidavits.
    c. Deliver the official roll to the City Clerk.
    d. Upload or deliver official rolls to the Wood County Treasurer and Marathon County Tax Lister.

11. Appeals Procedure
    a. Prepare Board of Review defense testimony equivalent to any testimony necessary for further appeal to Circuit Court under a Writ of Certiorari.
    b. Prepare 70.85 defense testimony for appeals to the Department of Revenue.
    c. Prepare Court defense for litigation as necessary.

d. Communicate with City Administrator and Finance Director regarding status of major appeals.

12. Compile and distribute reports.
    a. Computer Exemption Reports
    b. Tax Increment District Reports
    c. Assessor's Tax Roll Estimates
    d. Assessor's Final Reports
    e. Statement of Assessments
    f. In Lieu Of Tax Reports
    g. Business Improvement District Reports
    h. Annual Statistics Reports
    i. Archived Tax Roll Information
    j. Inter-Department Land-Based Reports
    k. Mobile Home Lottery Reports, Statements, and Collection Lists.
    l. Public Fire Protection roll to Information Systems Department.

B. Establish annual assessed values for Mobile Homes in Parks in accord with Wisconsin Statute 66.058.
    1. Track, review, and analyze mobile home sales in parks.
    2. Work with sales data to develop annual assessments.
    3. Mail out lottery credit forms to new mobile home owners in December.
    4. Develop an annual tax and statement for a monthly payment, and mail each January to the mobile home owners.
    5. Provide copies of the statements with a collection summary report to the park operators.
    6. Give a copy of the statements along with the collection summaries to the City Finance Director for collections.
    7. Review each park monthly for homes that have moved in or out of the park.

C. Equalization
    1. Process real estate transfer returns for the Wisconsin Department of Revenue.
    2. Analyze sales/ratio and dispersion analysis reports to determine aggregate ratio estimates and uniformity between classes.
    3. Review State equity reports in March to estimate ratios for calculating new construction.
    4. Communicate with Equalization Supervisor regarding local economic conditions.
    5. Review TIF district values and equalized increments.
    6. Request State equalization reviews when necessary.

D. Tax Laws
    1. Work with Assessor's Associations to review proposed legislation affecting tax laws and assessment procedures.
    2. Promote positive legislation.
    3. Keep local officials notified of proposed legislation, which would affect local tax rates.
    4. Work with state officials to deter negative impact legislative proposals.

E. Staff certification education and training
    1. Accredited certification education through professional associations.
    2. Mandatory Wisconsin Department of Revenue meetings.

3. Computer software training.
4. Staff technical and procedural updates.
5. Personal development and motivational seminars.
6. Public relations training.
7. USPAP Standards updates and training.

F. Servicing

1. Promote and develop computer sharing of information between all city departments.
2, Define confidential versus public records.
3. Promote independent research of non-confidential information by frequent users.
4. Reserve staff time for department operations, charging fees to offset municipal costs.
5. Provide visual basic information (picture sales data) for public education and awareness.
6. Internet access to open records property information
   78,656 hits - 7/9/03
   158,010 hits - 8/3/04
   226,455 hits - 7/20/05
7. 7Internet fast facts relative to economic development - update annually.
8. Internet appeals information.
9. Internet sales information.

G. Department goals

1. Generate annual tax rolls in conformance with state laws and USPAP regulations.
2 Set-up & distribute departmental report and archive of information.
3. Continue providing Internet access to assessment data.
4. Work with the City and Consulting Attorneys on litigation.
5. Public education through informational materials on the assessment process in Wisconsin.
6. Review and provide input on pending legislation that affects the assessment process.
7. Work to develop integrated data system for alternate uses by other city departments.
8. Work pro-actively to cut department costs and/or increase department revenues while improving performance levels.
9. Plan for future city-wide revaluations.
10. Automate the PFP roll process incorporating the Water Meter location numbers and valuation splits.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS

The recommended 2008 budget for the City Assessor's office totals $357,964, an increase of $57,182, or 19.0% above the 2007 budget of $300,782. Increases in personal service costs accounted for some of this increase ($11,601). The majority of the increase can be attributed to the revaluation scheduled to take place over a two year period, 2008 and 2009. The residential revaluation will begin in 2008; values may need to be carried over into 2009. The last time that the entire commercial roll was done was in 1986 using income/expense statements. Included in the 2008 budget is $4,701 for state mandated manufacturing assessment fees. This budget is funded entirely by tax levy.

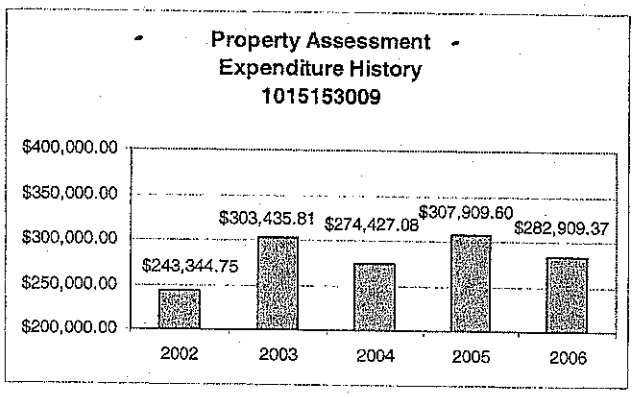
Schedule of Department Expenditures:

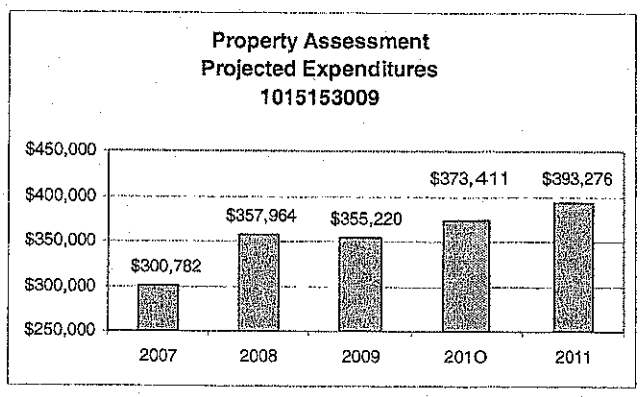
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$282,910	$300,782	$300,782	$357,964

Department Staffing (FTE):

Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
City Assessor	Elected	1.0	1.0
Deputy City Assessor	B/3/1	1.0	1.0
Property Appraiser	AFSCME	1.0	1.0
Secretary	AFSCME	1.0	1.0
Total		4.0	4.0

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PROPERTY ASSESSMENT
1015153009

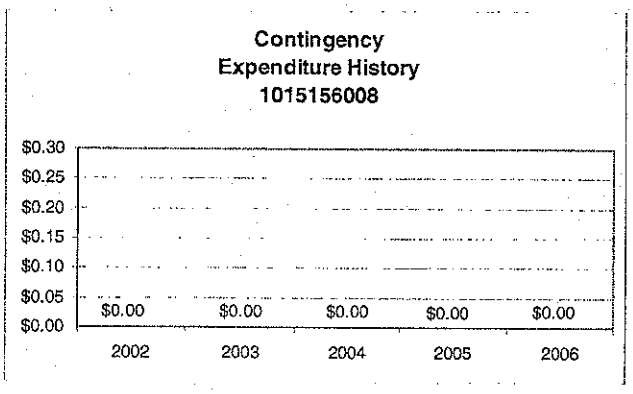
Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	262,024	275,869	275,261	287,470	287,470
52000 Contractual Services	8,533	9,497	10,292	52,155	52,155
53000 Supplies and Expense	12,353	15,416	15,229	18,339	18,339
Total Expenditures	**282,910**	**300,782**	**300,782**	**357,964**	**357,964**

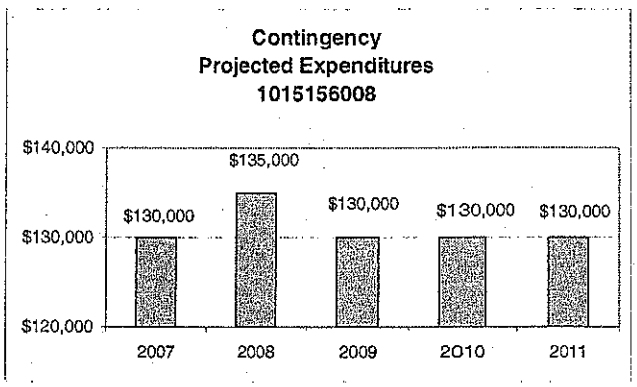
SUMMARY
VARIOUS NON-DEPARTMENTAL BUDGETS

The following pages of the budget document contain appropriations that do not relate specifically to any one department. Rather, these budgets include various non-departmental accounts. They are summarized below:

1) CONTINGENCY ACCOUNT (1015156008)

This budget totaling $135,000 includes provision for unallocated funds to cover unforeseen general operating costs not recognized when the budget was prepared. $10,000 is specifically designated for unemployment compensation payments. $25,000 is allocated for HRA. This budget is funded entirely by tax levy.

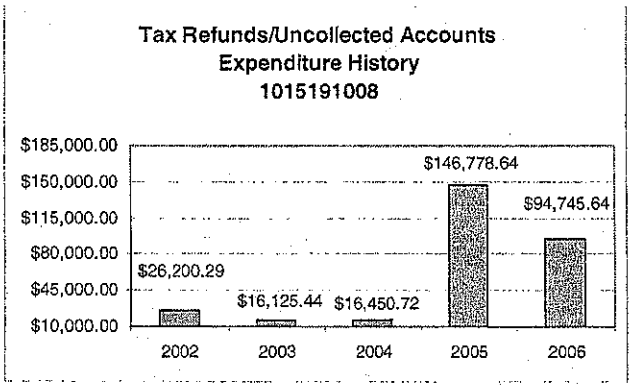


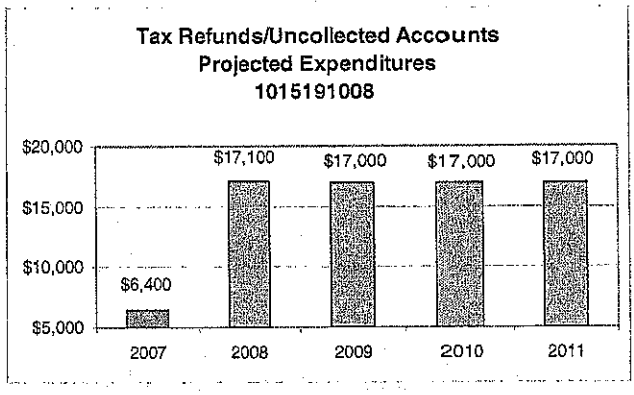


2) ILLEGAL TAXES, TAX REFUNDS AND UNCOLLECTIBLE TAXES, SPECIAL ASSESSMENTS AND RECEIVABLES (1015191008)

This budget covers illegal real estate taxes charged back to the city by the County and tax refunds authorized by the Common Council under Section 74.135 of the statutes. This account also covers the cost of collection, collection agency fees, and the actual amounts that are approved to be written off as uncollectible for taxes, special assessments, and receivables.

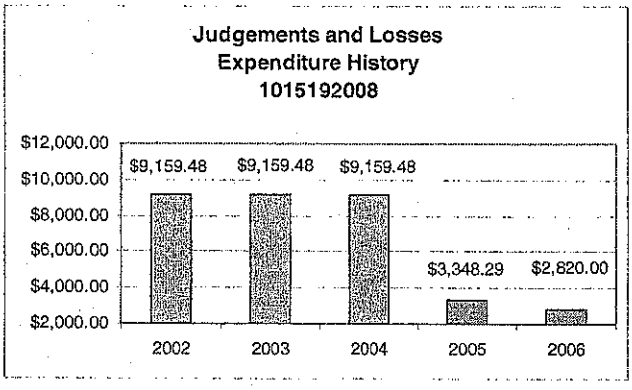
The recommended 2008 budget for this cost center totals $17,100, a decrease of $3,200, or 15.8% under the amended 2007 budget of $20,300. The recommended budget includes $1,100 for collection agency fees; $3,000 for erroneous taxes placed on the tax roll, and 13,000 for uncollectible delinquent personal property taxes and other receivables to be written off. This budget is funded entirely by tax levy.

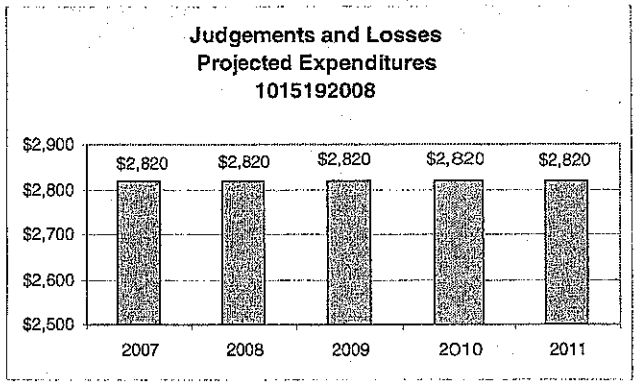




3) JUDGMENTS AND LOSSES (10151920)

This budget finances a payment to a spouse for special death and disability benefits for police and firefighting personnel, as originally authorized under Section 66.191 of the Wisconsin statutes. The recommended 2008 budget of $2,820, the same as the 2007. This budget is funded entirely by tax levy.

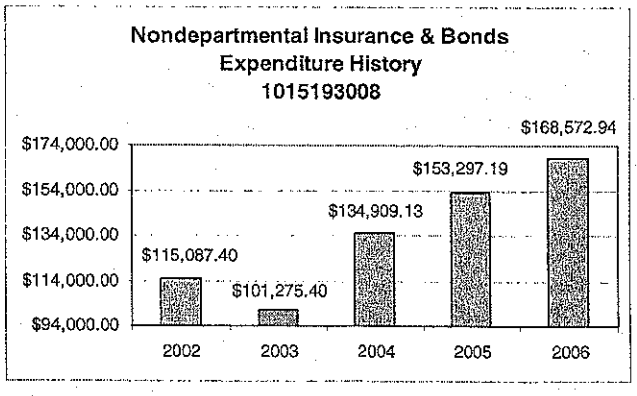


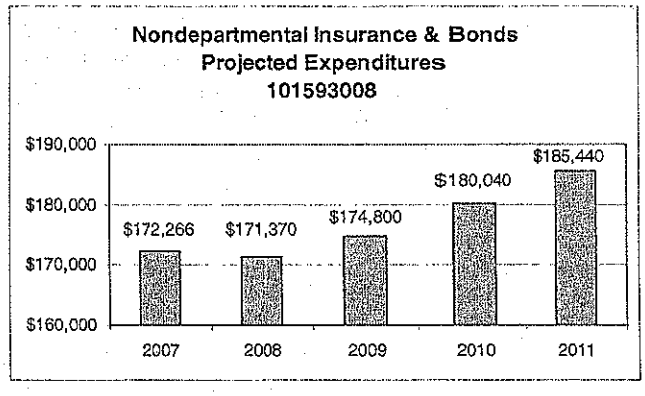


4) NON-DEPARTMENTAL INSURANCE AND BONDS (10151930)

This account includes premiums on general, umbrella, professional and automobile liability insurance; fire, theft, general and comprehensive insurance; boiler insurance; volunteers' insurance, Sister City insurance, and employee bonds. The recommended 2008 budget is $171,370, an increase of $3,440, or 2% above the 2007 adopted budget of $167,930. This budget is funded entirely by tax levy.

The premiums for coverage at the Airport, Wastewater Utility, Library, Vehicles/Equipment Internal Service Fund, Emergency Medical Service Fund, and the Fairgrounds Commission are not included here, but instead, are included within their respective budgets.





6) **OTHER FINANCING USES (1015900009)**

There is no money appropriated in the 2008 budget for this account.

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CONTINGENCY
1015156008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services		30,000		35,000	35,000
57000 Grants Contrib Indm & Other		92,000		95,000	100,000
Total Expenditures		**122,000**		**130,000**	**135,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

TAX REFUNDS/UNCOLLECT. ACCTS
1015191008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	909	1,300	900	1,100	1,100
53000 Supplies and Expense	77,939	3,000	500	3,000	3,000
57000 Grants Contrib Indm & Other	15,898	16,000	5,000	13,000	13,000
Total Expenditures	**94,746**	**20,300**	**6,400**	**17,100**	**17,100**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

JUDGMENTS AND LOSSES
1015192008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
57000 Grants Contrib Indm & Other	2,820	2,820	2,820	2,820	2,820
Total Expenditures	**2,820**	**2,820**	**2,820**	**2,820**	**2,820**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

NONDEPTMENTAL INSUR & BONDS
1015193008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
55000 Fixed Charges	168,573	167,930	172,266	171,370	171,370
Total Expenditures	**168,573**	**167,930**	**172,266**	**171,370**	**171,370**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
1015900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	6,083	50,945	50,945		
Total Expenditures	**6,083**	**50,945**	**50,945**		

Police

POLICE DEPARTMENT
(LAW ENFORCEMENT,
ORDINANCE ENFORCEMENT,
SCHOOL CROSSING GUARDS, DISPATCH CENTER)
1015211020/1015213020/1015214020/1015260120

MISSION STATEMENTS:

Law Enforcement: The Marshfield Police Department is a professional law enforcement organization committed to providing the community the most modern and efficient crime prevention and detection services possible. The Police Department provides these services while maintaining law and order, promoting police community relations, and protecting civil rights and human dignity.

Ordinance Enforcement: The mission of the Ordinance Enforcement Division is to provide the citizens of Marshfield with an efficient, effective, and humane manner of monitoring and controlling animals. Additionally, ordinance personnel provide an equitable system for enforcement of vehicle parking and other miscellaneous Municipal Code violations.

School Crossing Guards: The School Crossing Guard Program provides maximum safety to school age children who are enroute or departing the school areas. Crossing guards provide protection and safety for students as they cross at hazardous intersections. Crossing guards are empowered to stop traffic and report violators so that proper enforcement can be administered. The School Crossing Guard program allows for an early interaction between a friendly law enforcement authority and the young impressionable school-age children.

SERVICES AND WORK PROGRAMS:

Law Enforcement:

1. Organization

   A. Maintain an effective organizational structure by adopting modern law enforcement principles. Formulate and continuously update department policies which establish standards for the provision of services.

   B. Separate organization components into Police Operations (uniform patrol, investigative personnel, police school liaison officers, and crime prevention/traffic safety officer) and Staff Services supervision/management (secretarial/central records).

2. Police Operations

   A. The uniform patrol division is the primary police function practicing concepts of positive community contact and investigative activity. Patrol officers respond to, investigate and report on a variety of calls for service 24 hours per day, 365 days per year.

      1. Allocate officers and resources to protect the community from violations of federal, state and local laws and apprehending violators.
      2. Provide officers with leadership and participation opportunities so as to

promote a strong police-community partnership.

3. Identify specific areas of the city to include schools, business districts and intersections with high accident or incident rates in order to direct selective prevention or enforcement techniques, thereby creating a safer environment.

B. The investigative division employs modern crime prevention techniques and conducts in-depth investigations into serious criminal activities. They further provide resources through the police school liaison and traffic safety/crime prevention programs to investigate juvenile incidents and promote positive interaction between the community, the youth and their police.

1. Conduct comprehensive and fair investigations into criminal activity to protect individual civil rights and identify, arrest, and pursue prosecution of criminal perpetrators.
2. Share information and resources with neighboring communities to affect a regional effort in crime reduction and increased prosecution of transient criminals.
3. Encourage and promote citizen involvement in volunteer crime prevention programs and education to address and accommodate community needs.
4. Participate in student education and preventative activities by involvement in traffic safety/crime prevention and police school liaison programs.

3. Staff Services

A. Maintain an information storage and retrieval system with the speed and accuracy necessary to meet the community demands.
B. Provide computer assistance to pinpoint areas of unusual or high criminal activity that may need concentrated enforcement.
C. Provide resources for retrieval of records as required by the "Freedom of Information" act.
D. Provide documents to courts, prosecutors, and other agencies for investigative or prosecution needs.
E. Continue partnership with Wood County law enforcement agencies for the sharing of information.

4. Training

A. Provide a minimum of 50 hours of quality training to each officer in order to be an effective community resource and an efficient police service.
B. Promote employee professional growth by supporting the individual pursuits of college level programs.
C. Identify future leaders and provide those employees with quality leadership training and educational opportunities.

<u>Ordinance Enforcement:</u>

1. Organization

A. Maintain animal control issues and parking issues within city limits.
B. Continual update department policy and procedures.
C. Cooperate with city departments such as building services, city garage, weed commissioner, public works in handling day-to-day operations.
D. Cooperate with North Wood County Humane Society and Marathon County Humane Society, to include Pet Net program and Buyers Guide ads for North Wood County Humane Society.

2. Operations

   A. Ordinance personnel monitor and investigate matters of health, licensing, and humane concerns of the animal population. Inspect premises at request of homeowners for housing more than two animals of same species.
   B. Monitor and enforce all municipal parking regulations and restrictions.
   C. Monitor and enforce designated municipal ordinances relating to garbage complaints, abandoned vehicles, and the removal and depositing of snow.
   D. Provide citizen assistance through the inspection of archery ranges and approval of permits.

3. Public Awareness/Education

   A. Participate in student and community education of animal awareness for protection and safety.
   B. Participate in public awareness (Pet Net--strays) (Plain Talk articles).

4. Training

   A. Provide personnel training to enhance employee knowledge and job performance. Provide humane officer training for certification as state law mandates.
   B. Provide 16 hours of inservice training to maintain humane officer certification.
   C. Maintain drug inventory and follow state and federal mandates. Includes unannounced inventory control with supervisor.
   D. Provide employee appraisal system to identify performance strengths and weaknesses.

School Crossing Guard Program:

To fulfill the school crossing guard mission, we are committed to the following services:

1. Serve the community by providing students with safety at designated school crossings.
2. Provide adequate training for school crossing guards.
3. Furnish necessary safety equipment (reflective vests, stop signs, safety cones) to alert motorists of the presence of school children.

COST SAVING MEASURES

The Marshfield Police Department continuously reviews costs, spending, and revenue. This document outlines many of our cost-saving actions for the last five years.

Personnel costs historically have accounted for 92 percent of our four budgets, and the first logical place to look for significant savings was in this area. On an ongoing basis, the police and fire commission, as well as all of our staff, review how our department operates and looks for possible changes or additions to provide the necessary or desired services while minimizing the impact to our budgets.

Further, we look closely at every expense for our building maintenance, operations, and equipment. The paragraphs below will attempt to show what changes have been made to assist the City of Marshfield's endeavor to reduce taxes while maintaining a consistent level of emergency service and provide a safe community for the citizens.

PERSONNEL

Some of our personnel changes are difficult to quantify and, therefore, difficult to assess total costs. However, we can document continuing significant savings in this area as a result of the sworn staff restructuring that started in 1995 and was completed by 1998. We have and will continue to look for innovative staffing approaches and the assignment of our personnel with the goal of efficient service to the taxpayers.

- The 1996 restructuring and patrol shift changes eliminated three management positions that were replaced as patrol officers (reduced salary and benefits).
  (Annual cost savings since 1997 - $60,000 to $90,000)

- Additional patrol officers, due to restructuring, combined with the associated 12-hour work schedule, have resulted in reduced overtime. In reviewing our records, we found the following actual overtime hours expended each year. There are clear and convincing cost savings as a direct result of the personnel restructuring combined with a constant review of staffing. The actual overtime hours in 1995 were 4,401 hours. In 1996 we incurred 4,938.75 overtime hours. In 1997 the total overtime hours were lowered to 3,444.25 due to the restructuring as approved by the police and fire commission and the common council. In 1998 we put in 3,235.5 hours of overtime, and in 1999, 3,654.25 hours. In 2000 we again decreased to 3,140.75 hours. In 2001 we needed a total of 3,293.25 hours for overtime. In 2002 we used only 2,800 hours for overtime. During 2003 we expended 3,296 hours, and in 2004 we used 2,814 hours of overtime. As you can see from 1995 through 2004, we cut overtime by approximately 1,000 to 2,100 hours each year, depending on the year. Those savings continue today. Two thousand hours per year at the overtime rate, including benefits, amounts to approximately $60,000 saved each year, just in patrol overtime.
  (Annual savings since 1997 - $40,000 to $60,000)

- One middle school liaison officer position was implemented in 1997 and has resulted in actual savings from patrol officers not being required to respond to the middle school. The community around the middle school is provided with dedicated crime prevention service. This position was created from existing staff.
  (Annual savings - $2,000)

- Employee training is usually done on-duty, causing a reduction in overtime. We also believe in the train-the-trainer programs (DAAT, firearms, EVOC, etc). By using our staff as trainers, we save money by not having to send employees away for all schooling.
  (Annual savings - $2,000 to $2,500)

- Union employees are trained in management and supervision, which educates our staff in management principles, thereby eliminating costs associated with grievances, attorneys' fees, litigation, and employee discipline.
  (Annual savings of $20,000)

- Personnel develop/maintain the police range facilities, not using outside sources.
  (Annual savings of $3,000)

- Use of MEG participants for in-town drug purchases, reduces overtime as these funds are reimbursed through the MEG grant.
  (Annual savings of $8,000)

- Part-time summer employees for park patrol and clerical are used to supplement our summer assignments (park patrol, Dairyfest activities, storm watches, scanning, shredding documents) without taking away our full-time personnel from their regular work duties.
  (Annual savings of $1,000 to $2,000)

- Auxiliary police perform volunteer non-sworn officer functions for 2,000 to 3,000 hours each year.
  (Annual savings of $60,000 to $90,000)

- Late 2006 transfer of all dispatching services to Wood County shared service.
  (Annual savings of $370,000)

BUILDING

It has been seven years (start of 2001) since we have taken over our building budget. Some of the things we have done are:

- Building temperature is increased during the summer time.
  (Annual savings of $500)

- Building temperature is decreased during the wintertime.
  (Annual savings of $500)

- Boiler is shut down during the summer.
  (Annual savings of $500)

- We most often use our own equipment and personnel in clearing the squad parking lot during the winter snow removal months.
  (Annual savings of $1,000)

- Light bulbs have been changed to a more efficient fixture and lights are turned off consistently.
  (Annual savings of $500)

- 2004 replacement of the water heater with a smaller and much more energy efficient unit.

- 2006 utilized police department personnel for the room preparation and equipment installation to establish a video interview room.
  (Savings of $1,000)

OPERATIONS

- Use of police department vehicles for travel to schools/conferences/training (mileage reimbursement saved).
  (Annual savings of $1,000)

- Purchase supplies when items are on sale (batteries, film, printer ribbons, etc).
  (Annual savings of $500)

- Continued offering of the Citizens Academy Program (department support increases with some applying for the auxiliary police program and a possible donation source).

- Increased fees in 2007 for police supervision, parking tickets fines, parking permits, and fingerprinting).
  (Annual increase of $8,000 to $9,000)

- Pursue grant monies and equipment available by the state or federal governments, i.e.: ballistic vests and traffic enforcement equipment (2007 in-squad video = $4,000), and police radios.
  (Annual savings of $1,000 to $5,000)

- Pursue seizure of vehicles and monies from drug cases.
  (Annual savings of $3,000)

- Continuous solicitation and receipt of local grants that fund officer friendly supplies, Brewer baseball cards and Green Bay Packers football cards.
  (Annual savings of $2,500)

- Change to city's IP Cisco telephone system in May 2003.
  (Annual savings of $6,000)

- Donations during 2007 for canine replacement ($15,000).

- Donations during 2007 for Krimescope ($13,000).

EQUIPMENT

- Digital camera use in the field – savings in film development.
  (Annual savings of $500)

- Digital camera use for mug shots – savings in film development.
  (Annual savings of $1,200)

- V6 front-wheel drive squad purchases with an estimated decrease in yearly gas charges due to increased miles per gallon.
  (Annual Savings of $3,000)

- Constant use of speed monitor trailer to augment speed enforcement and education.

- 2006 purchase of alternate squad tires to improve performance and mileage life.
  (Savings of $2,090)

- 2006 change from 4,000 mile oil change intervals to 5,000 mile intervals.
  (Annual savings of $600)

- 2007 utilize police department personnel for troubleshooting of electronic squad malfunctions rather than outsourcing.
  (Savings of $2,000)

- 2007 renegotiated cell phone contracts.
  (Annual savings of $500 to $1,000)

- 2007 purchase of Chevrolet Impalas for lower cost of operation and maintenance due to improved warranties.
  (Savings of $3,000)

- 2007 Purchase of DVD/CD duplicator reducing labor costs of clerical employees.
  (Annual savings of $500)

- Rotate used squads into other department non-emergency programs (officer friendly, canine program, and police school liaison positions) and continue operating those units to 100,000 miles.

- 2004 negotiated lower oil change costs down to $14 per change.
  (Annual savings of $450)

- 2004 negotiated lower labor rate for auto mechanic work on vehicles from $52 per hour down to $35 per hour.
  (Annual savings of $4,000)

- 2006 development of computerized departmental letterhead template allows us to print our own letterhead, no longer having to order bulk through a printing company.
  (Annual savings of $300 to $500)

The police department budgets annual approximate savings between $500,000 and $650,000 since the mid to late 1990's through effective leadership and good fiscal management. This has been accomplished through organizational restructuring, newly designed shifts and hours, contract negotiations, quality training, an effective hiring process, accountable staff, improved technologies and scrutinizing eyes on all expenditures. Further, this has been accomplished with no noticeable decrease in service to the community.

Finally, I would like to point out that in emergency services, we must budget for future unknown events and issues based on our history as it relates to providing safety in the community. These budgeted amounts are estimates and are done eighteen months in advance of the time the expenditures will begin. Frugality, almost to a fault, is practiced on a daily basis.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budgets for the areas listed above (Law Enforcement, Ordinance Enforcement, School Crossing Guards, and Dispatch) total $4,334,396 an increase of $97,990, or 2.3% above the 2007 combined budgets of $4,236,406. The majority of this increase is due to personnel service costs, utility costs, and routine operation and maintenance costs. All other expenditures are typical for these activities.

Recommended 2008 capital outlay in these budgets include the following:

Three marked squad cars	$ 71,976
One Forensic Drying Cabinet w/Shelf	5,500
Full-sized cargo van for Ordinance Enforcement	23,000
Total	$100,476

The School Crossing Guards and Dispatch Center 2008 budgets include no requests for capital outlay. One unmarked squad car ($18,500) is recommended to be funded and it is shown in Fund #206.

SCHEDULE OF DEPARTMENT EXPENDITURES:

Cost Category	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Law Enforcement	$3,822,586	$3,919,506	$3,936,223	$3,976,873
Ordinance Enforcement	127,843	137,435	138,035	170,924
School Crossing Guards	53,861	53,409	53,409	53,890
Dispatch Center	265,390	126,056	126,056	132,709
Total	$4,269,680	$4,236,406	$4,253,723	$4,334,396

These budgets are funded by tax levy, state grants, charges for services, sale of equipment and donations. The School Crossing Guards are funded entirely by tax levy.

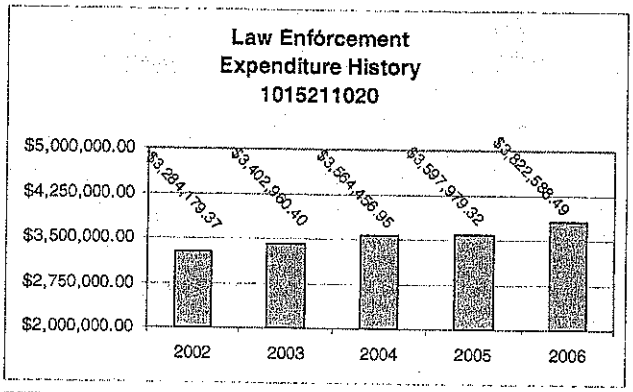
In 2006, a county-wide Central Dispatch Service for the entire Wood County was started . The Common Council has pledged support to pay one-third of the start-up costs, capped at $333,333. To pay for these start-up costs, the city has the opted to do so with Wood County borrowing the entire start-up costs and billing the city for their share. The city's share of the Wood County indebtedness for 2008 is $132,709. There will be one additional year of debt service cost. The subsequent years will be adjusted based upon the actual final start-up costs

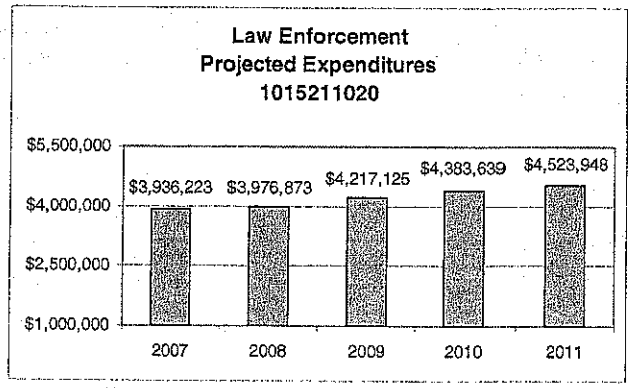
DEPARTMENT STAFFING (FTE):

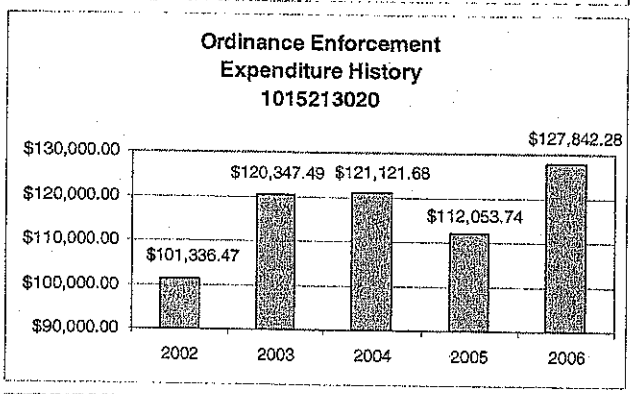
Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Police Chief	D/6/3	1.0	1.0
Police Lieutenant	C/5/2	2.0	2.0
Police Sergeant	C/4/4	4.0	4.0
Staff Services Supervisor	C/4/3	1.0	1.0
Police Detective	MPPA	3.0	3.0
Police Technician	MPPA	1.0	1.0
School Liaison Officer	MPPA	2.0	2.0
Police Officer	MPPA	25.0	25.0
Ordinance Enforcement Officer	MDOEOA	2.0	2.0
Secretary to the Police Chief	B/2/3	1.0	1.0
Secretary	AFSCME	3.0	3.0
Total		45.0	45.0

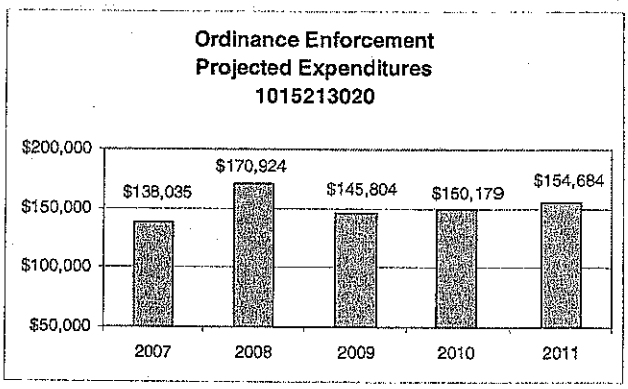
MPPA - Marshfield Professional Police Association
MDOEOA - Marshfield Dispatchers and Ordinance Enforcement Officers Association
AFSCME – American Federation of State, County, & Municipal Employees

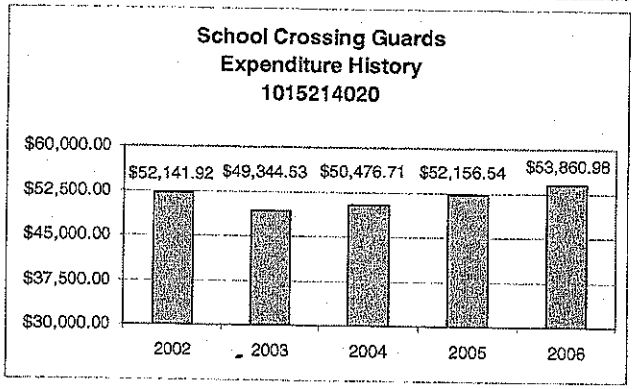
GRAPHS:

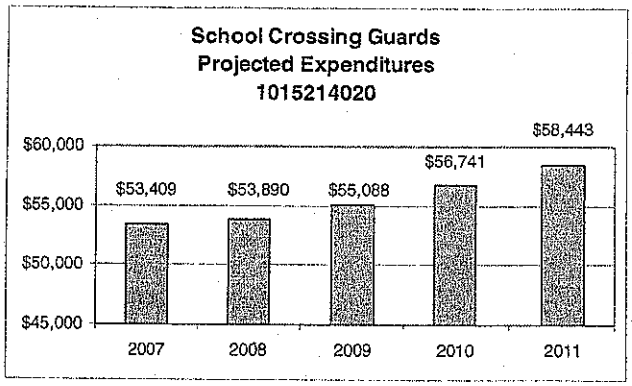

Law Enforcement
Expenditure History
1015211020
$5,000,000.00
$4,250,000.00
$3,500,000.00
$2,750,000.00
$2,000,000.00
$3,284,179.37
$3,402,960.40
$3,564,456.95
$3,597,979.92
$3,822,588.49
2002
2003
2004
2005
2006

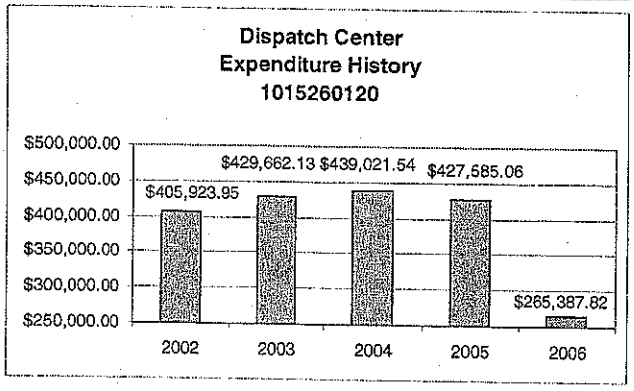

Law Enforcement
Projected Expenditures
1015211020
$5,500,000
$4,000,000
$2,500,000
$1,000,000
$3,936,223
$3,976,873
$4,217,125
$4,383,639
$4,523,948
2007
2008
2009
2010
2011

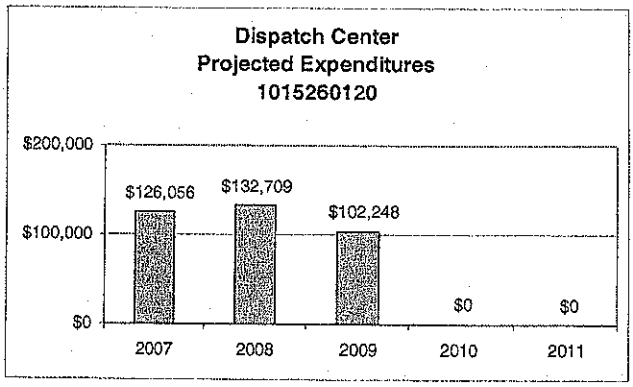

Ordinance Enforcement
Expenditure History
1015213020
$130,000.00
$120,000.00
$110,000.00
$100,000.00
$90,000.00
$101,336.47
$120,347.49
$121,121.68
$112,053.74
$127,842.28
2002
2003
2004
2005
2006


Ordinance Enforcement
Projected Expenditures
1015213020
$200,000
$150,000
$100,000
$50,000
$138,035
$170,924
$145,804
$150,179
$154,684
2007
2008
2009
2010
2011


School Crossing Guards
Expenditure History
1015214020
$60,000.00
$52,500.00
$45,000.00
$37,500.00
$30,000.00
$52,141.92
$49,344.53
$50,476.71
$52,156.54
$53,860.98
2002
2003
2004
2005
2006


School Crossing Guards
Projected Expenditures
1015214020
$60,000
$55,000
$50,000
$45,000
$53,409
$53,890
$55,088
$56,741
$58,443
2007
2008
2009
2010
2011


Dispatch Center
Expenditure History
1015260120
$500,000.00
$450,000.00
$400,000.00
$350,000.00
$300,000.00
$250,000.00
$405,923.95
$429,662.13
$439,021.54
$427,585.06
$265,387.82
2002
2003
2004
2005
2006


Dispatch Center
Projected Expenditures
1015260120
$200,000
$100,000
$0
$126,056
$132,709
$102,248
$0
$0
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

LAW ENFORCEMENT
1015211020

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	3,544,728	3,556,756	3,592,617	3,643,425	3,627,488
52000 Contractual Services	87,811	103,039	98,723	110,044	110,044
53000 Supplies and Expense	115,403	151,750	134,378	155,685	154,385
55000 Fixed Charges	1,530	1,840	5,360	6,180	6,180
56000 Debt Service	329				
58000 Capital Outlay	72,785	106,121	105,145	95,976	78,776
Total Expenditures	**3,822,586**	**3,919,506**	**3,936,223**	**4,011,310**	**3,976,873**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

ORDINANCE ENFORCEMENT
1015213020

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	106,936	115,922	117,111	124,606	124,606
52000 Contractual Services	11,890	10,898	13,350	13,702	12,702
53000 Supplies and Expense	9,005	10,615	7,574	10,616	10,616
56000 Debt Service	12				
58000 Capital Outlay				23,000	23,000
Total Expenditures	**127,843**	**137,435**	**138,035**	**171,924**	**170,924**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

SCHOOL CROSSING GUARDS
1015214020

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	53,659	52,282	52,282	52,688	52,688
53000 Supplies and Expense	202	1,127	1,127	1,202	1,202
Total Expenditures	**53,861**	**53,409**	**53,409**	**53,890**	**53,890**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DISPATCH CENTER
1015260120

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	250,791				
52000 Contractual Services	8,019	126,056	126,056	132,709	132,709
53000 Supplies and Expense	2,921				
55000 Fixed Charges	3,630				
56000 Debt Service	29				
Total Expenditures	**265,390**	**126,056**	**126,056**	**132,709**	**132,709**

EMERGENCY MANAGEMENT
1015291020

MISSION:

Emergency Management coordinates preparedness and warning of potential disasters for the City of Marshfield. In the event of an emergency, Emergency Management will assist the Fire and Police Departments in obtaining the required resources to resolve the emergency. Emergency Management prepares for and coordinates all emergency functions under the command of the Police and Fire Departments to assist them in minimizing injuries and damage. Emergency Management assists with stabilizing the area and repairing damage resulting from disasters caused by severe weather, hazardous material spills, fire, flood or any other natural or man-made disasters.

WORK PROGRAMS AND SERVICES

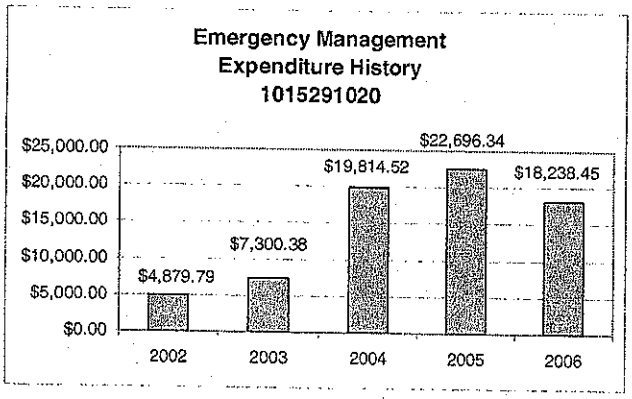
The Police and Fire Chiefs are responsible for the organization, administration, and operation of emergency government for the City of Marshfield. This responsibility entails the following tasks:

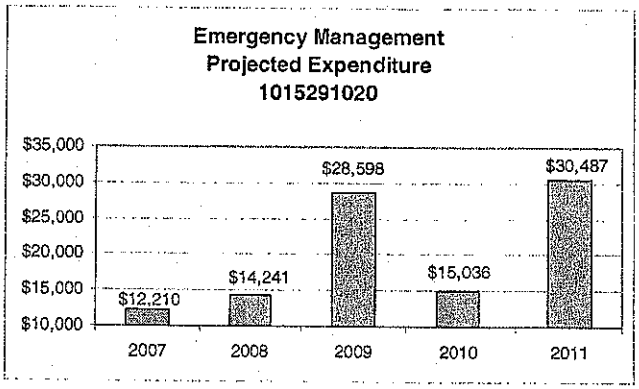
1) Maintain an updated plan for the emergency preparedness of the City of Marshfield;
2) Coordinate participation of the municipality in Emergency Management training programs and exercises as required;
3) Performing administrative duties necessary for the rendering of reports and procurement of federal funds;
4) Coordinate the activities of the City's Emergency Management Operation in the case of a "state of emergency" proclaimed by the Governor;
5) Attend training sessions when conducted by the State or County;
6) Be responsible for coordinating emergency efforts between the City and County Emergency Management;
7) Establish a maintenance and replacement program to keep the warning sirens operable, and develop and implement a visual internal inspection of each siren semi-annually.
8) Assist the Fire and Police Department to maintain a streamlined Emergency Operations Manual.

BUDGET COMMENTS:

The recommended 2008 budget for Emergency Management is $14,241; a decrease of $912, or 6% under the 2007 original budget of $15,153. The majority of this decrease was supplies and expense costs. No funds were requested for emergency siren replacement in 2008. Other expenditures are typical for this activity. This budget is supported entirely by tax levy.

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

EMERGENCY MANAGEMENT
1015291020

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	2,123	7,583	5,060	7,651	7,651
52000 Contractual Services	2,965	5,070	5,000	5,000	5,000
53000 Supplies and Expense	1,225	2,500	2,150	1,590	1,590
58000 Capital Outlay	11,927				
Total Expenditures	**18,240**	**15,153**	**12,210**	**14,241**	**14,241**

Fire and Rescue

FIRE AND RESCUE DEPARTMENT
FIRE PROTECTION AND FIRE PREVENTION
1015221021/1015225021

FIRE PROTECTION (includes Hazardous Materials):

Mission Statement:

The mission of the Fire Protection and Hazardous Materials Division is to reduce the loss of lives, injuries, and property loss through aggressive intervention during emergencies. This mission is carried out through emergency response for the purpose of rescuing endangered persons, combatting and suppressing fires, and mitigating/intervening of hazardous materials releases. The mission of the Fire Protection and Hazardous Materials Division extends to all who live, work, visit or invest in the City of Marshfield and surrounding communities.

Services:

A. Fire and Rescue Services

The Fire Protection and Hazardous Materials Division provides those services that directly pertain to the rescue of endangered persons, and suppression of fires. Although in many instances we may not encounter fire, without the intervention of the department the situation may become progressively worse and deteriorate into an undesirable state resulting in injury, death, or property loss.

B. Training

This work program is the infrastructure of a number of work programs which translates to efficient and quality services to our customers. It is in this work program that education, skills, and abilities are taught, reinforced, and modernized to our existing workforce for the delivery of services to our customers. All training is designed to exceed minimum requirements prescribed by applicable standards. The training curriculum contains state-of-the-art methodologies, concepts and technology.

C. Hazardous Materials Response

This work program is designed to provide the city and Wood County with a select group of Fire Department individuals with specialized training in the area of hazardous materials. They are given the task to intervene, in the event of a release, during the manufacture, storage, use or transportation of hazardous materials in and through the areas in which we protect. This team's mission is to protect life and property; however, with the advent of hazardous materials and its world awareness, property has been redefined to mean more than buildings and structures, most importantly the environment.

D. Confined Space Rescue

This work program is designed for the protection of our personnel when providing rescue and emergency services in confined spaces. Their mission is to evaluate and expedite a rescue from an area of limited mobility, using the skills and equipment specifically procured for such an incident. This program coordinates with our Hazardous Materials Program so that all facets of emergency

response needs are met for the citizens and workers in the City of Marshfield. Hazardous materials/confined space rescue is becoming a required area for fire and rescue departments and the Marshfield Fire and Rescue Department has taken the lead in instituting a highly trained team.

FIRE PREVENTION:

Mission Statement:

The mission of the Fire Prevention Division is to educate the public in an effort to reduce fire related deaths and human suffering, as well as to minimize property loss due to fires. This mission is accomplished through fire prevention inspections of public and private buildings, underground or above ground petroleum storage facilities, review of building plans, streets, and subdivisions for the incorporation of fire safety planning; public education programs to promote fire safe behaviors; and fire investigations to identify existing or potential fire hazards associated with buildings or specific behaviors or events. The mission of the Fire Prevention Division extends to all that live, work, visit or invest in the City of Marshfield and surrounding communities.

Services:

A. Inspection/Code Development

Fire prevention and education is a community's first line of defense against the devastating effects of fire. Through aggressive code enforcement (inspection program), a minimum level of fire safety can be established to prevent the ignition of materials or to minimize the effects of fire and smoke should ignition occur. With our society and environment ever changing, fire prevention specialists continually evaluate the effectiveness of current codes and ordinances against the hazards that are almost continuously developed by our constantly changing technologies.

B. Fire Investigation

Fires in the home or workplace bring about severe emotional distress as well as an economic burden, however, in the aftermath of a fire, fire officials have a unique opportunity to study the ignition characteristics, behavior patterns of involved occupants, and materials that contribute to the propagation of a fire through a structure. Fire investigations assist in the development of codes and ordinances designed to limit the effects of fire and to prevent their occurrence. Information obtained is analyzed and incorporated into public education programs to raise the level of awareness of fire safety. Fire investigation also serves the purpose of identifying those persons who advance their purpose through the destructive use of fire, and to assist local police in the apprehension of such individuals.

C. Underground/Above Ground Storage Tank Inspections

The threat of disaster (physical or environmental) from underground petroleum storage tanks and abandoned storage tanks has been recognized at the federal and local levels. This work program provides trained fire service personnel to ensure that underground storage tanks are properly installed and removed, severely reducing the potential for physical or environmental disaster. Underground storage tank (U.S.T.) inspectors assist local citizens, business and industry in the installation or removal of underground tanks. This assistance is provided through the inspection of the installation/removal process to ensure that approved equipment and methods are utilized, thus reducing the potential for an accident or release.

COST SAVING MEASURES:

- Control of expenditures (Overtime)
  - The department has implemented a number of cost savings policies designed at reducing overtime and/or increasing productivity.
    - The first of these was the scheduling of training and other department activities in advance and then not allowing personnel to use vacation, paid holidays, or compensation time. This translates into cost savings because the department does not have to incur further costs sending additional personnel to training and back-filling the position, if needed. All of this would be done with overtime.
    - The second measure that the department has used was to implement a policy that requires fire fighters to come in on their assigned duty days if they are injured to complete assigned work or training. Again, this policy allows greater flexibility in completing objectives when personnel are injured and adds to the efficiency of the department in completing assignments.
    - The third cost savings initiative that impacts overtime was a policy that permits the department to prohibit personnel from taking vacation, paid holidays, compensation time when there are already two individuals off any given workday. By implementing this policy, it was estimated (in 2005) that this policy alone saved the department and city over $100,000 in one calendar year based on the number of people who had approved leave and those who selected vacation and paid holidays at the same time.
    - The last policy implemented was concerning the use of compensation time. Compensation time is permitted to be used only when it will not create overtime for the city. Several years ago the compensation time policy was further refined to require personnel who requested compensation time at the beginning of their shift to call the station to determine if any other personnel had called in sick, thus creating overtime. If someone had called in sick then the individual who requested compensation time would have to report to work to avoid overtime to the department.
    - The department continues to monitor the amount of sick leave utilization in the department and have provided feedback to the department staff concerning the importance of not having excessive sick leave utilization. Though these efforts the department has seen a fairly substantial reduction of sick leave utilization and cost.

- Department Structure
  - In 2001, the department had undergone a restructuring through the Fire and Police Commission. Through this process the position of fire lieutenant was eliminated which significantly reduced the potential for additional overtime cost for the shift commander. The department was also experiencing pay/benefit compression between the positions of deputy chief and lieutenant. As a result, the Commission eliminated the position of lieutenant and realized a small initial savings by creating the position of deputy chief/shift commander.
  - Most recently, the department has increased their pool of relief deputy chiefs to help minimize our overtime potential when the shift deuty chief and primary relief deputy chief (R-D/C) is unable to work their normal scheduled work day. The R-D/C's only recive the per day pay when functioning as a relief deputy chief.
  - Another less tangible effort that has begun is regular Labor/Management meetings. These meetings provide a forum to discuss issues that previously may have gone directly through an expensive grievance process.

❖ Increase Revenues

- Concerning the issue of creating revenue, the department has taken a number of steps to reduce or recuperate the costs of services it provides. One of the first measures implemented was a policy to recover the cost of fluid spills at accident scenes. The cost of personnel and apparatus are calculated into an hourly rate and bill to the person(s) involved in the accident.

- Recently the ambulance general fund account was transformed into an enterprise account, which resulted in all of the costs associated with the delivery of ambulance services transferred from the taxpayer to the users. This transfer has had a significant impact on the tax levy. Along with this effort has been the annual rate reviews to determine the appropriate rates for ambulance service in Central Wisconsin given the expenses incurred to provide this service.

- Several years ago the Commission passed a policy that requires that any service that the department provides for a special event in the city, the event sponsor is billed at a standard rate. These events include the Central Wisconsin State Fair, Dairyfest, etc. This places the financial responsibilities on the sponsors of the event rather than the taxpayers.

- The department has also implemented a fee schedule for various services that the department provides such as environmental impact reviews, sprinkler permits, etc. that benefit certain individuals and/or groups and places the financial responsibility with them.

- The department has aggressively pursued grants and special programs to acquire specialized, costly equipment. The department recently received grants for protective clothing and apparatus totaling close to $250,000.

- The department has been able to send six personnel to over 160 hours each of specialized collapse rescue training. This training was funded by a grant from the Wisconsin Office of Justice Assistance. This program also provides funding for any back-fill of personnel attending this training. To date, this program has saved our department is excess of $14,000. We anticipate sending an additional ten personnel through this training prior to the end of 2007 which will result in an additional savings of over $23,900.

- The department has also engaged in performance contracts for the inspection of the installation and removal of under and above ground petroleum tanks as well as providing hazardous materials services where such programs/services offered cost advantage.

- Most recently, the department has secured an agreement with Mid-State Technical College (MSTC) for development of our training center. We are currently in our second year of a three-year contract with MSTC. This has allowed us to increase the overall level of development for our training center into a Regional Training Center as recognized by the State of Wisconsin. To date, through our 50/50 cost sharing agreement, we have saved over $37,800.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budgets for the Fire and Rescue Department (Fire Protection and Fire Prevention) total $2,573,836, an increase of $34,042, or 1.3% above the combined 2007 budgets of $2,539,794. In August of 2001 approval was given to move the Ambulance services portion of this department from the governmental fund to an enterprise fund. This was done in order to more accurately portray the true cost of the ambulance operations to outside observers. The Ambulance Services budget can now be found under Proprietary Fund 605.

The majority of this increase comes from personnel costs ($98,936), but this is partially offset by a reduction in capital outlay costs ($54,627). The budgets include $21,900 for employee education and training, $720 for slag sealing the parking lot, $6,300 for protective turnout gear repair and replacement, $4,950 for the replacement SCBA air cylinders, $4,000 for HazMat level A and B suits, and $5,790 for the continuation of the hose replacement program.

Recommended 2008 capital outlay requests include the following:

Replacement Radios	$ 6,667
SCBA Tank Replacements (4)	5,000
Rack and Roll Hose Cart	1, 848
Fire/Emergency Training Network Subscription	1,150
Safety Eyes Garage Door	1,808
HazMat Spill Shower Stations (2)	1,400
Training Center Development	30,000 *
TOTAL	$47,873

* $15,000 is funded by Mid-State Technical College

All other expenditures are typical for this activity. These budgets are funded by tax levy, State Aids, fees, and services provided to local units of government.

There is $350,000 requested in 2008 for additional land costs for a second fire station. There is also $255,000 for engineering and design services for this second fire station. This is shown in Protective Services Capital Outlay Fund #410.

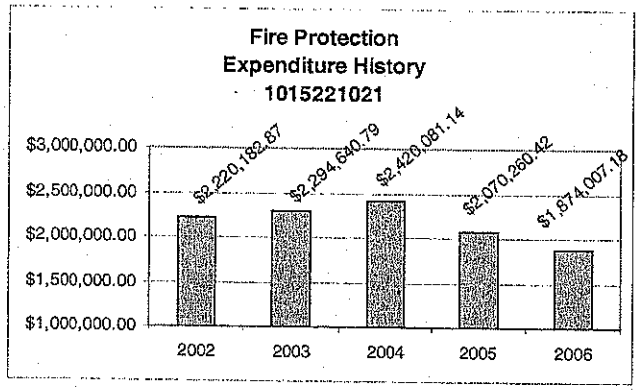
SCHEDULE OF DEPARTMENT EXPENDITURES:

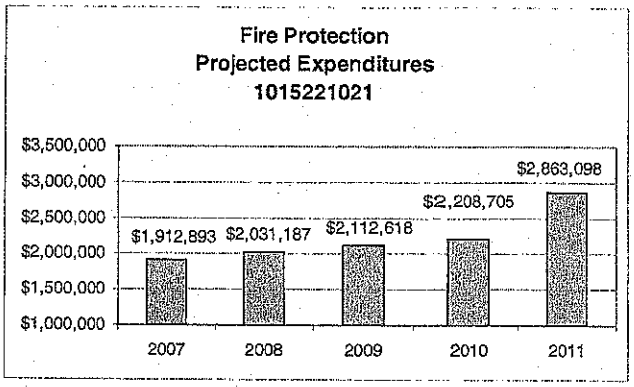
Cost Category	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Fire Protection	$1,874,008	$2,019,129	$1,912,893	$2,031,187
Fire Prevention	515,868	520,665	485,886	542,649
TOTAL	$2,389,876	$2,539,794	$2,398,779	$2,573,836

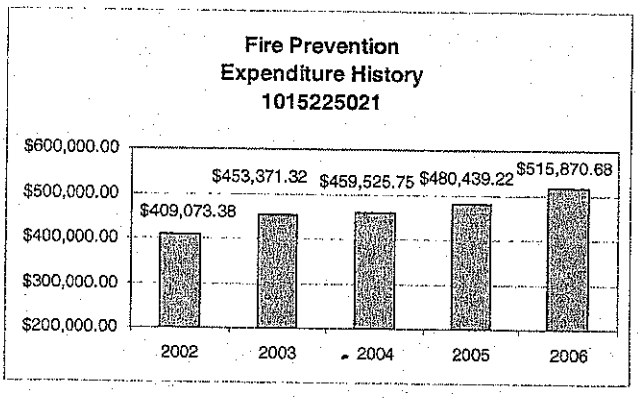
DEPARTMENT STAFFING (FTE):

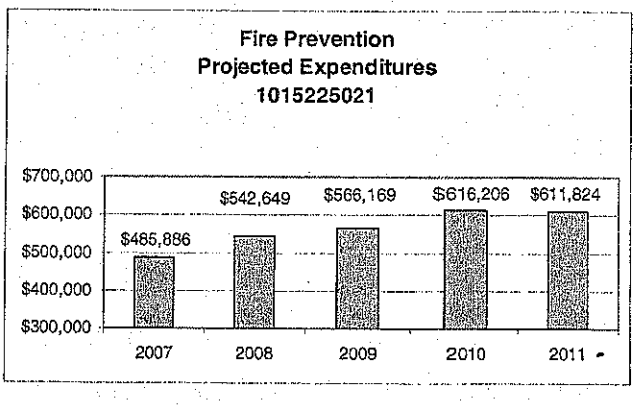
Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Fire Chief	D/6/3	1.0	1.0
Deputy Fire Chief	C/5/2	4.3	4.3
EMT/Firefighters	Local 1021 – IAFF	21.0	21.0
Secretary to Fire Chief	B/2/3	1.0	1.0
Total		27.3	27.3

GRAPHS:









City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FIRE PROTECTION
1015221021

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	1,742,094	1,798,602	1,698,669	1,875,530	1,875,530
52000 Contractual Services	44,820	52,253	45,601	49,376	49,376
53000 Supplies and Expense	46,091	65,774	64,657	59,200	59,200
56000 Debt Service			1,466		
58000 Capital Outlay	41,003	102,500	102,500	305,081	47,081
Total Expenditures	**1,874,008**	**2,019,129**	**1,912,893**	**2,289,187**	**2,031,187**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FIRE PREVENTION
1015225021

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	496,400	499,091	465,653	521,099	521,099
52000 Contractual Services	8,883	6,613	5,377	4,338	4,338
53000 Supplies and Expense	10,585	14,961	14,165	16,420	16,420
56000 Debt Service			691		
58000 Capital Outlay				792	792
Total Expenditures	**515,868**	**520,665**	**485,886**	**542,649**	**542,649**

Public Works – Building Services and Inspection Division

DEPARTMENT OF PUBLIC WORKS
BLDG. SERVICES AND INSPECTION DIVISION
1015241023/1015241135

MISSION STATEMENT:

The Building Services and Inspection Division of the Department of Public Works conducts inspections of newly constructed and existing buildings and their component plumbing, mechanical, and electrical systems to ensure minimum standards to safeguard life, health, and public welfare. This is accomplished by regulation and control of the design, construction, quality of materials, use and/or occupancy, location, and maintenance of all buildings, structures, and related equipment throughout the city. The division provides information to the public regarding building standards and available land uses by zoning classifications and provides inspection services under various public nuisance ordinances to assure public health, safety, and welfare.

Additionally, the Building Services Division provides a safe and decent work place for employees and the public with custodial/maintenance and housekeeping service at the City Hall Plaza building. This is accomplished with municipal employees and with private contractors. **PLEASE NOTE THAT THE BUDGETS FOR CUSTODIAL/MAINTENANCE/HOUSEKEEPING SERVICES ARE LOCATED IN OTHER SECTIONS OF THIS DOCUMENT, AS FOLLOWS:**

Building	Section
City Hall Plaza	Public Facilities
Senior Center	Aging
Oak Ave. Community Center	Parks/Recreation/Education
Police Safety Bldg.	Public Safety/Law Enforcement
City Garage	Vehicle/Equipment Internal Service Fund

SERVICES AND WORK PROGRAMS

1. Assures building code, electrical code, and plumbing code compliance
   - A. Performs pre-construction review of plans for code compliance
   - B. Field inspects all phases of construction for code compliance
   - C. "Field investigates" to assure compliance with the permit requirement
   - D. Issues occupancy permits on all new construction and additions to existing buildings
   - E. Conduct reviews of codes and recommend changes as necessary.

2. Assures building premises, occupancy, and maintenance code compliance
   - A. Investigates all complaints and conducts inspections
   - B. Prepares all necessary documentation including preparation of summons and complaints for court action
   - C. Conducts inspections and issues appropriate reports for various lending institutions, government agencies, individuals and businesses

3. Assures various miscellaneous local code compliance

   A. Conducts investigation and inspections under various sections of the municipal code relating to miscellaneous nuisances, health, safety, and welfare
   B. Issues written orders for compliance
   C. Obtains court action when necessary to gain compliance
   D. Conducts periodic reviews of codes and recommend changes as necessary

4. Processes and maintains records of applications for permits and applications

   A. Collects fees for permits, certificates, and issues permits
   B. Reviews plat plans and preliminary project plans
   C. Reviews all building, plumbing, and electrical plans
   D. Issues all necessary written reports on permits, inspections, etc.

5. Assist Zoning Administrator in plan review to assure zoning code compliance

   A. Assist with zoning code inspections and issues orders when necessary
   B. Provides inspection service relating to public complaints and takes appropriate action
   C. Assist Zoning Administrator on zoning change, conditional use, and non-conforming uses applications
   D. Assist in providing information for reports to the Zoning Board of Appeals

6. Provides janitorial, maintenance, and groundskeeping services at City Hall Plaza

   A. Schedules and supervises custodial/housekeeping labor at two buildings
   B. Orders all custodial/housekeeping/maintenance supplies and equipment and dispenses them to various buildings and other departments
   C. Reviews and makes recommendations to the Board of Public Works on the status of various service contracts, staffing, and related subjects
   D. Schedules all preventive maintenance work on buildings and equipment
   E. Assists other departments on building maintenance functions

7. Administers outside service contracts for maintenance and janitorial services and prepares specifications for bidding maintenance and repair work

   A. Administers and reviews janitorial service contract and recommends changes as necessary
   B. Administers and reviews service contracts with various outside contractors
   C. Prepares bidding specifications and obtains prices for various maintenance and construction projects

COST SAVINGS MEASURES:

- Reduced one full time custodial position in 2002. Most of his duties at the Oak Avenue Community Center and the Senior Center were assumed by Parks & Recreation Department; his duties at City Hall Plaza were contracted out to a cleaning service at reduced costs.

- Reduced overtime budget in City Hall Plaza and Senior Center from approximately $2,500 to $1,100 since 2004.

- Implemented several Capital Improvement Projects which were safety and energy conservation issues. The three most recent were:

- The elevator project – reduction in electrical usage and reduction in elevator service contract costs at approx. $5,000/year.
- Senior Center lighting replacement is estimated to save 10% in electrical costs.
- Conversion of exit lighting in City Hall Plaza estimated to save $500+/year by reduced electrical consumption

- 2006 Capital Improvement Projects eliminating the cooling tower and converting to a glycol cooled evaporator unit is anticipated to save $1,200+ per year in water, chemicals and electrical consumption and will allow better climate control earlier and later in the cooling season.

- Saved considerable amount in preparing Capital Improvement Project specifications rather than hiring design professionals. We estimate a savings of $15,000 for the elevator and generator project alone.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the Building Services and Inspection Division (excluding building maintenance/custodial expenses found elsewhere) is $334,185, an increase of $14,268 or 4.5% above the combined 2007 budgets of $319,917. Almost all of this increase can be attributable to increases in personal service costs. There is $1,100 in this budget to purchase a new drafting table and chair. There is also $8,000 for contractual service costs with the State of Wisconsin for weights and measures enforcement.

Again for the year 2008, $20,000 is requested for miscellaneous nuisance enforcement and condemnations. 80% of the cost of the Plumbing Inspector is shown here. For the past several years, 20% of the cost of the Plumbing Inspector has been shown in the Wastewater Utility Enterprise Fund. There are no capital outlay requests in 2007. All other expenditures are typical of this activity. Both of these budgets are funded by tax levy ($213,934), permit fees ($100,000) and the sharing of the electrical inspection costs ($20,251) by Marshfield Utilities.

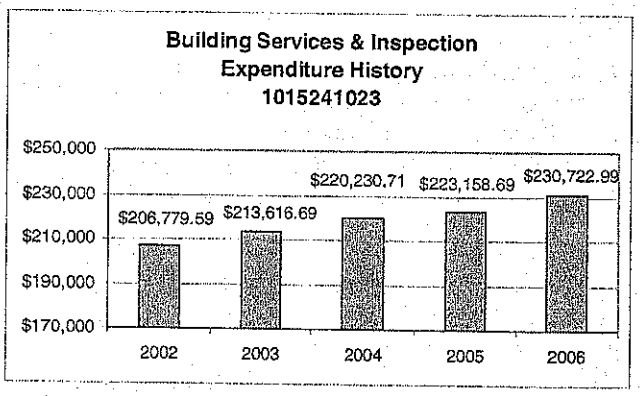
SCHEDULE OF EXPENDITURES:

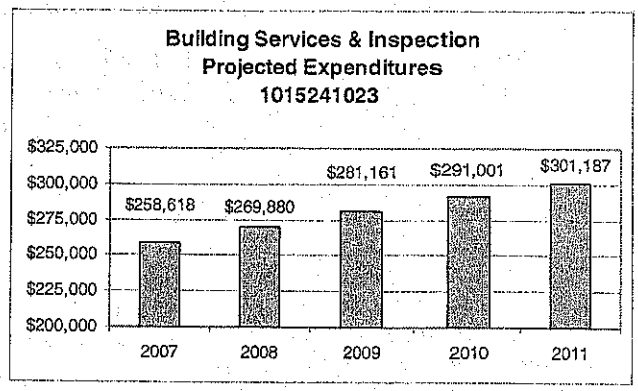
Cost Category	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Building Services & Inspection	$230,723	$258,298	$258,618	$269,880
Plumbing Inspector	60,032	61,619	61,014	64,305
Total	$290,755	$319,917	$319,632	$334,185

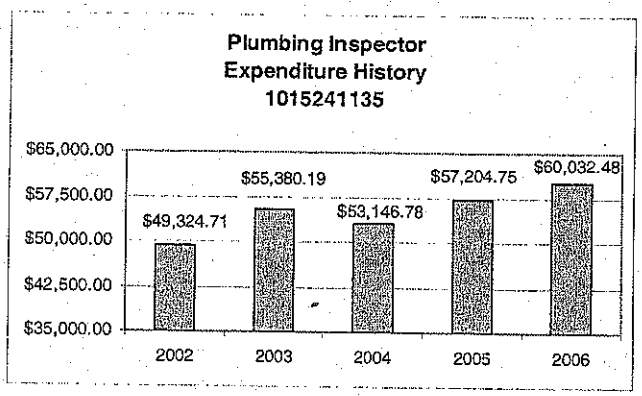
STAFFING (FTE):

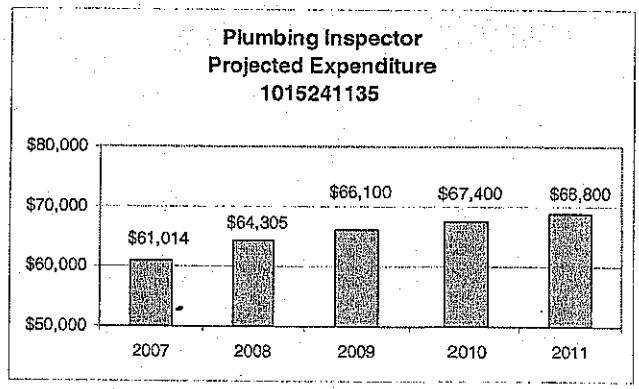
Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Building Services Supervisor	C/4/4	1.0	1.0
Secretary	AFSCME	1.0	1.0
Plumbing Inspector/Assistant Building Inspector	B/3/1	1.0	1.0
Electrical Inspector/Assistant Building Inspector	B/3/1	1.0	1.0
Total		4.0	4.0

GRAPHS:









City of Marshfield
2008 Expenditure/Revenue Worksheet

BLDG SERVICES & INSPECTION
1015241023

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	212,699	219,090	219,622	229,629	229,629
52000 Contractual Services	9,520	29,620	29,620	29,620	29,620
53000 Supplies and Expense	8,431	9,588	9,376	10,631	10,631
55000 Fixed Charges	75				
Total Expenditures	**230,725**	**258,298**	**258,618**	**269,880**	**269,880**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PLUMBING INSPECTOR
1015241135

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	57,818	59,264	59,264	62,565	62,565
52000 Contractual Services	197	880	250	265	265
53000 Supplies and Expense	2,018	1,475	1,500	1,475	1,475
Total Expenditures	**60,033**	**61,619**	**61,014**	**64,305**	**64,305**

Public Works - Admin/Engineering Division

DEPARTMENT OF PUBLIC WORKS
ADMINISTRATION/ENGINEERING
DIVISION
1015311030/1015312031

DEPARTMENT MISSION:

The Department of Public Works is responsible for the installation, maintenance, and operation of a broad range of infrastructure and facilities. This includes streets, traffic control, sanitary and storm sewers, greenways, vehicles/equipment, public buildings, parking lots, and the wastewater treatment facility. These duties are handled through four divisions: Building Services and Inspection; Engineering; Street; and Wastewater Treatment.

DEPARTMENT PROGRAMS AND SERVICES:

1. Building Services and Inspection Division Operations

   A. Enforcement of building, electrical, and plumbing codes and related record keeping
   B. Enforcement of weights/measures rules
   C. Enforcement of various Municipal Codes (nuisance, health or welfare)
   D. Maintenance of public buildings

2. Engineering Division Operations

   A. Design, coordination and supervision of public construction projects
   B. Provide city and other government agency support
   C. Review individual or large scale developments
   D. Maintain records

3. Street Division Operations

   A. Maintenance of streets - including asphalt/concrete construction; cleaning; snow removal; terrace trees; and traffic control
   B. Construction and maintenance of sanitary/storm sewers and greenways
   C. Maintain machinery and equipment
   D. Miscellaneous services, including holiday preparations, fairgrounds maintenance, weed commissioner, and recycling coordinator duties

4. Wastewater Treatment Operations

   A. Process wastewater - including laboratory operations, sludge management, and industrial monitoring
   B. Maintain facilities and infrastructure, including the treatment facility, lift stations, and collection system
   C. Identify and remove clearwater inflow/infiltration in the sanitary sewer system
   D. General administration - including training, data collection, and public relations

ENGINEERING DIVISION MISSION STATEMENT:

The Engineering Division of the Department of Public Works is responsible for the planning, budgeting, design, supervision, and coordination of all public construction and maintenance projects. These projects include street openings, traffic control, concrete paving, hot mix surfacing, sanitary sewers, greenways, storm sewers, street maintenance, sidewalks, parking lots, buildings, and

wastewater treatment plant construction. The division also provides information to the public regarding public land/structures, existing sanitary sewer, storm sewer, water mains, and their corresponding service laterals; street construction plans; aerial photographs with topographic information; and city plats/certified survey maps.

WORK PROGRAMS/SERVICES:

Services

1. Coordination of public construction projects
    a. Plan, design and supervise public construction
    b. Obtain easements as needed
    c. Submit sanitary sewer plans for DNR approval
    d. Submit storm water permit applications for DNR approval
    e. Conduct public information meetings for public works projects
    f. Hold public hearings and complete assessment reports on assessable projects
    g. Approve consultant fees and contractor contracts
    h. Collect construction as-built information
2. Provide City and other government agency support
    a. Advise Mayor, Common Council, City Boards, Commissions and Departments
    b. Serve as contact for county, state and federal agencies
    c. Prepare grant requests
    d. Review and approve purchases after preparing technical specifications for equipment and materials
    e. Investigate citizen concerns relating to Public Works services and facilities
3. Review of individual or large scale developments
    a. Insure accordance with City ordinances and policies, state and federal regulations (possible traffic, storm water or utility conflicts)
    b. Set line and grade for culverts, sidewalks and driveways
    c. Review certified surveys and land subdivision plats for approval
    d. Review sanitary sewer and road plans for new subdivisions
    e. Process utility permits
    f. Obtain traffic counts as needed
    g. Conduct sidewalk repair inspections
    h. Inspect sanitary sewer/street construction by private developers
4. Maintain records
    a. Revise and update City master maps
    b. Update house numbers book
    c. Maintain a City bench mark system
    d. Maintain record of block corners
    e. Maintain utility and street construction plans
    f. Maintain various plat and survey information

Cost saving measures recently implemented by the Pubic Works Administration and Engineering include the following:

2007 COST SAVING MEASURES:

- **Safe Step" sidewalk repair** - the "Safe Step" method uses horizontal sawing to eliminate uneven sidewalk and other trip hazards. This method of repair costs, on average, only about 20% of a traditional sidewalk slab replacement. In addition, "Safe Step" repairs can be completed in one day and generate significantly less waste than traditional slab replacement.

- **Fall Bid of the Vine Avenue Detention Basin** – A late fall bid for the Vine Avenue Detention Basin project saved the city an estimated $200,000 as compared to the engineers estimate. The project attracted 8 bidders due to the favorable bidding climate. In addition, engineering staff coordinated with airport personal to place approximately 28,000 cubic yards of fill from the detention basin on airport property for a proposed hanger site. This reduction of haul distance saved the city $17,300 in trucking costs and saved the airport more than $100,000 as compared to trucking in fill at $4.00 per cubic yard.

- **Bidding 2007 Projects as Two Contracts versus One** – Wisconsin DOT's construction program for 2007 is down significantly as compared to recent years. Engineering staff decided to divide our street reconstruction projects in to two contracts to allow smaller contractors to bid on the projects. By doing this we were able to increase the number of bidders on each project increasing the competition thus reducing overall costs. Several of these projects are projected to come in under budget. We were also able to condense the construction time schedule by having two contractors work at the same time as opposed to having one contractor trying to complete all projects.

- **Pavement Marking Glass Beads Contract Carried Over to 2007** – In 2005, the Engineering Division received a grant from the State of Wisconsin for $135,000 for enhanced pavement markings. This project began during the 2006 season with a completion date of September 29, 2006. Due to the tight schedule, Engineering staff negotiated a change order with the contractor to carry over some of the pavement markings into the 2007 season at a reduced price. The pavement markings completed during the 2007 season were discounted 25% thus allowing for the completion of additional work while remaining within budget.

- **Preliminary Public Informational Meetings** – The Engineering Division held a series of preliminary public meetings with residents on 2007 construction projects to collect input from affected residents early in the design process. This enhances the working relationship with residents but also allows the engineer staff to address issues during the design phase thus reducing the chance for change orders during construction.

Previous Cost Saving Measures

- Robotic total station continues to provide cost savings. This equipment was purchased in 2002 at a cost of $28,000. It has allowed the Engineering Division to reduce the size of the survey crew from 2 or 3 people to 1 or 2 people. The budget for Engineering Students has been reduced from $28,842 in 2001 to $5,888 in 2006.

- All traffic signal bulbs have now been updated from incandescent to LED resulting in electrical cost savings of over $10,000 per year. Maintenance and supply cost reductions have also been realized by not changing incandescent bulbs on an annual basis. The estimated savings is approximately $2,000 per year.

- Reviewed new products to meet current ADA standards for truncated domes on curb ramps. A new product will be purchased this year from Neenah Foundry at $135 each as compared to last years price of $176 each for a 2006 saving s of $6,560. The Neenah product is also expected to be much more durable than the other products that have been used in the past.

- Sanitary sewer lining has continued in 2006. This method of rehab has allowed the City to rehabilitate sanitary sewer mains without having to reconstruct the road surface. More than 10 miles of sanitary sewer have been rehabilitated by lining through 200. The estimated savings by this rehab method exceeds 5 million dollars (10 miles X 5280 ft/mile X $100 per foot for street reconstruction = $5,280,000). Also, the 2006 sanitary sewer lining contract combined 2005 and 2006 funding which resulted in reduced contract administration costs

and reduced unit prices due to the larger quantity. For example, the 2004 price for 8-inch liner was $24.00 per LF and the 2006 price was $22.50 per LF.

- GIS and GPS Survey Equipment – purchase of the GPS equipment in 2004 has allowed for city staff to perform the data collection for the sanitary sewer and storm sewer layers of the GIS system. This has resulted in a cost savings as compared to outside consulting services for this project. We intend to continue building the GIS with city staff and are currently focus on the storm sewer layer.

- Cell phone plan upgrade to the state plan. The cost savings for this change exceeds $600 dollars per year (reduction of base fee of $7.00 * 6 phones * 12 Months = $ 504.00 and a reduction in per minute costs from $0.10 to $0.09 per minute).

- Special Assessments for Asphalt Paving – while not necessarily a cost savings measure, additional revenue will be generated through special assessments for asphalt paving. At the recommendation of staff, Public Works Policy 5.200 was approved in May of 2004 for implementation on 2005 asphalt paving projects. Asphalt pavement on street and alley construction and reconstruction projects and mill-in-place asphalt replacement projects will be assessed. The estimated revenue from the 2006 asphalt paving projects is approximately $60,000.

- Reduced the number of memberships in professional organizations – savings of $600.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the Department of Public Works totals $431,577, an increase of $16,712, or 4.0% from the 2007 budget of $414,865. The majority of this increase is in personnel costs ($13,763). There is a request for a fire proof filing cabinet ($1,800) included in 2008. All other expenditures are typical of this activity. These budgets are funded by tax levy and permit fees. $2,163 in Parks and Recreation General Engineering will be funded in the Engineering budget.

SCHEDULE OF PROGRAM EXPENDITURES:

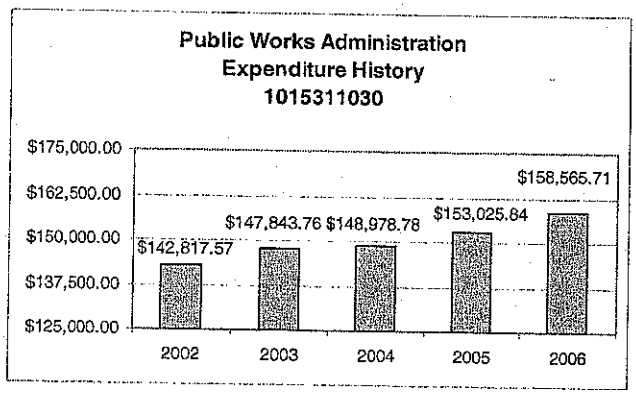
Cost Category	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
P.W. Administration	$158,566	$162,374	$164,267	$172,510
Engineering Administration	233,321	252,491	262,954	259,067
Total	$391,887	$414,865	427,221	431,577

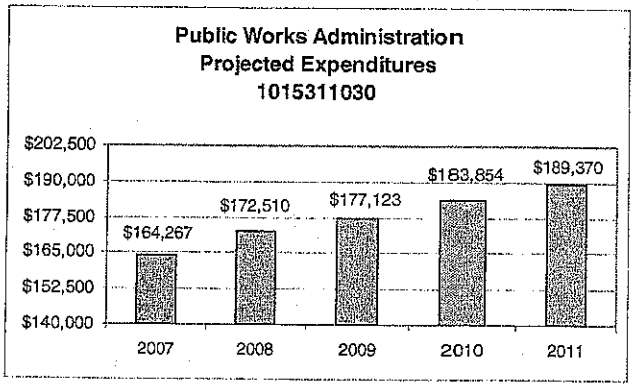
DEPARTMENT STAFFING (FTE):

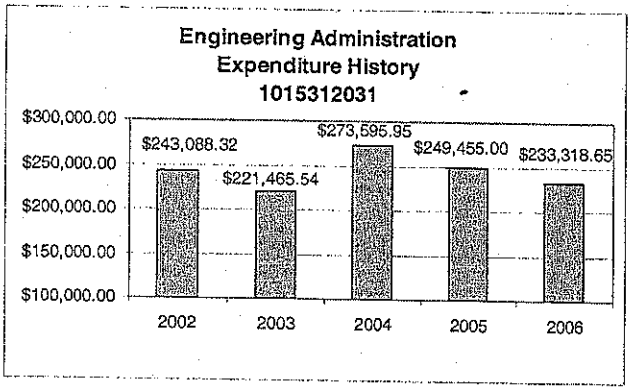
Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Director of Public Works	D/6/4	1.0	1.0
City Engineer	C/5/2	1.0	1.0
Assistant City Engineer	C/4/4	1.0	1.0
City Surveyor	C/4/3	1.0	1.0
Civil Engineer II	C/4/3	1.0	1.0
Civil Engineer I	C/4/1	1.0	1.0
Engineering Tech II	AFSCME	1.0	1.0
Secretary	AFSCME	1.0	1.0
Total		8.0	8.0

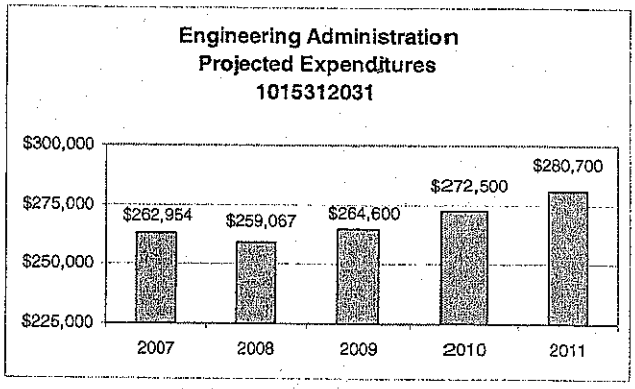
* A significant portion of Engineering Division staff salaries/benefits is allocated (i.e. charged) to specific project budgets. Only the residual salary and benefit costs are borne by these two budgets.

GRAPHS:









City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PUBLIC WORKS ADMINISTRATION
1015311030

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	155,659	159,247	161,042	167,567	167,567
52000 Contractual Services	141	192	150	168	168
53000 Supplies and Expense	2,766	2,935	3,075	2,975	2,975
58000 Capital Outlay				1,800	1,800
Total Expenditures	**158,566**	**162,374**	**164,267**	**172,510**	**172,510**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

ENGINEERING ADMINISTRATION
1015312031

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	217,309	232,990	243,053	238,433	238,433
52000 Contractual Services	2,552	1,672	2,072	2,824	2,824
53000 Supplies and Expense	13,460	17,829	17,829	17,810	17,810
Total Expenditures	**233,321**	**252,491**	**262,954**	**259,067**	**259,067**

Public Works - Public Facilities

PUBLIC FACILITIES
PUBLIC WORKS/BLDG. SERVICES DIVISION
1015162023/1015164023
(INCLUDES CITY HALL PLAZA BUILDING AND CIVIC CENTER PLAZA BUILDING)

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the City Hall Plaza building is $300,144, an increase of $19,529 or 7% from the 2007 budgets of $280,585. The majority of this increase is in contractual service costs to relocate electrical panel in Family Resource ($4,500) and remodeling of the 1st floor meeting room ($9,000). The 2008 Civic Center Plaza budget is now being shown and combined with the Aging budget. There are no capital outlay requests in this budget. All other expenditures are typical for this activity.

It is important to note that the percentage of the City Hall Plaza budget financed by rental revenue from tenants has remained relatively stable since 1997. The chart below illustrates the relationship between total expenditures in the City Hall Plaza budget from 1998 through 2007 to rental receipts from tenants in the same time frame. The balance of this budget is funded entirely by tax levy

Year	Total Expend.	(less Capital Outlay)	Net Expend.	Rental Income	% of Net Exp. financed with rental income
1998	$260,545	($ 12,450)	$248,095	$174,952	70.5%
2000	360,926	(140,621)	220,305	181,441	82.4%
2001	252,676	(-0-)	252,676	201,622	79.8%
2003	280,680	(25,000)	255,680	226,391	88.5%
2004	262,208	(-0-)	262,208	235,853	89.9%
2005	291,398	(15,195)	276,203	245,852	89.0%
2006	260,816	(-0-)	260,816	284,140	108.9%
2007*	280,477	(-0-)	280,477	296,312	105.6%
2008**	300,144	(-0-)	300,144	302,785	100.9%

* Estimated 2007
** Projected 2008

There is $20,000 budgeted in the City Hall Remodeling Fund #405 for lighting replacement (BS-K-3931).

Civic Center Plaza Building:

Beginning in 2007, appropriations for this budget are now shown in the Aging/Senior Center budget (1015461050).

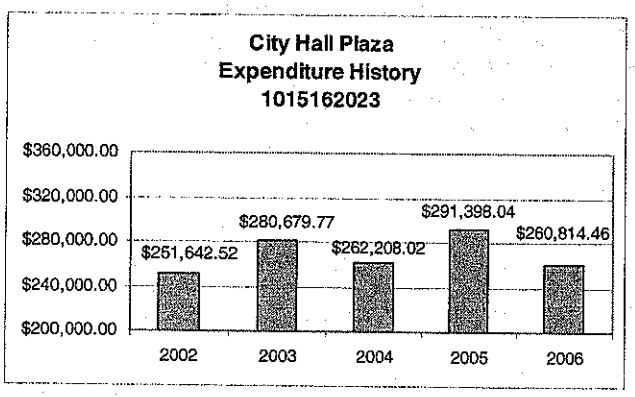
SCHEDULE OF EXPENDITURES:

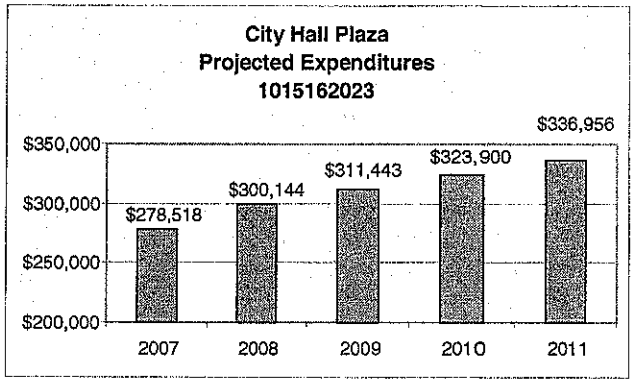
Cost Center	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
City Hall Plaza	$260,816	$280,615	$278,518	$300,144
Civic Center Plaza	19,769		1,959	
Total	$280,585	$280,615	$280,477	$300,144

FUNCTION STAFFING (FTE):

Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Custodian	AFSCME	2.0	2.0

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CITY HALL PLAZA
1015162023

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	51,645	51,054	51,054	51,253	51,933
52000 Contractual Services	199,638	220,806	218,534	238,856	238,856
53000 Supplies and Expense	8,972	8,225	8,600	9,025	9,025
54000 Building Materials	546	500	300	300	300
55000 Fixed Charges	15	30	30	30	30
Total Expenditures	**260,816**	**280,615**	**278,518**	**299,464**	**300,144**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CIVIC CENTER PLAZA BUILDING
1015164023

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	18,633		1,959		
53000 Supplies and Expense	1,136				
Total Expenditures	**19,769**		**1,959**		

Public Works - Street Division

STREET DIVISION
BUDGET SUMMARY

MISSION:

The mission of the Street Division of the Department of Public Works is to provide the best level of service to the citizens of Marshfield in all facets of our operation consistent with available resources and good business practices. We accomplish this by sustaining an environment of team-oriented management, comprehensive training, an open exchange of ideas, and a philosophy of continuous improvement.

WORK PROGRAMS:

A. Street Maintenance
   1. Patching, cracksealing, and slag sealing of existing asphalt streets maximize the life of these street. Concrete streets are crack sealed and patched as warranted. These two maintenance items maintain original ride-ability and longevity.
   2. The reconstruction of existing asphalt streets is a large part of our annually scheduled work. This is done in conjunction with other underground utility work and/or our Mill-In-Place asphalt program. Also the asphalt overlaying of failing concrete streets adds additional years of useful service to those streets without the prohibitive cost of total reconstruction.
   3. Storm water ditching consumes a large portion of our storm water budget and is a continual process to assure proper drainage in all areas thus extending the life of existing streets. This ditching provides the proper sub-base drainage.
   4. By sweeping streets we eliminate dirt and remove the everyday debris that occurs. This keeps the debris from entering the storm sewer system, which is a part of our storm water permit with the Wisconsin DNR. The removal of debris from storm water inlets is also a part of our overall maintenance program.
   5. Part of our Street Maintenance programs also include maintaining, repairing or reconstructing publicly owned alleys, sidewalks and the mowing of city owned property.

B. Sanitary and Storm Sewer Maintenance, Construction and Reconstruction
   1. We assure the public a healthy environment by maintaining the sanitary sewer collection system and storm sewer system by upgrading or replacing inadequate or deteriorated infrastructures.
   2. By maintaining and upgrading the sanitary and storm sewer systems we minimize or eliminate sewer backups and basement flooding due to heavy rains.
   3. By keeping storm sewer systems maintained, we greatly reduce street flooding and property damage.
   4. The construction of new sewers and the reconstruction of existing sewers, both sanitary and storm are done as part of our overall work programs.
   5. The mowing of greenways is also part of the overall storm sewer maintenance program. This is done with contracted services. Besides aesthetics, it is a very important component of the overall proper functioning of the greenway system.

C. Snow Removal
   1. In our snow removal operations, we mobilize our crews as quickly as possible to make sure our street systems and parking areas are open and remain open at all times. This includes all streets, alleys, and public parking lots. Snow removal in the municipal parking lots is done through contracted services.
   2. Our deicing program strives to provide ice free streets within hours of beginning the process.
   3. By picking up snow, we maintain the total available area of the streets and parking lots by not leaving snow banks or windows. The removal of the plowed snow from curb lines also adds in storm water

drainage by opening up storm water inlets and also opens up available parking stalls. This added drainage reduces infiltration into the Sanitary Sewer System, thus reducing wastewater operations costs.

D. Forestry
1. Our forestry program has achieved for the City of Marshfield the prestigious award of "Tree City USA" for the past 25 years and the "Tree City Growth" award twice.
2. The proactive maintenance that we practice with our tree trimming and the removal of diseased and declining trees continues to dramatically reduce property damage caused by falling limbs and trees during storm events.

E. Traffic Control
1. Our Traffic Control staff make, install, and maintain all street and parking lot signs. They also made and install signs for other city depts. such as schools, Community Development and Parks and Recreation.
2. Centerlines, crosswalks, parking stalls, etc. are painted by the Traffic Control staff.
3. A portion of traffic signal maintenance is done by the Traffic Control staff.
4. All detours and traffic control for Street Division projects is done in-house by our Traffic Control staff. We are also responsible for detours and other related traffic control items on contracted projects.

F. M & E
1. The largest portion of City owned vehicles are maintained & serviced by our mechanics. These vehicles range from lawnmowers to backhoes and bulldozers.
2. Specifications are written and quotations let for budgeted equipment.
3. The fuel distribution center for City owned vehicles and other governmental agencies is located at the Street Division facility. Those receiving fuel include Street, Parks and Recreation, Inspection, Community Development, Wastewater Engineering, University, Technical School, Cemetery, Fire and Police. Monthly usage reports are prepared and billings sent.
4. Fleet vehicle equipment usage is tracked for each department on a weekly basis and this information is then submitted by our administrative staff to the Finance Dept. for billing.

G. Recycling and Refuse Collection and Disposal
1. The duties of Recycling Coordinator are preformed through the administrative staff of the Street Division.
2. The over sight of the contract for Refuse and Recycling pickup and disposal are the responsibility of the Street Division administrative staff.
3. Contact with the Refuse/Recycling vendors involves forwarding complaints, discussing scheduling problems, public relations, and advertising.
4. Public relations with City of Marshfield residents and businesses are coordinated through the Street Division on all aspects of the Refuse/Recycling program.
5. Programs are constantly monitored and ordinances reviewed to assure compliance to state mandates.
6. Work with/and through public and private organizations on the educational aspects of recycling.
7. Work with DNR officials to obtain property understanding of laws.
8. Prepare documents and apply for recycling grant monies on an annual basis through the Wisconsin DNR.

H. Parking Facilities
1. City owned municipal parking lots are maintained through the processes of cracksealing, slurry sealing, milling, overlaying and reconstruction.
2. All lots are kept free of snow and ice at all times, through contracted services. Sidewalks on the perimeter of city owned lots are also maintained and kept free of snow and ice by City staff.
3. As part of our regular maintenance operations, all lots are swept and debris removed on a rotating schedule.
4. All lots have green space, which includes grass, flowers and trees which are maintained through our Division and volunteers.
5. We work with and assist the "Downtown Flower: and Beautification' Committees on the parking lot, Veterans Parkway, Central Avenue and other flower and native planting area.

I. Buildings and Grounds
1. Street Division staff along with contracted services maintain and repair all Street Division buildings and grounds.

J. Related Servcies

1. Dairyfest is a program in which we coordinate, place, maintain and remove the traffic control for the Mayor's Breakfast, parade, and other activities.
2. Christmas decorations, banners and flags are put up, maintained, and taken down each year on Central Avenue as well as Veterans Parkway.
3. The office of Weed Commissioner is assigned to the Street Division.

COST SAVING MEASURES

Listed below are various cost saving measures that we have achieved within the last five years which have allowed us to maintain existing service levels, and reduce overall costs even though we have a reduced work staff in the Street Division:

Item	Cost Savings
• Reduced full time staff by one position	$50,500/Year
• Reduced seasonal staff	$24,900/Year
• Use recycled base coarse vs. virgin aggregate	$23,230/Year
• Purchase deicing salt through WIS DOT bid	$33,600/Year
• Hydro-mulching vs. straw mat for landscaping	$18,500/Year
• Contracted mowing of Veterans Parkway, greenways and detention basins	$29,800/Year
• Elimination of the green boughs from the Christmas Decorations	$ 1,650/Year
• Reduction in 'On Street' parking stall striping by 40%	$ 1,840/Year
• Contracted mowing of Industrial parks	$8,600/Year
• Reduced the use of overtime across all budgets	$34,000/Year
• Reduce the overall number of trucks and equipment thus reducing our rental requests	$48,800/Year
• Use slagseal vs. chipseal on our asphalt streets	$13,500/Year
• Implemented energy saving measures throughout all Street Division buildings	$15,200/Year Average
• Reduced the use of city owned vehicles by supervisors	$7,800/Year
• Sold used fleet vehicles at public auction instead of trading	$12,500/Year Average
• Utilize processed compost on our landscaping activities instead of purchasing topsoil	$16,000/Year
• Increased the usable life of all fleet vehicles by increased maintenance and specifying heavier built vehicles when initially purchased, thus reducing the need to replace them as often	$210,000/Year Average
• Submit on an annual basis a Recycling Grant application to WIS D.N.R for available funds	$80,000/Year
• Continue to utilize the use of electronic grade lasers in our street construction/reconstruction operations as well as our ditching program. By using lasers we are able to reduce the number of staff on each project and also reduce the time necessary for the Engineering staff to set up and stake any given project.	$107,060/Year

BUDGET AND PROGRAM HIGHLIGHTS:

The recommended 2008 budgets of the Street Division continue a strong emphasis on maintenance of our existing infrastructure, including streets, storm sewers, parking lots, sidewalks, and rights-of-way, greenways, forestry, and recycling. These budgets are primarily funded by tax levy, state aids and miscellaneous fees.

The combined recommended 2008 General Fund budgets of the Street Division total $5,326,248, a decrease of $36,665, or .7% below the 2007 budgets totaling $5,362,913. The 2008 budgets utilize contractual services on an expanded basis for mowing, trimming and weed service for such places as Veterans' Parkway, detention basins, industrial parks, and the placement of banners. Highlights of the recommended 2008 budgets are as follows:

Street Division Administration:

The recommended 2008 budget for administration totals $119,241, an increase of $5,474, or 4.8% above the 2007 budget of $113,766. The majority of this increase is due to personnel costs. These cost increases have been partially offset by a reduction in contractual services costs. There are no capital outlay items requested for 2008.

Highway and Street Maintenance:

The bulk of the city's street maintenance program is financed in the Highway and Street Maintenance budget (1015331132). The wages and benefits of 8.97 full-time equivalent (FTE) Street Division employees are allocated to this budget. Additional engineering staff is also allocated here for specific projects. Continuation of the street slagsealing program is recommended in 2008 at an estimated cost of $90,000, which is the same amount as 2007. This extends the surface life of asphalt streets. A list of specific streets scheduled for contracted slagsealing in 2008 is in the process of being developed. An asphalt overlay program, CIP Project EN-D-1904, is recommended in 2008, with a budget of $174,185 included for the following street sections:

Location	Length (ft.)	Width (ft.)	Cost
Chestnut – Doege to Ives	2,120	32	$ 83,076
Becker – Doege to Plum	1,200	32	47,024
Doege – Central to Becker	1,000	36	44,085
TOTAL			$174,185

The $174,185 is $73,915 less than the 2007 budgeted appropriation.

An aggressive asphalt reconstruction and mill-in-place program is also recommended in 2008, with a budget of $216,631 to include the following street sections:

Location	Length (ft.)	Width (ft.)	Cost
Broadway – Blodgett to North	980	22	$ 22,261
27th Whittman to Oak	620	22	14,098
Adler Road – State to Adams	1,315	32	52,664
McMillan Street – Lincoln to 1320' west	1,500	22	34,038
Sawyer Dr – Frontage Rd. to Upham	2,600	22	58,975
Ash – Doege to Becker*	320	22	6,622
Cedar – Blodgett to Doege*	700	22	14,461
10th – Maple to Vine	1,135	22	25,774
SUBTOTAL			$228,893
*2/3 Cost Share to Wastewater Utility	Less Wastewater Cost Share		(12,262)
TOTAL			$216,631

The recommended 2008 budget also includes placing an asphalt surface on a gravel street (Anton Ave.). This project is recommended to be financed by funds available in the East Industrial Park Fund.

Location	Length (ft.)	Width (ft.)	Cost
Anton – 410' South of 5th to Auburn	1,516	24	$34,193

Continuation of the contracted rubberized crackfilling program is recommended in 2008 at an estimated cost of $100,000, which is a $10,000 increase from the 2007 budget.

There is $38,984 included in this budget for contractual service for mowing Veteran's Parkway and $13,991 for contracted weed control for Veteran's Parkway. There is also included $97,905 for patching material; a slight increase over last year.

Also included in the 2008 budget is $5,000 for operation of the Peach Avenue lift station; this amount is the same as last year.

Snow & Ice Control:

The $71,472 decrease in this budget is primarily due to costs associated with equipment upgrades that occurred in 2007, a decrease in equipment utilization and salt due to a mild winter.

Highway and Street Cleaning:

The 2008 budget is $169,877, a decrease of $106,842, or 38.6% less than the 2007 budget of $276,719. This decrease is primarily due to a decrease in street sweeping because of staff reductions.

Traffic Control:

The recommended 2008 Traffic Control budget is $199,015, an increase of $4,754 more than the 2007 budget of $194,261. The primary reason for this increase is personnel costs. This budget does reflect a decrease of $3,692 in electrical costs as a result of installing LED lights.

Street Lighting:

The 2008 budget is $213,000, an increase of $13,000 more than the 2007 budget of $200,000. This increase is due to increases in electrical costs and a request for street lighting in the Colonial/Laird area.

Sidewalk Maintenance and Repair with Street Reconstruction:

The recommended 2008 budget is $88,520, an increase of $6,212 more than the 2007 budget of $82,308. The increase is primarily due to costs associated with snow removal by the new school and the new handicapped ramps inserts.

New Sidewalk Outlay without Street Reconstruction:

The recommended 2008 budget is $48,000, which is the same amount requested in the 2007 budget. This budget represents the cost of ordered sidewalk repairs and installations (CIP #EN-N-1853). An estimated revenue of $1,000 is anticipated to partially offset this cost.

Storm Sewer Management:

The recommended 2008 budget is $579,445, an increase of $12,589, or 2.2% more than the 2007 budget of $566,856. This increase is primarily due to the allocation of the 2008 Greenway budget to this budget.

Parking Facilities:

The recommended 2008 budget is $92,319, a decrease of $6,285, or 6.1% less than the 2007 budget of $102,530. This decrease is attributable to less lots being slagsealed in 2008 (from 6 to 2).

Recycling:

The recommended 2008 recycling budget of $333,455 finances continuation of the curbside recycling program. This budget also includes a $2,500 contribution toward Wood County's Clean Sweep program.

Further, the budget also includes financing to continue the community compost site operations on South Hume Avenue, spring and fall yardwaste curbside collections, and spring and fall brush curbside collection.

Unfortunately, the State of Wisconsin's financial commitment is not keeping pace with the city's recycling program costs. In 2008, it is projected that State DNR grant funds totaling $80,000 will cover only 24% of the total recycling program budget, with the remainder financed by the city through the property tax levy.

Refuse and Garbage Collection:

The recommended 2008 budget is $376,781, an increase of $13,829, or 3.8% more than the 2007 budget of $362,952. This increase is the result of contractual increases for this service.

Christmas Decorations:

There are no appropriations in 2008 for new Christmas decorations, green boughs, flags, or banners.

Parades, Holidays and Signs:

The recommended 2008 budget of $19,647 is $790 more than the 2007 budget of $18,857. This increase is primarily due to personnel costs. The budget also includes $3,125 for the replacement of 25 new flags.

Forestry:

The recommended 2008 budget is $247,126, an increase of $37,969, or 18.2% more than the 2007 budget of $209,157. An appropriation of $10,000 is recommended in this budget to finance the replacement of trees (CIP Project ST-N-6107). Also included in this budget is a new request totaling $36,000 to hire a private consulting firm to conduct a tree inventory and develop a management plan to be prepared when the Emerald Ash Borer (EAB) appears in Marshfield. A grant in the amount of $18,000 will be applied for to partially offset this cost.

SCHEDULE OF PROGRAM EXPENDITURES:

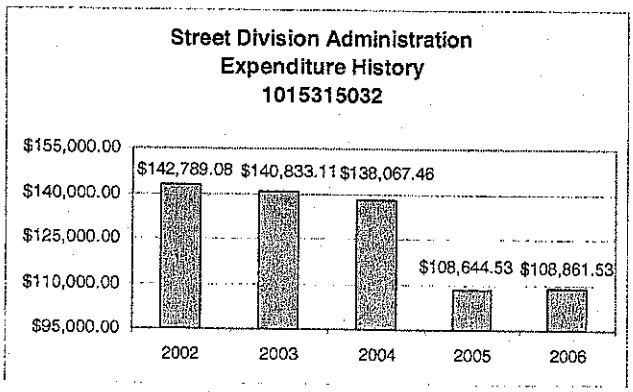
Cost Category	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Street Div. Admin.	$108,861	$113,766	$114,258	$119,241
Hwy./Street Maint.	1,814,637	1,903,665	1,984,525	1,989,417
Snow & Ice Control	408,452	805,789	652,123	734,317
Hwy./Street Cleaning	131,504	276,719	214,950	169,877
Traffic Cont. O & M	268,791	194,261	301,245	199,015
St. Lighting	189,397	200,000	200,000	213,000
Sidewalk Maint. & Repair w/St. Recon.	47,568	82,308	82,349	88,520
New Sidewalk O/L w/o St. Recon.	37,637	48,000	48,037	48,000
Storm Sewer Management	522,027	566,856	564,598	579,445
Parking Fac.	61,699	102,530	102,530	96,245
Pits and Quarries	(79,783)	65,789	63,477	67,014
Refuse/Garbage Pickup/ Disposal	353,090	362,952	362,971	376,781
Recycling	340,644	329,258	325,405	333,450
Christmas Decorations	22,945	22,728	22,706	23,090
Parades, Holidays & Signs	9,903	18,857	22,951	19,647
Dairyfest	15,352	19,439	13,981	22,063
Forestry	209,995	209,157	208,911	247,126
Greenways*	31,185	40,839	40,932	0*
Total	$4,493,904	$5,362,913	$5,325,949	$5,326,248

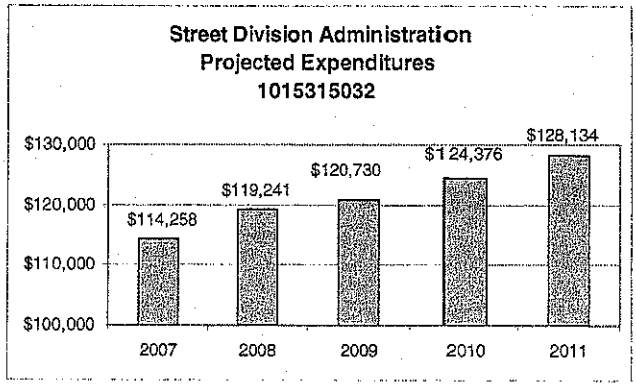
*Transferred to Storm Sewer Management for 2008

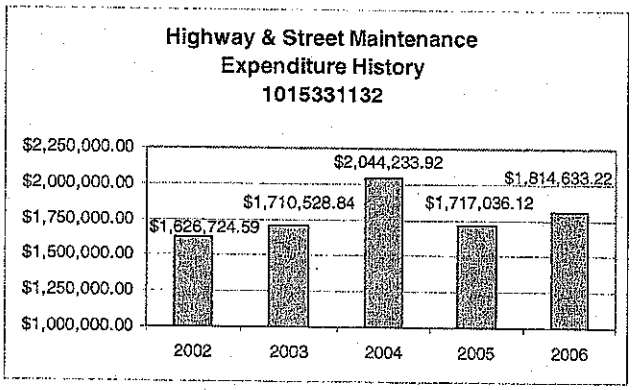
PROGRAM STAFFING (FTE):

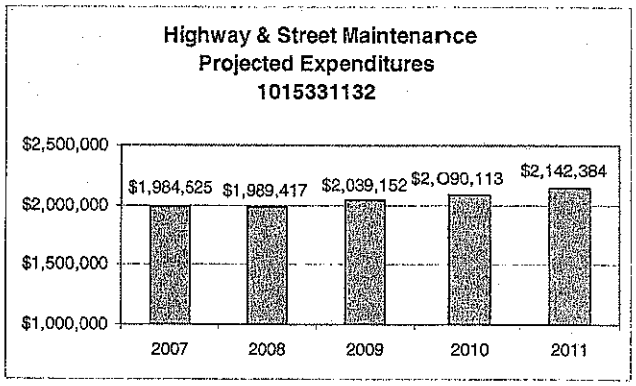
Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Street Supt.	C/5/2	1.0	1.0
Asst. St. Supt.	C/4/3	2.0	2.0
Account Clerk I	B/2/3	1.0	1.0
Stock Clerk	AFSCME	1.0	1.0
Stock Room Helper	AFSCME	1.0	1.0
Sign Person	AFSCME	1.0	1.0
Sewer Crew-Grader	AFSCME	1.0	1.0
Sewer Crew-Tile Helper	AFSCME	1.0	1.0
Sewer Crew-Tile Layer	AFSCME	1.0	1.0
Sign Person Helper	AFSCME	1.0	1.0
Mechanic/Welder	AFSCME	0.0	2.0
Mechanic	AFSCME	1.0	0.0
Welder/Fabricator	AFSCME	1.0	0.0
Night Person	AFSCME	1.0	1.0
EO IV/Tracked Backhoe Oper.	AFSCME	1.0	1.0
EOIII/Grader Oper.	AFSCME	2.0	2.0
EOIII/Loader Oper.	AFSCME	2.0	2.0
EOIII/Bulldozer Operator	AFSCME	1.0	1.0
EOIII/Rubber Tired Backhoe Oper	AFSCME	1.0	1.0
EOII/Truck Oper – 26,001-45,000 GVW	AFSCME	1.0	1.0
EOII/Truck Oper - 45,001 & above GVW	AFSCME	5.0	4.0
EOII/Sweeper Oper	AFSCME	2.0	1.0
EOI/Laborer	AFSCME	3.0	2.0
EOIII/Concrete Finisher	AFSCME	2.0	2.0
Total		34.0	31.0

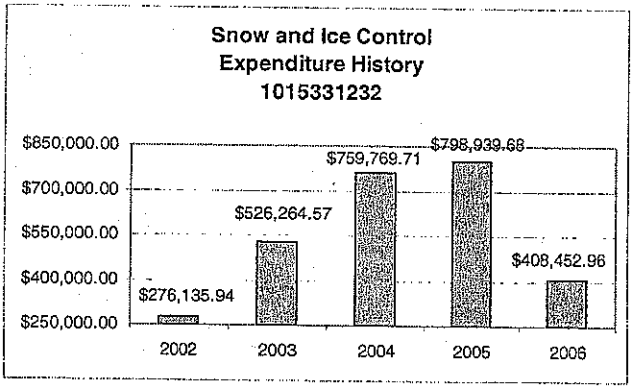
GRAPHS:

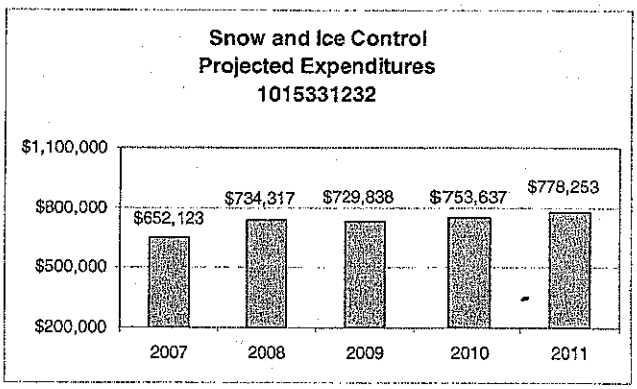

Street Division Administration
Expenditure History
1015315032
$155,000.00
$140,000.00
$125,000.00
$110,000.00
$95,000.00
$142,789.08
$140,833.11
$138,067.46
$108,644.53
$108,861.53
2002
2003
2004
2005
2006

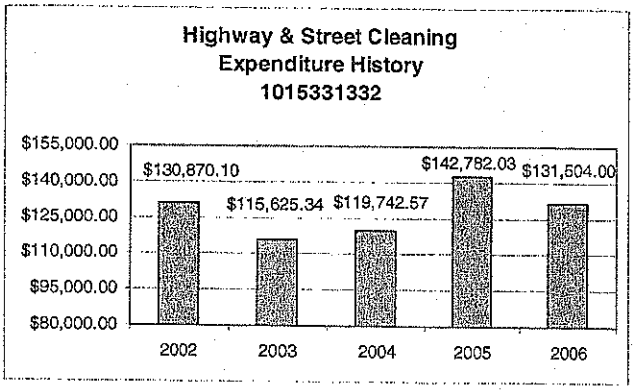

Street Division Administration
Projected Expenditures
1015315032
$130,000
$120,000
$110,000
$100,000
$114,258
$119,241
$120,730
$124,376
$128,134
2007
2008
2009
2010
2011

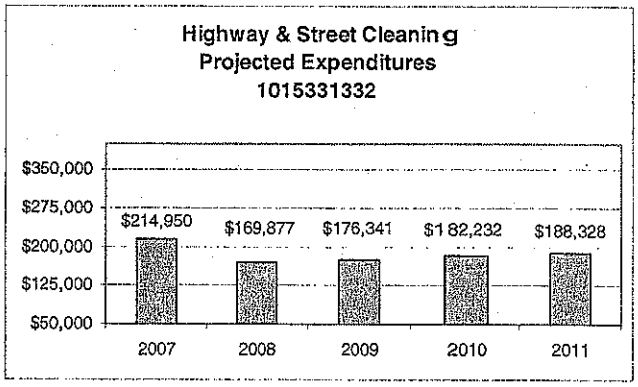

Highway & Street Maintenance
Expenditure History
1015331132
$2,250,000.00
$2,000,000.00
$1,750,000.00
$1,500,000.00
$1,250,000.00
$1,000,000.00
$1,626,724.59
$1,710,528.84
$2,044,233.92
$1,717,036.12
$1,814,633.22
2002
2003
2004
2005
2006

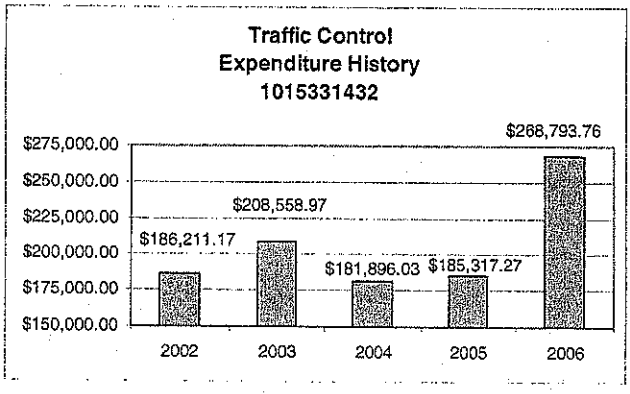

Highway & Street Maintenance
Projected Expenditures
1015331132
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$1,984,525
$1,989,417
$2,039,152
$2,090,113
$2,142,384
2007
2008
2009
2010
2011

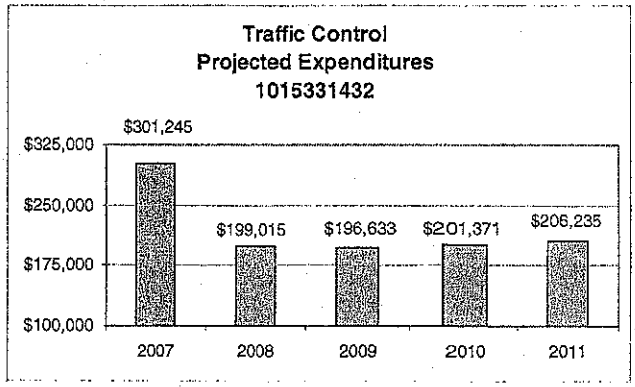

Snow and Ice Control
Expenditure History
1015331232
$850,000.00
$700,000.00
$550,000.00
$400,000.00
$250,000.00
$276,135.94
$526,264.57
$759,769.71
$798,939.68
$408,452.96
2002
2003
2004
2005
2006

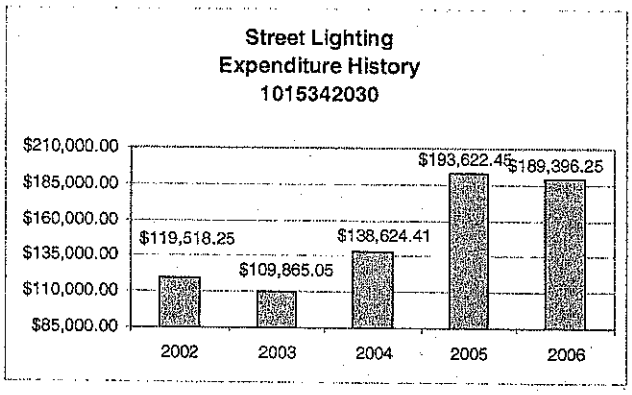

Snow and Ice Control
Projected Expenditures
1015331232
$1,100,000
$800,000
$500,000
$200,000
$652,123
$734,317
$729,838
$753,637
$778,253
2007
2008
2009
2010
2011

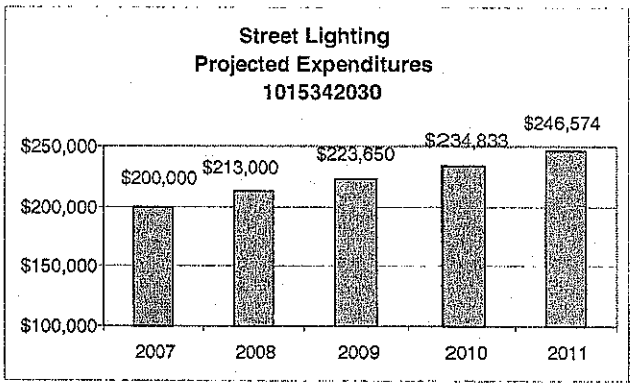

Highway & Street Cleaning
Expenditure History
1015331332
$155,000.00
$140,000.00
$125,000.00
$110,000.00
$95,000.00
$80,000.00
$130,870.10
$115,625.34
$119,742.57
$142,782.03
$131,504.00
2002
2003
2004
2005
2006

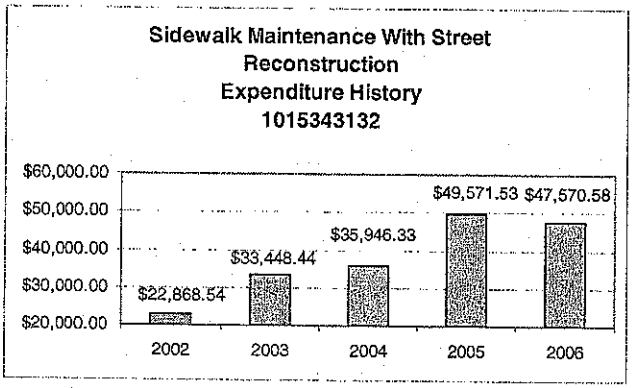

Highway & Street Cleaning
Projected Expenditures
1015331332
$350,000
$275,000
$200,000
$125,000
$50,000
$214,950
$169,877
$176,341
$182,232
$188,328
2007
2008
2009
2010
2011

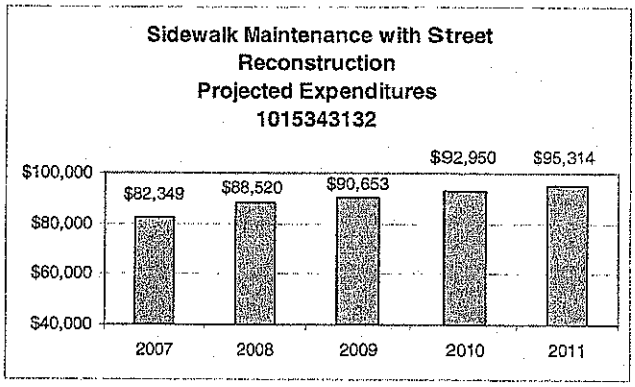

Traffic Control
Expenditure History
1015331432
$275,000.00
$250,000.00
$225,000.00
$200,000.00
$175,000.00
$150,000.00
$186,211.17
$208,558.97
$181,896.03
$185,317.27
$268,793.76
2002
2003
2004
2005
2006

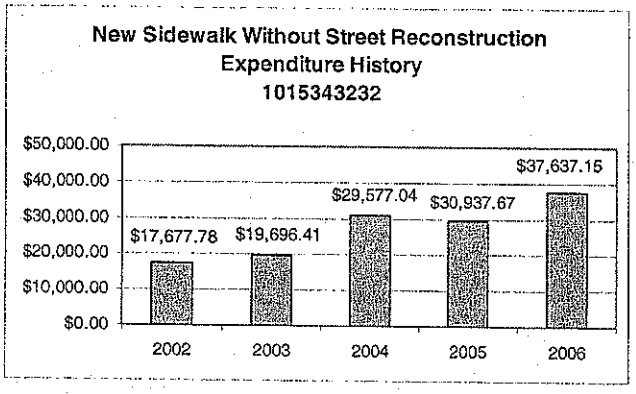

Traffic Control
Projected Expenditures
1015331432
$325,000
$250,000
$175,000
$100,000
$301,245
$199,015
$196,633
$201,371
$206,235
2007
2008
2009
2010
2011

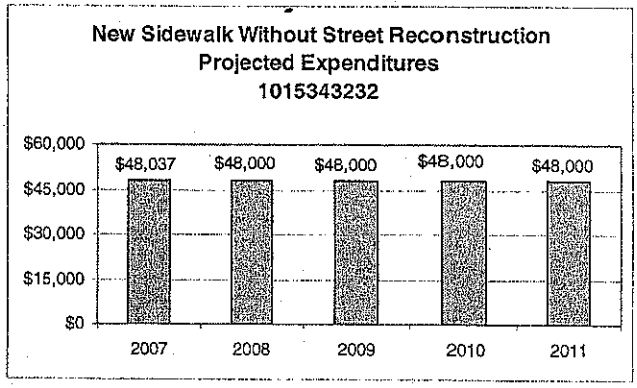

Street Lighting
Expenditure History
1015342030
$210,000.00
$185,000.00
$160,000.00
$135,000.00
$110,000.00
$85,000.00
$119,518.25
$109,865.05
$138,624.41
$193,622.45
$189,396.25
2002
2003
2004
2005
2006

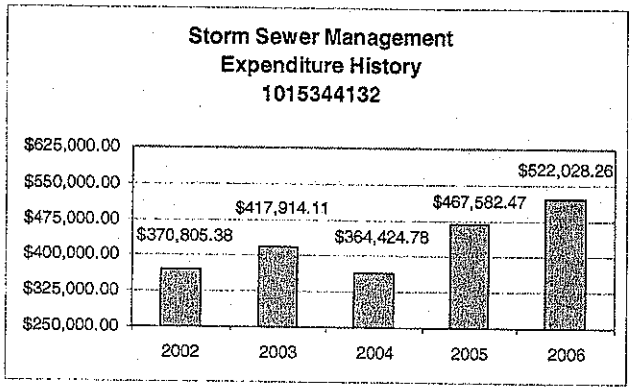

Street Lighting
Projected Expenditures
1015342030
$250,000
$200,000
$150,000
$100,000
$200,000
$213,000
$223,650
$234,833
$246,574
2007
2008
2009
2010
2011

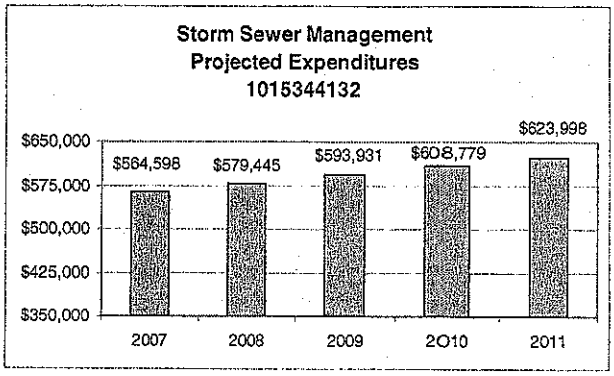

Sidewalk Maintenance With Street
Reconstruction
Expenditure History
1015343132
$60,000.00
$50,000.00
$40,000.00
$30,000.00
$20,000.00
$22,868.54
$33,448.44
$35,946.33
$49,571.53
$47,570.58
2002
2003
2004
2005
2006

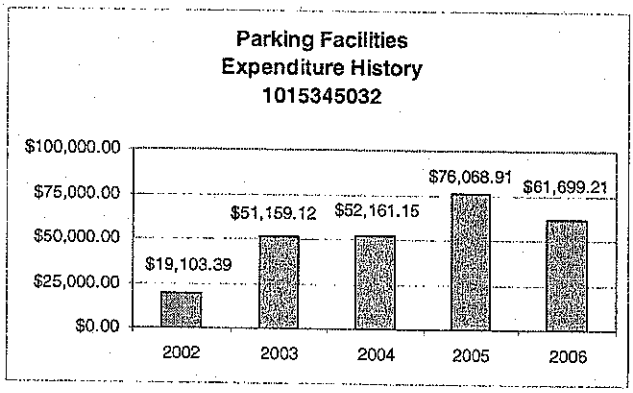

Sidewalk Maintenance with Street
Reconstruction
Projected Expenditures
1015343132
$100,000
$80,000
$60,000
$40,000
$82,349
$88,520
$90,653
$92,950
$95,314
2007
2008
2009
2010
2011

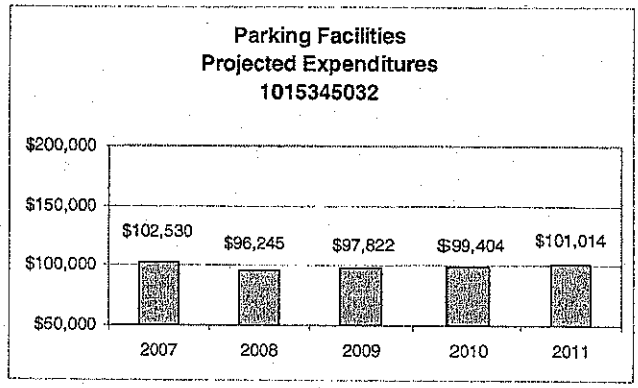

New Sidewalk Without Street Reconstruction
Expenditure History
1015343232
$50,000.00
$40,000.00
$30,000.00
$20,000.00
$10,000.00
$0.00
$17,677.78
$19,696.41
$29,577.04
$30,937.67
$37,637.15
2002
2003
2004
2005
2006

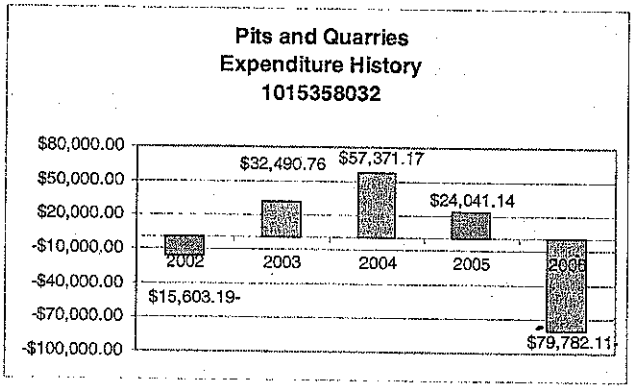

New Sidewalk Without Street Reconstruction
Projected Expenditures
1015343232
$60,000
$45,000
$30,000
$15,000
$0
$48,037
$48,000
$48,000
$48,000
$48,000
2007
2008
2009
2010
2011

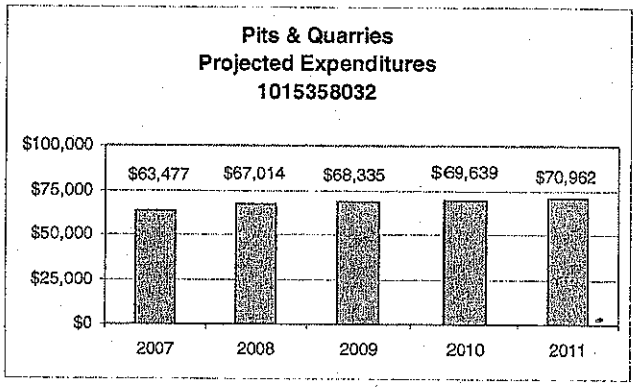

Storm Sewer Management
Expenditure History
1015344132
$625,000.00
$550,000.00
$475,000.00
$400,000.00
$325,000.00
$250,000.00
$370,805.38
$417,914.11
$364,424.78
$467,582.47
$522,028.26
2002
2003
2004
2005
2006

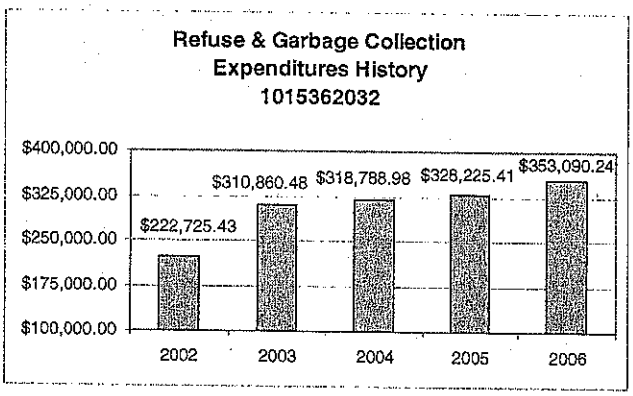

Storm Sewer Management
Projected Expenditures
1015344132
$650,000
$575,000
$500,000
$425,000
$350,000
$564,598
$579,445
$593,931
$608,779
$623,998
2007
2008
2009
2010
2011

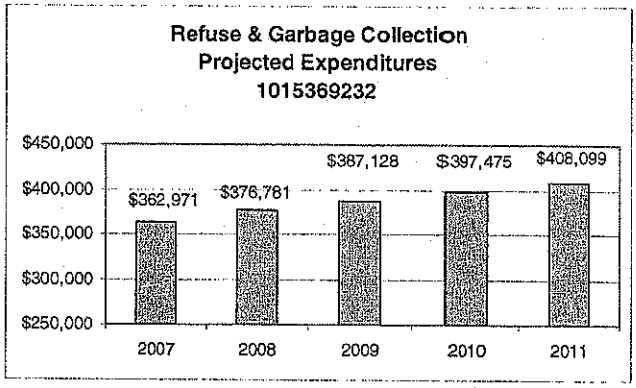

Parking Facilities
Expenditure History
1015345032
$100,000.00
$75,000.00
$50,000.00
$25,000.00
$0.00
$19,103.39
$51,159.12
$52,161.15
$76,068.91
$61,699.21
2002
2003
2004
2005
2006

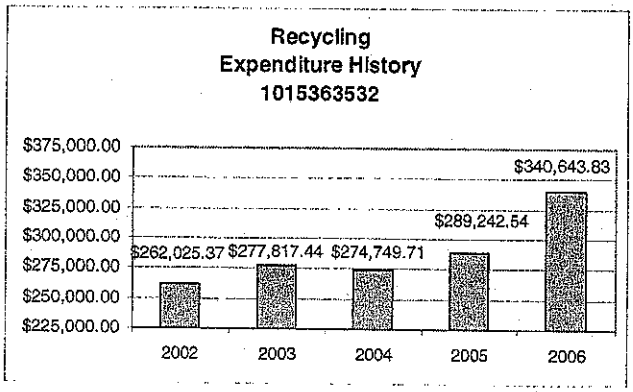

Parking Facilities
Projected Expenditures
1015345032
$200,000
$150,000
$100,000
$50,000
$102,530
$96,245
$97,822
$99,404
$101,014
2007
2008
2009
2010
2011

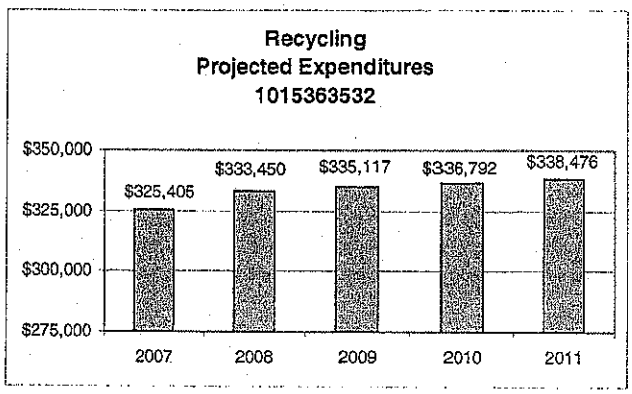

Pits and Quarries
Expenditure History
1015358032
$80,000.00
$50,000.00
$20,000.00
-$10,000.00
-$40,000.00
-$70,000.00
-$100,000.00
$32,490.76
$57,371.17
$24,041.14
$15,603.19-
$79,782.11-
2002
2003
2004
2005
2006

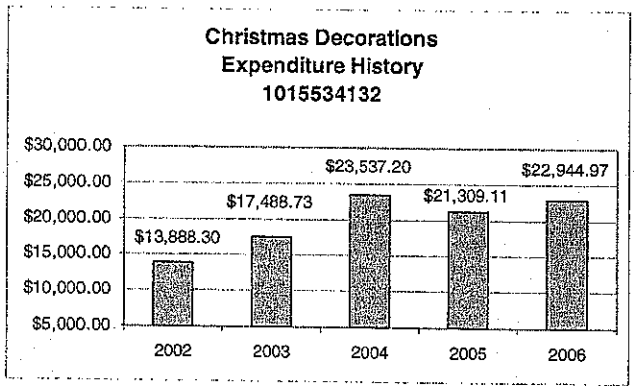

Pits & Quarries
Projected Expenditures
1015358032
$100,000
$75,000
$50,000
$25,000
$0
$63,477
$67,014
$68,335
$69,639
$70,962
2007
2008
2009
2010
2011

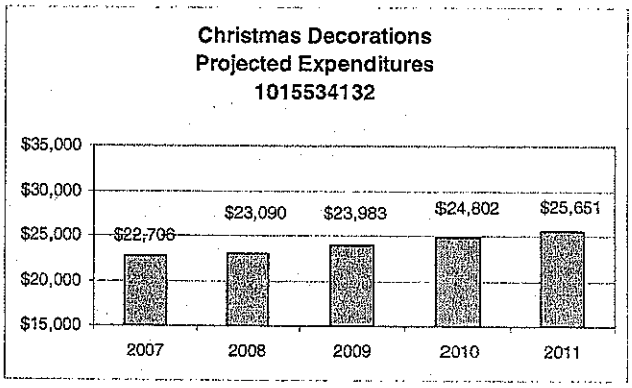

Refuse & Garbage Collection
Expenditures History
1015362032
$400,000.00
$325,000.00
$250,000.00
$175,000.00
$100,000.00
$222,725.43
$310,860.48
$318,788.98
$328,225.41
$353,090.24
2002
2003
2004
2005
2006

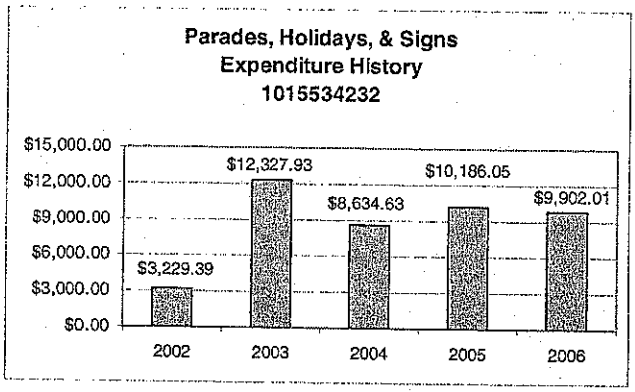

Refuse & Garbage Collection
Projected Expenditures
1015369232
$450,000
$400,000
$350,000
$300,000
$250,000
$362,971
$376,761
$387,128
$397,475
$408,099
2007
2008
2009
2010
2011

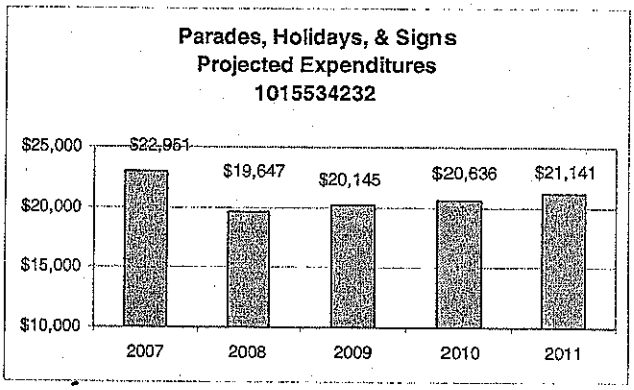

Recycling
Expenditure History
1015363532
$375,000.00
$350,000.00
$325,000.00
$300,000.00
$275,000.00
$250,000.00
$225,000.00
$262,025.37
$277,817.44
$274,749.71
$289,242.54
$340,643.83
2002
2003
2004
2005
2006

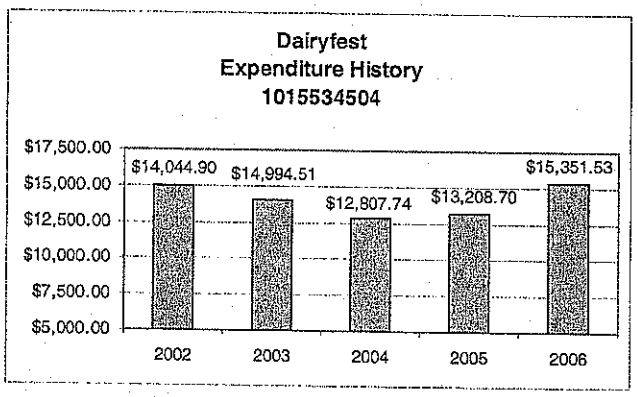

Recycling
Projected Expenditures
1015363532
$350,000
$325,000
$300,000
$275,000
$325,405
$333,450
$335,117
$336,792
$338,476
2007
2008
2009
2010
2011

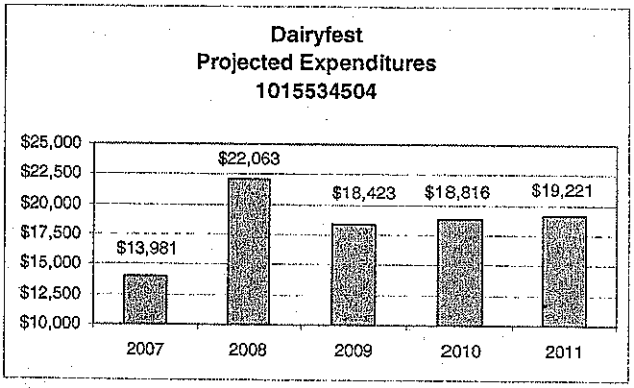

Christmas Decorations
Expenditure History
1015534132
$30,000.00
$25,000.00
$20,000.00
$15,000.00
$10,000.00
$5,000.00
$13,888.30
$17,488.73
$23,537.20
$21,309.11
$22,944.97
2002
2003
2004
2005
2006

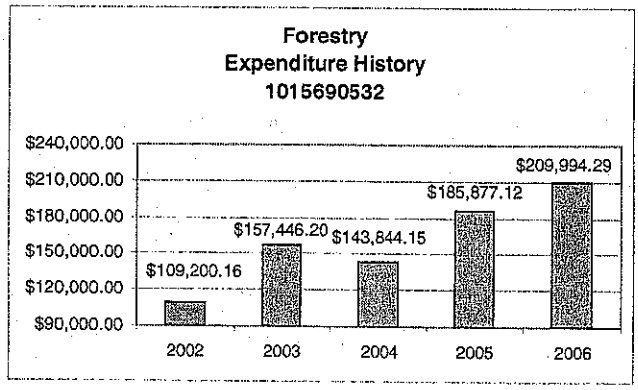

Christmas Decorations
Projected Expenditures
1015534132
$35,000
$30,000
$25,000
$20,000
$15,000
$22,706
$23,090
$23,983
$24,802
$25,651
2007
2008
2009
2010
2011

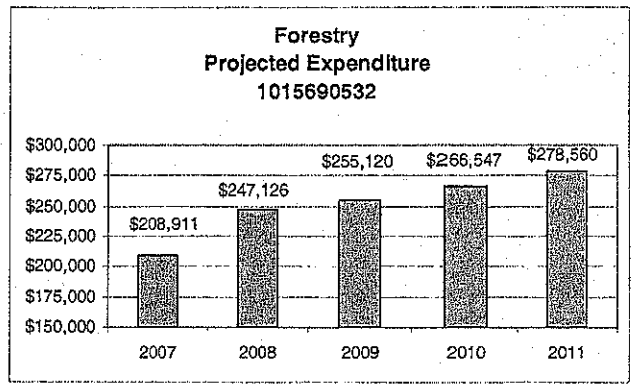

Parades, Holidays, & Signs
Expenditure History
1015534232
$15,000.00
$12,000.00
$9,000.00
$6,000.00
$3,000.00
$0.00
$3,229.39
$12,327.93
$8,634.63
$10,186.05
$9,902.01
2002
2003
2004
2005
2006

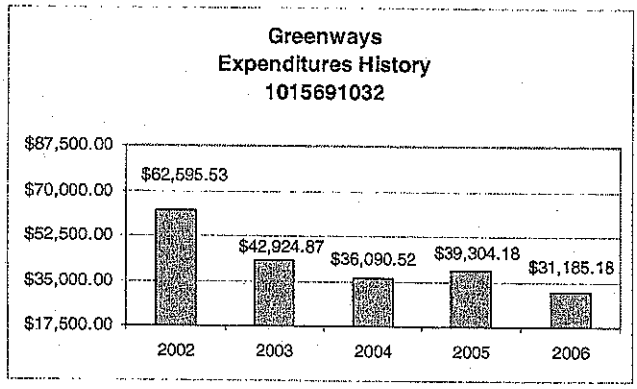

Parades, Holidays, & Signs
Projected Expenditures
1015534232
$25,000
$20,000
$15,000
$10,000
$22,951
$19,647
$20,145
$20,636
$21,141
2007
2008
2009
2010
2011

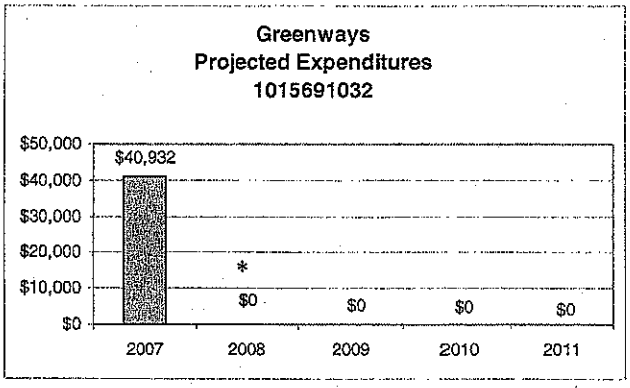

Dairyfest
Expenditure History
1015534504
$17,500.00
$15,000.00
$12,500.00
$10,000.00
$7,500.00
$5,000.00
$14,044.90
$14,994.51
$12,807.74
$13,208.70
$15,351.53
2002
2003
2004
2005
2006


Dairyfest
Projected Expenditures
1015534504
$25,000
$22,500
$20,000
$17,500
$15,000
$12,500
$10,000
$13,981
$22,063
$18,423
$18,816
$19,221
2007
2008
2009
2010
2011









*Combined with Storm Sewer Management budget in 2008

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

STREET DIVISION ADMINSTRTN
1015315032

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	88,391	92,210	92,702	96,349	97,819
52000 Contractual Services	1,258	1,002	1,002	765	765
53000 Supplies and Expense	19,212	20,554	20,554	20,657	20,657
Total Expenditures	**108,861**	**113,766**	**114,258**	**117,771**	**119,241**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

HIGHWAY & STREET MAINTENANCE
1015331132

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	569,401	586,367	640,139	662,340	643,951
52000 Contractual Services	536,504	791,362	793,782	838,259	838,259
53000 Supplies and Expense	366,712	411,780	436,448	394,314	394,314
54000 Building Materials	326,814	96,381	96,381	111,083	111,083
55000 Fixed Charges	15,206	17,775	17,775	1,810	1,810
Total Expenditures	**1,814,637**	**1,903,665**	**1,984,525**	**2,007,806**	**1,989,417**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

SNOW AND ICE CONTROL
1015331232

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	167,374	299,973	272,978	287,954	277,445
52000 Contractual Services	6,583	270	2,085	168	168
53000 Supplies and Expense	177,916	379,525	277,573	376,283	376,283
54000 Building Materials	56,579	126,021	99,487	74,071	74,071
55000 Fixed Charges				6,350	6,350
Total Expenditures	**408,452**	**805,789**	**652,123**	**744,826**	**734,317**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

HIGHWAY & STREET CLEANING
1015331332

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	74,605	135,199	131,502	85,134	85,134
52000 Contractual Services	2,315	26,520	15,916	10,943	10,943
53000 Supplies and Expense	54,584	115,000	67,532	73,800	73,800
Total Expenditures	**131,504**	**276,719**	**214,950**	**169,877**	**169,877**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

TRAFFIC CONTROL
1015331432

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	105,181	90,532	91,765	95,508	95,508
52000 Contractual Services	92,001	27,353	133,104	20,258	20,258
53000 Supplies and Expense	71,609	76,376	76,376	83,249	83,249
Total Expenditures	**268,791**	**194,261**	**301,245**	**199,015**	**199,015**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

STREET LIGHTING
1015342030

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	189,397	200,000	200,000	213,000	213,000
Total Expenditures	**189,397**	**200,000**	**200,000**	**213,000**	**213,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

SIDEWALK MNT & REP W/ST RECO
1015343132

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	20,849	35,019	35,043	30,244	30,244
52000 Contractual Services				5,675	5,675
53000 Supplies and Expense	12,143	28,329	28,346	24,100	24,100
54000 Building Materials	14,576	18,960	18,960	21,001	21,001
55000 Fixed Charges				7,500	7,500
Total Expenditures	**47,568**	**82,308**	**82,349**	**88,520**	**88,520**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

NEW SIDEWALK O/L W/O ST RECO
1015343231

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	7,625	9,641	9,678	13,783	13,783
52000 Contractual Services	29,244	37,839	37,839	34,217	34,217
53000 Supplies and Expense	768	520	520		
Total Expenditures	**37,637**	**48,000**	**48,037**	**48,000**	**48,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

STORM WATER MANAGEMENT
1015344132

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	248,898	258,460	255,413	251,232	229,795
52000 Contractual Services	45,283	39,239	40,028	46,302	73,922
53000 Supplies and Expense	168,460	183,296	183,296	186,293	194,729
54000 Building Materials	53,099	73,888	73,888	66,553	68,128
55000 Fixed Charges	6,287	11,973	11,973	12,871	12,871
Total Expenditures	**522,027**	**566,856**	**564,598**	**563,251**	**579,445**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PARKING FACILITIES
1015345032

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	3,318	4,738	4,738	4,123	4,123
52000 Contractual Services	55,211	92,319	92,319	85,630	85,630
53000 Supplies and Expense	2,496	4,373	4,373	4,342	4,342
54000 Building Materials	674	1,100	1,100	2,150	2,150
Total Expenditures	**61,699**	**102,530**	**102,530**	**96,245**	**96,245**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PITS AND QUARRIES
1015358032

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	6,199	7,563	7,620	8,097	8,097
52000 Contractual Services	48,222	43,000	44,303	46,800	46,800
53000 Supplies and Expense	4,606	9,551	5,879	5,872	5,872
54000 Building Materials	(138,810)	5,675	5,675	6,245	6,245
Total Expenditures	**(79,783)**	**65,789**	**63,477**	**67,014**	**67,014**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

REFUSE & GARBAGE COLLECTION
1015362032

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	353,090	362,952	362,971	376,781	376,781
Total Expenditures	**353,090**	**362,952**	**362,971**	**376,781**	**376,781**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

RECYCLING
1015363532

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	58,770	54,764	54,902	58,038	53,594
52000 Contractual Services	237,007	244,344	244,344	253,086	253,086
53000 Supplies and Expense	44,867	27,650	23,659	24,270	24,270
57000 Grants Contrib Indm & Other		2,500	2,500	2,500	2,500
Total Expenditures	**340,644**	**329,258**	**325,405**	**337,894**	**333,450**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CHRISTMAS DECORATIONS
1015534132

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	9,354	12,202	12,180	12,245	12,245
53000 Supplies and Expense	13,591	10,526	10,526	10,845	10,845
Total Expenditures	**22,945**	**22,728**	**22,706**	**23,090**	**23,090**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PARADES, HOLIDAYS, AND SIGNS
1015534232

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	2,818	5,550	5,551	5,768	5,768
52000 Contractual Services	4,136	6,332	7,308	6,721	6,721
53000 Supplies and Expense	2,288	6,975	10,092	7,158	7,158
54000 Building Materials	661				
Total Expenditures	**9,903**	**18,857**	**22,951**	**19,647**	**19,647**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
05:09 PM

DAIRYFEST
1015534504

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	12,555	14,278	11,783	14,769	14,769
52000 Contractual Services					2,000
53000 Supplies and Expense	2,797	5,161	2,198	5,294	5,294
Total Expenditures	**15,352**	**19,439**	**13,981**	**20,063**	**22,063**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FORESTRY
1015690532

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	95,327	113,432	113,650	111,176	111,176
52000 Contractual Services	9,855			36,000	36,000
53000 Supplies and Expense	104,383	85,225	85,300	89,425	89,425
54000 Building Materials	430	500	500	525	525
58000 Capital Outlay		10,000	9,461	10,000	10,000
Total Expenditures	**209,995**	**209,157**	**208,911**	**247,126**	**247,126**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

GREENWAYS
1015691032

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	12,321	2,744	2,820	2,014	
52000 Contractual Services	37	27,145	27,145	27,620	
53000 Supplies and Expense	18,827	9,450	9,467	8,436	
54000 Building Materials		1,500	1,500	1,575	
Total Expenditures	**31,185**	**40,839**	**40,932**	**39,645**	

Airport

MUNICIPAL AIRPORT
101-53510/53511

MISSION STATEMENT:

The mission of the Marshfield Municipal Airport is to provide and maintain a safe, user friendly, and well-maintained airport for all business and private aircraft. This includes maintaining and improving lighting and landing systems, runways, taxiways, and ramps, mowing and brush control, snow removal and a smiling face to greet and help airport visitors and users. Constant improvements and upkeep are not only good investments at the airport, but are investments in the future of the city's growth. An efficient, appealing airport is an incentive for local businesses to remain and continue to expand in Marshfield. New businesses looking to expand to/or relocate in our local area may require an efficient airport at any location they may consider. The airport helps to improve Marshfield's economic growth.

WORK PROGRAM:

A. Grounds
   1. Mow for weed, grass, and brush management
   2. Prompt snow removal
   3. Maintain and improve landing and lighting systems
   4. Ramp reconstruction, crack filling Runway 16-34, and possible seal coating of Runway 16-34.

B. Building and Equipment Maintenance
   1. Maintain and improve all city owned buildings
   2. Maintain and upgrade grounds equipment

C. Governmental
   1. Work closely with governmental units and personnel to obtain maximum help and efficiency from federal, state, county, and local agencies

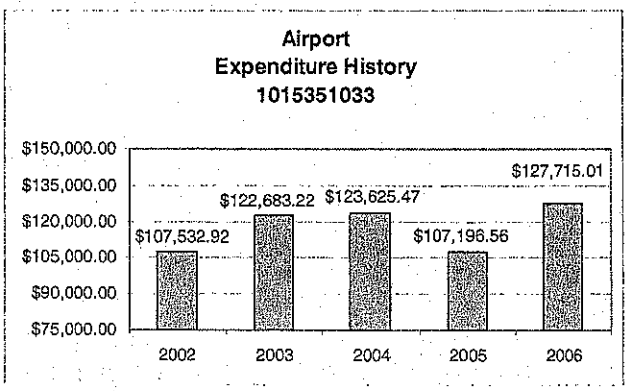
PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

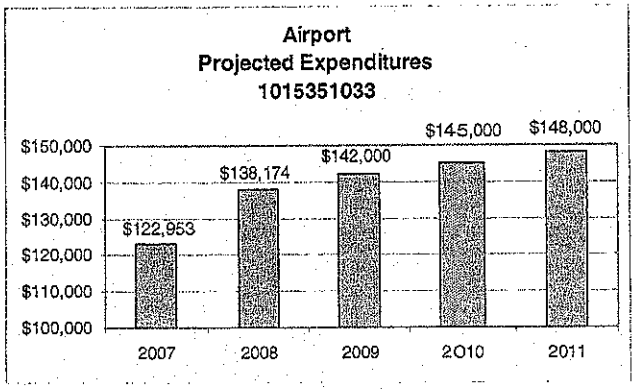
The recommended 2008 budgets for the Airport total $154,441, an increase of $17,133 or 12.47% over the 2007 combined budgets of $137,308. Almost all of this increase comes from contractual services ($16,106). Within contractual services costs have increased as a result of the new airport terminal building, snow removal on a larger parking lot and normal inflationary increases. Estimated revenue to support airport operations is $35,378 in 2008. These revenues are from leases/rents, county aid, and fuel flow fees. The remaining budget is funded by tax levy.

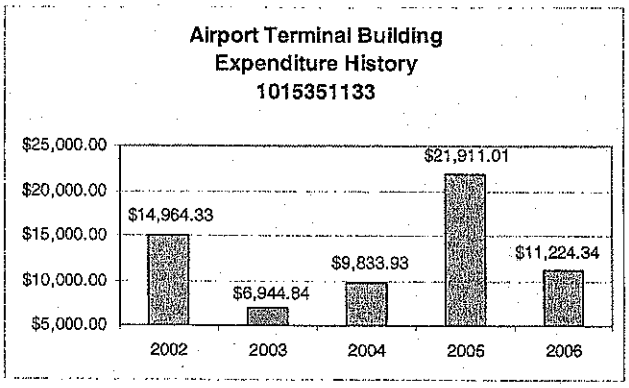
SCHEDULE OF DEPARTMENT EXPENDITURES:

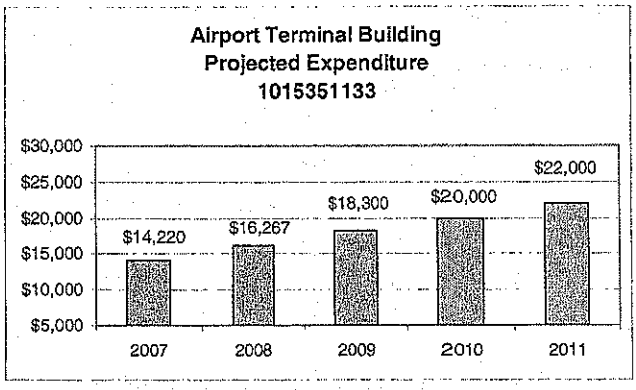
Cost Center	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Airport Operations	$127,715	$123,088	$122,953	$138,174
Terminal Building	11,224	14,220	14,220	16,267
Total	$138,939	$137,308	$137,173	$154,441

GRAPHS:


Airport
Expenditure History
1015351033
$150,000.00
$135,000.00
$120,000.00
$105,000.00
$90,000.00
$75,000.00
$107,532.92
$122,683.22
$123,625.47
$107,196.56
$127,715.01
2002
2003
2004
2005
2006


Airport
Projected Expenditures
1015351033
$150,000
$140,000
$130,000
$120,000
$110,000
$100,000
$122,953
$138,174
$142,000
$145,000
$148,000
2007
2008
2009
2010
2011


Airport Terminal Building
Expenditure History
1015351133
$25,000.00
$20,000.00
$15,000.00
$10,000.00
$5,000.00
$14,964.33
$6,944.84
$9,833.93
$21,911.01
$11,224.34
2002
2003
2004
2005
2006


Airport Terminal Building
Projected Expenditure
1015351133
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$14,220
$16,267
$18,300
$20,000
$22,000
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

AIRPORT
1015351033

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	114,189	106,913	107,403	120,972	120,972
53000 Supplies and Expense	3,330	5,918	5,868	6,850	6,850
55000 Fixed Charges	10,196	10,257	9,682	10,352	10,352
Total Expenditures	**127,715**	**123,088**	**122,953**	**138,174**	**138,174**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

AIRPORT TERMINAL BUILDING
1015351133

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	11,186	12,470	12,520	14,517	14,517
53000 Supplies and Expense	38	1,750	1,700	1,750	1,750
Total Expenditures	**11,224**	**14,220**	**14,220**	**16,267**	**16,267**

Aging

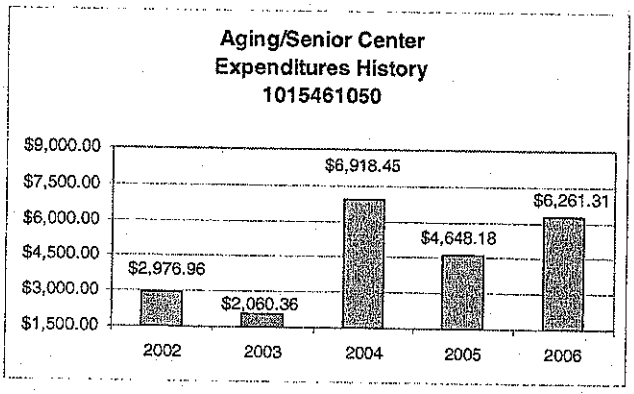
AGING/SENIOR CENTER
1015461050

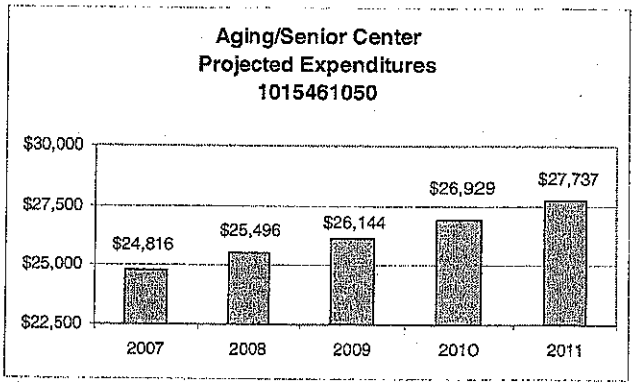
BUDGET SUMMARY:

The recommended 2008 budget for the Aging cost center is $25,496, which is an increase of $692, or 2.7% above the 2007 budget of $24,804. The majority of this increase is for new ceiling tile and hallway lights ($800). This budget is partially offset by revenue ($1,416) generated from fitness classes, golf lessons, vending and facility rental. The balance of the budget is funded by tax levy.

This budget also finances certain program costs associated with operation of the Marshfield Senior Community Center at First and Maple Streets.

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

AGING/SENIOR CENTER
1015461050

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	4,609	5,834	5,846	6,284	6,284
52000 Contractual Services	1,579	17,545	17,545	16,956	16,987
53000 Supplies and Expense	73	1,425	1,370	2,225	2,225
54000 Building Materials			15		
55000 Fixed Charges			40		
Total Expenditures	**6,261**	**24,804**	**24,816**	**25,465**	**25,496**

Cemetery

HILLSIDE CEMETERY
1015491051

MISSION STATEMENT:

The mission of the Hillside Cemetery is to assist with interments; provide care and maintenance of the grounds and equipment; maintain accurate records; and serve as a resource for individuals seeking locations of burial sites of loved ones. The Cemetery also strives to continue to look for ways to narrow the gap between operating revenues and expenditures to minimize the property tax subsidy for operations.

SERVICES AND WORK PROGRAMS:

1. Interment Services

   A. Cleans and maintains the Vaughn-Hansen Chapel
   B. Digs graves as requested and authorized
   C. Levels sites and brings grounds back to original condition as soon as possible

2. Provides Care and Maintenance of Grounds/Equipment

   A. Mows lawns and removes snow on roads and sidewalks
   B. Levels sites
   C. Resods and/or reseeds as needed to maintain an attractive grass cover
   D. Prunes trees and trims shrubs as needed
   E. Maintains machinery

3. Maintains Records

   A. Keeps an accurate record of sites sold or available for sale
   B. Shows and sells sites to prospective buyers
   C. Records and plats interments

4. Resource/Family Assistance

   A. Provides information to individuals on locations of interments

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for Hillside Cemetery totals $145,676, a decrease of $5,325 or 3.5% from the adopted 2007 budget of $151,001. The majority of this decrease is due to equipment replacement ($10,900) which was budgeted in 2007 but not included in the 2008 budget request. Personnel costs increased by $5,362. Additionally, $111,660 in revenue from cemetery operations and interest income is anticipated to finance activities of this operating budget. The remaining budget is funded by tax levy.

COST SAVING MEASURES:

- 2000 – We changed the work procedures to perform mowing and trimming in a more efficient manner. By making these changes we eliminated the need for two seasonal personnel, saving the city $8,400 in labor per year.
- 2002 – The Cemetery purchased a used pick up truck for $8,600 instead of a new truck costing $16,500, saving $7,900.
- 2004 – Due to the weather in 2004 the Cemetery was able to save 652 seasonal labor hours, or $5,216 by sending staff home when they weren't needed. The Cemetery also made the decision not to replace the bobcat every five years, but to go with a ten-year replacement. This will save the city $9,000 in equipment replacement with the additional five year period.
- 2006 - With upgrading our lawn mowing equipment and again adjusting our procedures, the cemetery eliminated the need for one more seasonal person. Since the 2000 budget the cemetery has eliminated three seasonal positions, at a cost saving of $5,309 per person.

SCHEDULE OF DEPARTMENT EXPENDITURES:

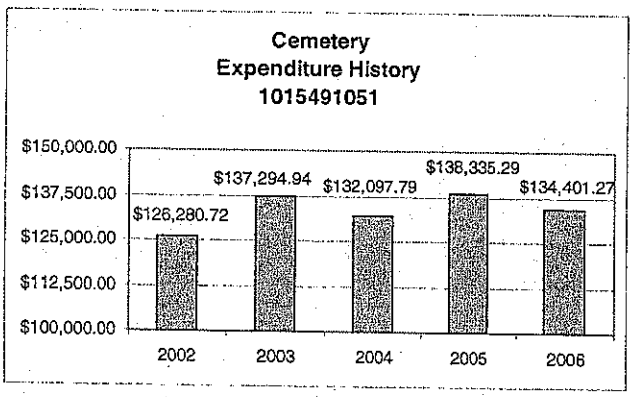
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$134,403	$151,001	$149,514	$145,676

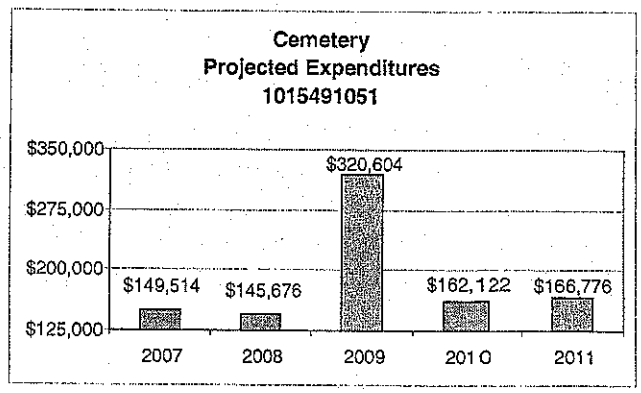
DEPARTMENT STAFFING (FTE):

Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Cemetery Sexton	B/3/1*	1.0	1.0
Laborer	B/2/1*	1.0	1.0
Total		2.0	2.0*

* Non-Represented

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CEMETERY
1015491051

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	118,494	123,537	123,863	128,899	128,899
52000 Contractual Services	10,940	7,038	6,944	7,104	7,104
53000 Supplies and Expense	4,889	8,161	6,475	8,308	8,308
54000 Building Materials		717	717	717	717
55000 Fixed Charges	80	648	600	648	648
58000 Capital Outlay		10,900	10,915		
Total Expenditures	**134,403**	**151,001**	**149,514**	**145,676**	**145,676**

Library

PUBLIC LIBRARY
1015511060

MISSION STATEMENT:

Marshfield Public Library provides citizens in the Marshfield area with a comprehensive collection of books and other media that record human knowledge, ideas and culture. The library's main objectives are to organize materials in an easily accessible manner, to provide qualified staff to offer guidance and encouragement in use of materials and to make the library a reliable source of information and reference.

LIBRARY ROLES:

On September 16, 1986 the Board of Trustees adopted the following roles, in priority order, for the Marshfield Public Library. The roles were reviewed and reconfirmed on April 12, 1994 and again on June 14, 2005, when minor revisions were made.

A POPULAR MATERIALS CENTER provides materials of recognized quality to persons of all ages for reading, viewing, and listening. The library features current, high-demand, high-interest materials in a variety of formats for persons of all ages. *(658 people cross the library threshold each day. In 2006, they checked out 407,833 items. This is an average of 113 items each hour the library was open.)*

A REFERENCE CENTER provides library users with convenient, timely access to information needed for daily living and decision-making. The library actively provides timely, accurate, and useful information for community area residents in their pursuit of job-related and personal interests. The library also promotes on-site, electronic and telephone reference/information services to aid users in locating needed information. *(Last year questions were answered for 30,995 people. Standing in a line starting at our Reference Center and heading north on State Highway 13, requestors would reach 2 miles beyond Spencer for a total of 11.73 miles.)*

AN INDEPENDENT LEARNING CENTER provides materials and services for adults to pursue such endeavors as citizenship education, cultural interests, job-related competencies, and self-improvement. The library supports individuals of all ages pursuing a sustained program of learning independent of any education provider. *(Library workstations were used 202 times each day for a total of 69,793 times and 4,061 microfilm reels were viewed.)*

As secondary priorities the library adopts the secondary, but still important roles of:

A PRESCHOOL CHILD'S DOOR TO LEARNING provides materials, child and parent services, and programs to enhance an interest in books and learning. *(6,645 children attended 191 library programs in 2005. Those children would form a "constantly moving line" 2.52 miles long – from the library to Wildwood Zoo.)*

A FORMAL EDUCATION SUPPORT CENTER works closely with educational institutions in the Marshfield area to share resources and assist students with their library needs. *(Librarians provided exam proctoring for 50 individuals in 2005.)*

The library provides community meeting rooms, programs, and information, and assists patrons with their scholarly research through interlibrary loan service. However, the library roles of: COMMUNITY

CENTER, COMMUNITY INFORMATION CENTER, and SCHOLARLY RESEARCH CENTER, currently receive the lowest priority.

WORK PROGRAMS:

1. **Circulation**
2. **Collection Development**
3. **Direct Services to the Public**
4. **Administration**

1. **Circulation:** Circulation involves all processes and procedures related to the use of materials outside of the library by City and Town of McMillan residents, area residents covered under South Central Library System and Wood County contracts, and subscriptions for residents/households in Marathon and Clark counties. Circulation includes the following:

   a. Charging and Discharging Items: Checking out and tracking all materials lent to library users and clearing these records when materials are returned. *(Last year, total circulation was 407,833.)*

   b. Collection Maintenance: Shelving, re-shelving, filing and refiling of library materials in their appropriate location. Collection maintenance also entails keeping materials in order on the shelves.

   c. Deposit Collections: Preparing collections of materials used in schools, health care facilities, other public libraries in Wood County and senior citizen housing. *(40 deposits were shared in 2006.)*

   d. Overdues/Delinquent Records: Maintaining accurate records and issuance of notices that are necessary to collect fines and/or charges related to material use. Also entails working with a collection agency on difficult cases. *(4,972 overdue or billing notices were sent to cover 10,813 items.)*

   e. Registration: Recording of basic information about individuals who wish to borrow materials from the library and the maintenance of such records.

   f. Reports: Tracking and preparing reports reflecting circulation to the variety of areas that we serve.

2. **Collection Development:** Based upon the library's mission statement, the roles adopted, and the Materials Selection Policy, materials are selected, ordered, processed and made readily available for the library user. Collection development includes the following:

   a. Selection: Involves choosing materials that support the roles adopted by the library according to the criteria set forth in the Marshfield Public Library's Material Selection Policy. *(At year end, there were 152,614 items owned.)*

   b. Acquisitions: This is the process of acquiring materials intended for public use. Involves organized methods of ordering and receiving materials. *(15,978 items were added in 2006.)*

   c. Cataloging: Includes organizing and classifying materials according to accepted library science practices that assures the public will be able to readily locate items owned by the library.

   d. Processing: Includes processes such as jacketing, bar-coding, affixing labels, and other tasks that prepare the physical book or item for public use.

e. Weeding: Involves the removal of materials from the collection that are no longer useful according to the criteria set forth in the Material Selection Policy and Weeding/Inventory Plan. *(23,212 items were withdrawn in 2006.)*

f. Inventory: Involves the maintenance of a database file (collection inventory based on location) of all collection materials owned by the library.

g. Upkeep: Includes adjustments to database, repairing material in-house and sending materials to the bindery for more extensive repair or initial binding.

3. Direct Services to the Public.

a. Reference/Information Service: Involves the reference interview process, the location of information for library users and assisting them in the use of the library's informational resources. *(30,955 questions were answered in 2006.)*

b. Interlibrary Loan: Interlibrary loan is both a service and a process. It entails acquiring information or materials for local library users from other libraries in the area, the state, and the nation. *(4,063 items were borrowed from other libraries and 557 items were lent to other libraries.)*

c. Library Instruction: Includes formal and informal training for the public, which will assist them in using the library more effectively. Library instruction is provided for adults and children and happens as a part of a tour, a class visit, and/or daily on a one-to-one basis. It may include instruction on use of a particular item in the collection, use of reference collection, Internet, microfilm reader/printers, etc.

d. Reader's Advisory Service: Involves the recommendation of specific items or authors to library users based on knowledge of the library collection and the reader's interests.

e. Programming includes activities for adults and children that are educational, informational or cultural in nature. Programs are meant to enhance the library's role as an information source and to promote library collections. *(6,645 children attended 191 children's programs in 2006.)*

f. Extension Service: Includes any service that makes the resources of the Marshfield Public Library accessible to people who would otherwise be unable to use them. Examples include deliveries to the homebound, and the provision of deposit collections to various organizations.

g. Exhibits: Involves exhibits and displays of educational or informational interest to the public, both adults and children.

h. Creation of Catalogs, Databases, Indexes, and Finding Tools: Includes the creation of information that helps users to make the best use of library owned resources. Includes in-house databases and reading lists as well as Internet access to our catalog.

4. Administration: The function of administration is the managing of the library's resources in an effective and efficient manner. Administration is responsible for obtaining the resources necessary to accomplish our mission and objectives. It is also responsible for supporting library services to the citizens of Marshfield and the Town of McMillan as well as surrounding areas that we contract to serve. Administration involves the following components:

a. Finance and Accounting: Includes the preparation and presentation of the library's budget request, careful monitoring of the expenditures and the maintenance of such records as are

needed to demonstrate wise use of funds. This responsibility is to the Library Board of Trustees, Marshfield Common Council, Town of McMillan Board, Wood County Board of Supervisors, Wood County Library Board, South Central Library System, State of Wisconsin and the public.

b. Maintenance: Includes keeping the facility and property safe and clean for the use of the public and for the staff, maintaining equipment and keeping the building functioning by performing preventative maintenance, cleaning and repair services.

c. Personnel: Includes hiring personnel, assigning duties, overseeing training and continuing education of employees, evaluating staff performance, disciplining staff as required, administering personnel policies and maintaining appropriate records.

d. Planning: Includes a continuous cycle of evaluation, information gathering, goal and objective setting, developing strategies, establishing priorities and implementing services. The process is guided by the Director but involves the public, the staff, and the Board. Each year the library staff and Board develop a five-year plan to guide development and set goals and objectives.

e. Technology: Includes management of the Dynix library system, staff LAN (local area network), public LAN, HVAC computer system and planning. Includes all ancillary areas to enhance operations of the systems such as Internet connections, a connection with the City system, cabling, communications lines, communication protocols, purchase of computers and peripherals. Each year, in order to ensure that we can have access to the special rates for a T-1 line, we develop a three-year technology plan. The plan then serves multiple purposes, ensuring the grant rate and providing a clear pathway for technology development in the Library.

f. Public Relations: Involves communicating the services and resources to the public and encouraging maximum use of the library.

g. Security: Includes such services as are needed to assure the safety of library users and staff, and the protection of the investment made by the public in library facilities, equipment and materials.

h. Marketing: Includes the negotiation for provision of library service to residents of Marathon and Clark counties, promotion of subscription charges, and obtaining funding for serving out-of-county residents who are not part of our library system area.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 Library budget is $1,376,806, a decrease of $22,744, or 1.6% below the 2007 budget of $1,399,550. Personnel costs increased $57,728 but were offset by a reduction in capital outlay costs of $87,447. Other expenditures are typical for this kind of activity.

Over 76% of this budget is funded by tax levy; the balance of the budget is offset by revenue from Wood and Clark Counties, the Town of McMillan, the South Central Library System and subscription fees from Marathon County residents.

Recommended 2008 capital outlay purchases include the following:

1 Lawn tractor	$ 3,600
1 Carpet extractor	9,600
Total	$13,200

In the past two years, the Library has explored many things to position itself for this budget session.

1. Fines for overdue material were increased
2. Subscription fees for Clark and Marathon County users are adjusted annually to reflect the actual cost of service.
3. Many of the library material budgets have been reduced to held steady.
4. Maintenance contracts have been modified.
5. Building and library supply vendors have been aggressively sought to decrease operating expenses.
6. Fees are charged for internet use by those ineligible for a card and out-of-state visitors.
7. Internet management software was installed to minimize the amount of staff time required to manage public Internet use.
8. Installation of print management software to increase revenue from Internet printing is planned.
9. Comparison shopping is standard for equipment purchases.
10. Collaborative purchases and service delivered by the South Central Library system minimize our costs. Our membership in the system brings us over $265,000 in services.

COST SAVINGS MEASURES:

HVAC (Heating, ventilating and air conditioning) – computer controlled systems set seasonal temperatures for savings when the library is closed.

- In 2006, under $10,695 in gas heated our 36,700 square foot building.

Lighting – high efficiency lighting installed in June 2007 – estimates are 25-30% better efficiency, but we do not have enough data yet.

Wood County payment for service provided to county residents without a library.

- $1,173,049 in revenue 2000-2007.

Joint Library with Town of McMillan – 2000

- $519,796 in revenue 2000 – 2007

Marathon County (2000 to present) & **Clark** (2000-2005) **Subscription fees** instituted in 1996

- $80,387 in revenue 2000-2007

Clark County reimbursement for service provided to county residents without a library

- $10,155 (new in 2008)

Fines and fees increased

- $ 281,087 in total fine and fee revenue 2000-2007 (Fine rates increased in 2002)

Internet user fees for non-residents and others ineligible for a library card – 2004 -2007

- $1,871 in revenue 2004 to date

Public Phone use fees – 2004-2006 (Judged to be an unsuccessful revenue source and a barrier for people with special needs. Board action eliminated this fee starting in July 2006)

- $1,212 in revenue 2004 to 2006

Delivery Service – two days provided by South Central Library System and one day provided by Wood County

- $29,423 in service paid for by others from 2000 – 2007

Wood County Library Tax Exemption 2000 – 2007

- $2,314,954 not paid by city residents to Wood County for library taxes

Grants from South Central Library System, Federal and WI Humanities Council

- $46,569 approximate total 2000 - 2007

Marshfield Public Library Foundation paying on land contract

- Payments 2002-2007 total $19,391

Internet Management Software installed September 2003 to bring greater efficiency

- Users went from 66 per day in 2001 to 202 Internet users per day in 2006

South Central Library System (SCLS)

- Collaborative purchases and services delivered by SCLS minimize our costs. Membership in the system brings us over $265,000 in services, including 16 electronic resources.
- Saved $9,000 in 2003 by using the SCLS Building Consultant.

Reconfigured staff – minimizing liability for rapidly increasing benefits, while bringing greater scheduling flexibility.

Library Systems Analyst – by hiring an IT specialist we are able to save programming, software and hardware maintenance and purchase replacement PCs at more competitive prices in a downward trend that shows in the difference between these costs in 2002 and 2007. Switching to network laser printers also saved printer replacement & toner costs.

	2002	2006
Contracted Programming	$19,450	$ 600
Dynix Hardware & Software Maintenance	$20,683	$17,754
Staff travel changes due to web & videoconferencing	$ 9,727	$ 3,899
PC Replacement Cost Each	$ 1,300	$ 816
Total	$51,160	$23,069

Director's travel - American Library Association Annual Conference eliminated - approx. $2,000 saved 2004 – 2005.

Delayed projects – Replacement of carpeting, a security system and roof replacement were delayed to meet budget and CIP parameters in previous years.

SCHEDULE OF DEPARTMENT EXPENDITURES:

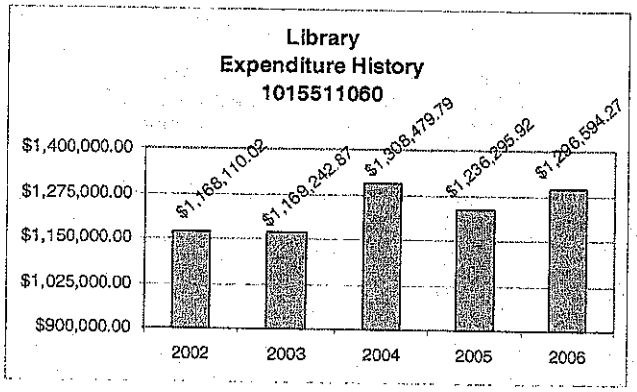
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$1,296,594	$1,399,550	$1,434,981	$1,376,806

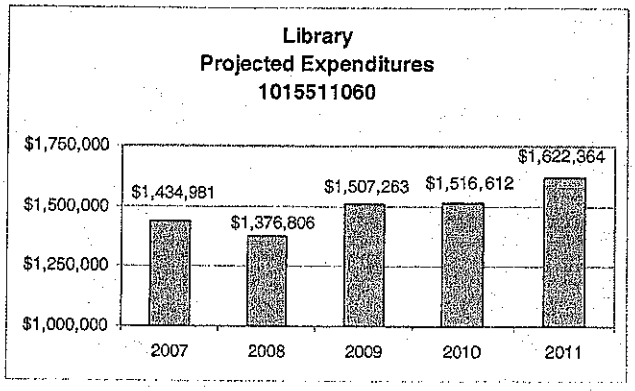
DEPARTMENT STAFFING (FTE):

Position Title	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Library Director	M-3 Library Plan	1.0	1.0
Librarian II	M-2 Library Plan	1.0	1.0
Librarian I	M-1 Library Plan	2.0	2.0
Lib. System Analyst	M-1 Library Plan	1.0	1.0
Custodian	12 – Library MN Plan	1.0	1.0
Library Asst. III/Admin Asst.	5- Library NM Plan	1.0	1.0
Library Asst. II	4 – Library NM Plan	3.25	3.25
Library Asst. I	3 – Library NM Plan	.48	.48
Lib. Spec. III	8 – Library NM Plan	5.25	5.25
Lib. Spec. I	6 – Library NM Plan	3.5	3.5
Total		19.48	19.48

NM Plan: Non-Management Pay Plan

GRAPHS:


Library
Expenditure History
1015511060
$1,400,000.00
$1,275,000.00
$1,150,000.00
$1,025,000.00
$900,000.00
$1,168,110.02
$1,169,242.87
$1,308,479.79
$1,236,295.92
$1,296,594.27
2002
2003
2004
2005
2006


Library
Projected Expenditures
1015511060
$1,750,000
$1,500,000
$1,250,000
$1,000,000
$1,434,981
$1,376,806
$1,507,263
$1,516,612
$1,622,364
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

LIBRARY
1015511060

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	901,221	943,466	947,007	1,001,194	1,001,194
52000 Contractual Services	113,149	118,226	114,023	118,983	118,983
53000 Supplies and Expense	243,012	221,874	253,136	228,447	228,447
55000 Fixed Charges	15,100	15,109	15,437	14,982	14,982
56000 Debt Service	2,737	228	228		
58000 Capital Outlay	21,375	100,647	105,150	13,200	13,200
Total Expenditures	**1,296,594**	**1,399,550**	**1,434,981**	**1,376,806**	**1,376,806**

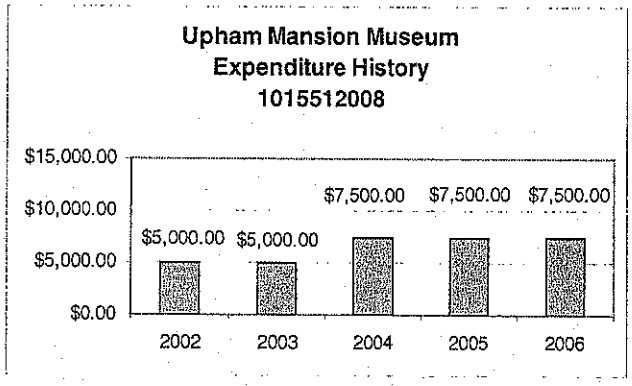
UPHAM MANSION
1015512008

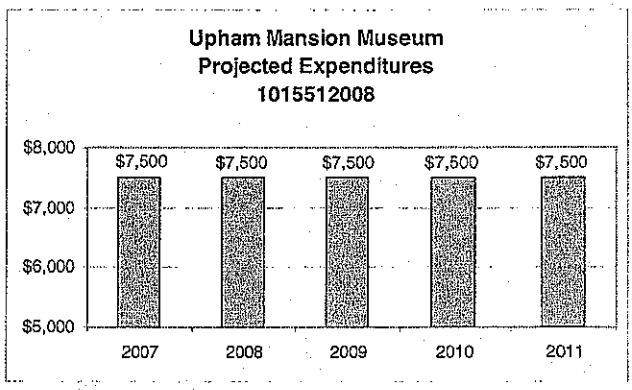
SUMMARY:

The recommended 2008 City appropriation to the Upham Mansion is $7,500, which is the same as the 2007 budget.

The restored home of former Wisconsin Governor William Henry Upham, the mansion is listed on the National Register of Historic Places and serves as a center of program activity for the North Wood County Historical Society.

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

UPHAM MANSION MUSEUM
1015512008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
57000 Grants Contrib Indm & Other	7,500	7,500	7,500	7,500	7,500
Total Expenditures	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**

Parks/Recreation Education

PARKS AND RECREATION DEPARTMENT SUMMARY

MISSION STATEMENT:

The Marshfield Parks & Recreation Department is a service organization dedicated to providing quality recreation opportunities for the citizens of Marshfield that are both accessible and affordable and to plan, promote, acquire, develop, and maintain parks and recreation facilities to enhance the City of Marshfield and meet the recreational needs of the community.

SERVICES AND WORK PROGRAMS:

A. Administration

Provide an efficient, well-trained staff to administer parks and recreation services as a direct provider and as a facilitator.

- Provide information and referral services on various community leisure services.
- Analyze community interests and needs in order to develop programs and facilities.
- Schedule and coordinate use of Parks and Recreation Department facilities.
- Market and publicize community parks and recreation services.
- Cooperate with organizers of community wide activities and events sponsored by community/civic organizations.
- Maintain communications and foster support (financial and volunteer) from area organizations, businesses, and individuals.
- Provide a quality youth swim lesson program, for residents of Marshfield, in the most cost-effective manner.
- Solicit, train, and coordinate volunteers to assist with department programs, special events, and facility maintenance.
- Provide management services associated with maintenance, utilization, and development of city owned properties at the fairgrounds. Attend Fair Commission meetings.
- Provide leadership and direction to implement orderly and planned development of new city leisure facilities and the renovation of existing facilities.
- Effectively manage and supervise the collection of user fees.
- Attend and participate in meetings of the city government and associated organizations.

- Identify, evaluate, and compile grants and requests for outside funding assistance.
- Develop and monitor operational budgets, revenues, and expenditures.
- Administer contract service agreements.
- Manage and supervise department personnel.
- Coordinate scheduling and fee collection for all facilities under department management plus coordinate shelter reservations for the new Hamus Nature Preserve and Recreation Area.

B. Programs

Plan, organize, and evaluate a year-round recreation program for all ages and interests.

- Provide youth activities in preschool programs, aquatics, athletics, arts and drama, trips, instructional programs, and special events.
- Provide adult activities in aquatics, athletics, instructional programs, and special events.
- Provide activities and services for older adults including social recreation activities, educational programs, and special events.
- Provide support services for programs and activities sponsored by clubs, schools, community and civic organizations.

C. Facilities

Acquire, develop, and maintain a system of park and recreation facilities, which meet the needs of the community in accordance with standards developed by the National Recreation and Parks Association.

- Operate and maintain quality baseball, softball, and soccer fields, which include one lighted regulation baseball diamond, one unlighted baseball diamond, three lighted softball diamonds, two youth baseball diamonds, and four soccer fields. Provide field maintenance for two youth baseball fields and four soccer fields at UW Marshfield/Wood County and assist with maintenance of Senior High baseball diamond.
- Operate and maintain an outdoor municipal swimming pool and provide public use of the indoor Senior High School pool for recreational swimming.
- Provide and maintain outdoor court facilities for tennis, basketball, and horseshoes including 6 lighted tennis courts and 4 non lighted tennis courts, 13 lighted horseshoe courts, three basketball courts, and 2 disc golf courses (Hefko Pool - 9 holes & Braem Park - 18 holes).
- Provide and maintain the outdoor ice skating rink at Pickle Pond.
- Develop, operate, and maintain community and neighborhood parks which may provide amenities such as playgrounds, shelters, picnic facilities, landscape beds, and restrooms that comply with the Americans with Disabilities Act.
- Manage and maintain woodland and urban forest areas within city parks.
- Perform maintenance of a Senior Community Center which provides activity and meeting space necessary for senior and community programs and services.

- Operate and maintain an indoor tennis court and an indoor racquetball court.
- Operate and maintain a community zoo for the purpose of providing education, recreation, and conservation of wildlife and natural areas striving to meet the standards for animal care identified by the American Zoo and Aquarium Association.
- Perform and coordinate maintenance of city owned fairground properties.
- Schedule and maintain the Wildwood Station building in Wildwood Park, a year round facility available for use by the public for meetings, family gatherings, and special events.
- Manage and maintain skate park facility at Braem Park.
- Manage and maintain city wide pedestrian/bicycle trails including; Wildwood Station Trail (1.5 miles), Veteran's Parkway Trail (3 miles), Mill Creek Trail (3 miles), Galvin Road Trail (1 mile), Weber Park Trail (.5 mile asphalt surface), Airport Connector Trail (>.5 miles 2005) and Prairie Run Trail - new in 2007.
- Manage and maintain Oak Avenue Community Center, a year round facility used for a variety of community events, organizational activities, Park and Recreation Department programs, and numerous private functions.

PROGRAM SUMMARY AND BUDGET HIGHLIGHTS:

The recommended combined 2008 budgets for the Parks and Recreation Department total $1,495,310, an increase of $56,602, or 3.9%, above the combined 2007 budgets of $1,438,708. Estimated revenues to support these programs total $264,793; the balance of these budgets, or $1,173, 915, are supported by tax levy.

Highlights of the recommended 2008 budget include the following:

1. Administration, 1015531062:

   Administration expenditures increased by $21,592 with the majority of the increase due to personnel and health insurance costs. $10,016 of this increase is attributable to health insurance when one employee changed coverage from single to family. The three department brochures continue to be developed and distributed by the Buyers Guide at no cost to the city. Revenues also reflect the non-resident fees collected totaling $5,624 as administrative services charges. This budget is funded by tax levy and fees.

2. Oak Avenue Community Center, 1015519162:

   The recommended 2008 budget for the Oak Avenue Community Center is $34,219, an increase of $874 above the 2007 budget of $33,345. The majority of this increase is due to contractual and supplies and expense costs. All other expenditures are typical for this activity. This budget is funded by building rental fees, user fees and vending ($7,974) and tax levy.

3. Parks, 1015521062:

   The recommended 2008 budget is $676,912, an increase of $34,993 over the 2007 budget of $641,919. All of this increase is due to personnel costs ($16,821) and contracted services ($20,372). Supplies and expenses decreased by $3,495. There is no increase in the number of full-time or seasonal staff hours included in this budget.

The 2008 budget includes $62,130 under contractual services for mowing services. It also includes $3,500 for maintenance of the Wildwood Park train.

This budget is funded primarily by tax levy and some user fees ($60,501).

4. Recreation Programs, 1015532162:

The recommended 2008 budget is $57,687, a decrease of $6,978 from the 2007 budget of $64,665. The majority of this decrease is in personnel and fixed charges costs. Athletic field rental charges have been removed from this budget. Also, seasonal staff wages have been reduced $1,728 due to the use of work study students from the UW-Marshfield/Wood County.

The Youth Program portion of this budget provides activities that deal with various youth programs throughout the year. Revenues are adjusted annually to reflect estimated participation levels. This budget is subsidized by the WPRA Ticket program monies, used to offer youth and teen trips at a reduced cost, and ticket sales to other sponsored events. Total estimated revenues for 2008 are $51,694. The balance of the budget is subsidized by tax levy.

5. Tennis/Racquetball Center, 1015532762:

The recommended 2008 budget totals $35,252, an increase of $1,460, or 4.3% above the adopted 2007 budget of $33,792. Electricity costs account for most of this increase. The personnel cost increased by $700 which include $2,800 of wages and benefits for the Parks and Recreation Supervisor who supervises this operation. This budget also includes 10% of one office secretary position.

Revenue projections for 2008 are $32,791 which will offset operating costs. The balance of the budget deficit is recommended to come from applying fund balance ($2,461). Revenues include $1,400 from the implementation of a non-resident fee for the use of the facility. The non-resident fees were implemented in 2004.

6. Adult Athletic Leagues, 1015532862:

This budget, totaling $16,285, provides activities that include the men's basketball league and the volleyball leagues. The 2008 budget shows a decrease of $6,953 or 29.9% from the 2007 budget. Estimated 2008 revenues total $13,194. The balance of this budget is subsidized by tax levy. The majority of this decrease is in personnel and fixed charges costs. This reflects a change in accounting whereby the rental fees are now being credited directly to the Oak Avenue Community Center. Expenditures are typical for this kind of activity.

7. Zoo, 1015541063:

The recommended 2008 budget is $251,957, an increase of $3,266, or 1.3% above the 2007 budget of $248,691.

There is an $8,716 increase in personnel costs due to regular annual adjustments and also additional overtime needed ($2,400) due to staff no longer taking compensation time off. The decrease in the supply and expense budget ($4,690) is primarily due to revisions to animal feed costs. A decrease in contractual services ($2,660) is due to revised estimates for electricity and natural gas consumption. The 2008 budget again includes funding for a zoo education coordinator position that would be fully funded by the Zoological Society. All other expenditures are typical for this kind of activity.

There are no capital equipment requests in the 2008 budget.

The majority of this budget is funded by tax levy; additional revenue ($11,140) comes from the sale of zoo animals and vending machines.

8. Aquatic Facilities, 1015542062:

The aquatic budget includes the costs to operate both the Hefko outdoor swimming pool and the indoor swimming programs offered at the Senior High School. In addition, the cost to the city to have the YMCA provide youth swim lessons for city residents is also shown in this budget. The aquatics budget was developed with the assumption that a new or renovated outdoor swimming pool facility will not be completed. The expenditures for the aquatic budget are $69,871 with projected revenues of $41,475. Expenses for this budget increased by $2,128 or 3.1% over the 2007 budget ($67,743). The majority of this increase is due to increased utility costs. There are no capital equipment requests in 2008.

This budget is funded by tax levy (41%) and user fees (59%).

9. Fairgrounds, 1015548062:

This 2008 budget increases the expenditures by $6,220 (9.2%) to $73,738. This increase is due to increases in costs for contractual services attributable to utility costs and maintenance/repair services. There are no capital outlay requests in 2008. Other expenditures are typical for this kind of activity, Revenues increased by $525 to $39,400.

$25,000 has been requested in the 420 Capital Improvement Budget for the Fair Commission to assist with major improvements at the Fairgrounds.

The budget is funded by tax levy (47%) and fees/rental (53%).

SCHEDULE OF DEPARTMENT EXPENDITURES:	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
1. Parks/Recreation Administration	$253,684	$257,797	$263,935	$279,389
2. Oak Avenue Community Center	30,404	33,345	30,917	34,219
3. Parks Operation/Maintenance	567,395	641,919	634,383	676,912
4. Recreation Programs	29,711	64,665	48,619	57,687
5. Tennis/Racquetball	31,027	33,792	34,025	35,252
6. Adult Athletic Leagues	11,532	23,238	16,618	16,285
7. Zoo Operation/Maintenance	218,351	248,691	247,650	251,957
8. Aquatic Facilities	58,076	67,743	59,807	69,871
9. Fairgrounds	64,680	67,518	68,543	73,738
TOTAL	$1,264,860	$1,438,708	$1,404,497	$1,495,310

COST SAVING MEASURES

Modifications made by staff to reduce, maintain, or minimize increase of tax levy for Parks & Recreation Department Services:

2008

- Reduced park maintenance motor pool costs due to use of the new tool cat unit for functions previously performed by other equipment units at a higher cost ($5,000)
- Renegotiated contracted cleaning services agreement at Senior Center to reduce costs ($1,085)
- Install a setback thermostat in the Senior Center to reduce natural gas costs (no estimate at this time)
- Removed tennis court lights at the Steve J. Miller tennis courts ($300 - $1,000)

- Entered into agreement with the UW Marshfield/Wood County to use work study students to supervise the Tennis/Racquetball Center and Open Gym programs ($1,200)
- Increased the number of Hefko "Free Swim" sponsors ($500)

2007

- Removed .7 seasonal staff position from the fairgrounds maintenance budget ($3,226)
- Eliminated the summer public swim program at the Senior High swimming pool ($4,500)
- Removed the spring dust control from the fairgrounds budget ($3,000)
- Reduced fulltime staff overtime due to history of comp time use versus overtime pay ($4,011)
- Reduced sick leave pay out charges for represented staff ($1,600)
- Reduced contract snow removal costs ($2,100)
- Eliminated replacement picnic table frames ($500)
- Seasonal employee overtime hours was reduced in park maintenance budget ($420)
- Reduced funding for replacement of wood chips in playground areas ($1,200)
- Eliminated the replacement table and chair program at Junior Fair Expo building ($700)
- Reduction of lower pond fountain maintenance funds (due to elimination of fountains) ($1,000)

2006

- Removed contribution funding in Aging budget for a reduction of ($500)
- Removed cost of volunteer recognition gifts from Aging budget for a reduction of ($275)
- Removed continuation of lock replacement project cost at Oak Avenue Community Center ($400)
- Removed purchase of defibrillator for Hefko Swimming Pool ($2,000)
- Removed Hefko Pool pump maintenance ($1,000)
- Removed Park Maintenance Shop yard asphalt surfacing ($5,000)
- Reduced park operations fence repairs ($1,000)
- Reduced the locomotive train maintenance funding by ($250)
- Removed dumpster from Braem Park ($190)
- Removed Parks Maintenance Supervisor WPRA Conference attendance from Park Operations ($350)
- Removed Parks Maintenance Supervisor mileage to attend WPRA Park section meetings ($420)
- Reduced Parks Maintenance seasonal staff shirts ($128)
- Reduced contract services for park tree removal ($500)
- Reduced tennis/basketball court crack repair ($1,000)
- Reduced funding for park rental equipment ($1,000)
- Reduced playground equipment repair parts ($1,000)
- Reduced funding for signs posts, trail gates, replacement picnic table frames, trash containers ($1,000)
- Reduced funding for lumber for replacement picnic tables ($1,000)
- Reduced the table and chair replacement funding in fairgrounds budget ($500)
- Increased program and facility rental fees by 10% to 30%

2005

- Contracted out the layout, printing, ad sales, and distribution of the Fall department program brochure to Buyer's Guide. This allowed clerical staff to perform other functions plus saved some direct costs through reduced postage. In 2006 all three brochures will be developed this way.
- Eliminated attendant for late night swims at Hefko Pool ($288)
- Eliminated all subsidized travel trips (Powder Horn ski trip and Milwaukee Zoo) through Parks and Recreation Department ($1,100)
- Eliminated chair rack and table purchases for Oak Avenue Community Center ($1,400)
- Reduced asphalt patching/replacement for park roads and parking lots ($2,000)
- Removed funding for new/replacement park tree plantings ($1,000)
- Reduced park staff training and education ($1,370)
- Deferred maintenance and/or adjusted procedures to provide reduction in park repair and maintenance supply accounts ($1,610)
- Eliminate two seasonal park maintenance positions ($8,400)

- Eliminated all professional memberships and subscriptions ($925)
- Eliminated travel mileage for department head, WPRA conference training for supervisor and 50% of clerical training ($903)
- Reduced seasonal secretary hours by 50% ($2,773)
- Eliminated seasonal baseball coordinator position including travel costs ($3,150)
- Reduced seasonal recreation supervisor hours by 25% ($2,100)
- Eliminated city employee United Way incentives ($350)
- Eliminated profession memberships for zoo keeper ($230)
- Reduced zoo operation supplies ($395)
- Eliminated the morning free swim program at Hefko Pool ($2,597)
- Reduced Hefko Pool operation hours by closing 1 hour earlier each evening ($2,937)
- Restructured Hefko Pool maintenance staffing ($884)
- Deferred maintenance on pumps at Hefko Pool ($1,000)
- Eliminated purchase of new benches and tables at Hefko Pool ($1,200)
- Eliminate warming house at Steve J. Miller Recreation Area & eliminate ice rinks at 8th & Hemlock, Forest Ridge, and Braem Park
- Installed new heat traps and set back thermostats at Oak Avenue Community Center attempt to make heating system more efficient
- Reduced summer open swim hours at Senior High swimming pool
- Renegotiated agreement with UW-Marshfield/Wood County to return mowing and turf grass maintenance cost to the UW yet still allow use of athletic field areas
- Increased fee for family season swim pass at Hefko Swimming Pool

2004

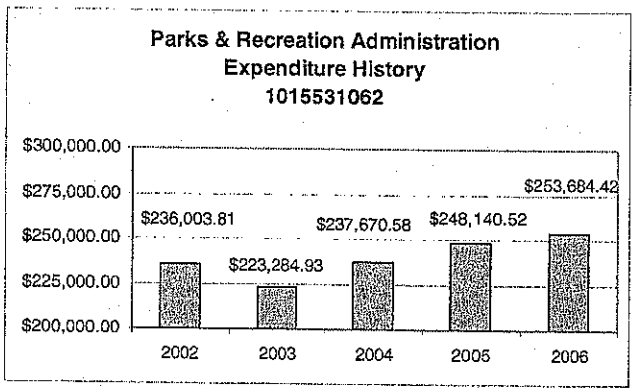
- Eliminated full time maintenance staff position
- Eliminated 2 seasonal locker room attendant positions at Hefko Swimming Pool and installed coin operated lockers
- Converted to contracted mowing services for all department grass mowing
- Replaced gym lighting at Oak Avenue Community Center with metal halide lighting to reduce electrical, rental equipment and labor costs
- Zoological Society agreed to fund an education/special event coordinator position to allow zoo maintenance staff to provide more time for animal care
- Removed pay telephones from Wildwood Station, Oak Avenue Community Center, and Fairgrounds
- Eliminated warming houses at 8th & Hemlock and Braem Park ice skating rinks to reduce utilities and labor costs
- Contracted pool chemical services at Hefko Swimming Pool
- Implemented user fees for softball and baseball facilities to increase revenues
- Implemented non resident fees for participation in adult volleyball and basketball programs
- Implemented rental fees for use of Oak Avenue Community Center for adult volleyball leagues

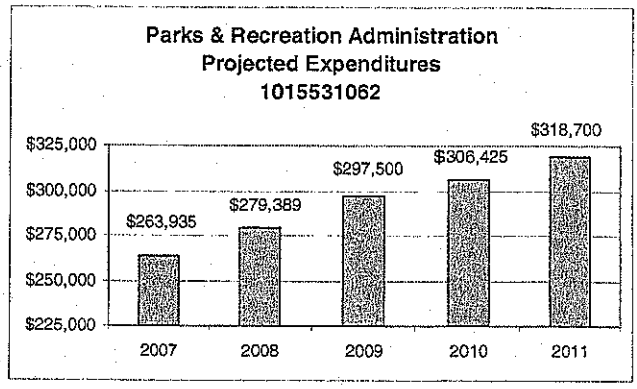
2003

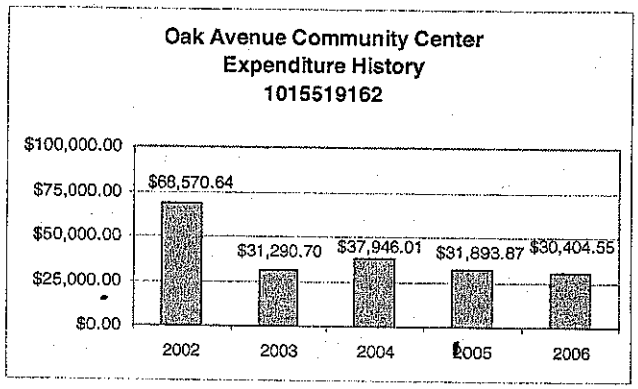
- Completed renovation of old waste water treatment building to provide centralized park maintenance shop
- Implemented user fee for baby pool users at Hefko Swimming Pool and a fee for non residents using the a.m. swim
- Focused on increased use of volunteers for maintenance at zoo and in park landscape areas
- Reached cooperative agreement with Zoological Society to allow Parks and Recreation Department to retain revenue collected from the zoo vending machines and corn feeders

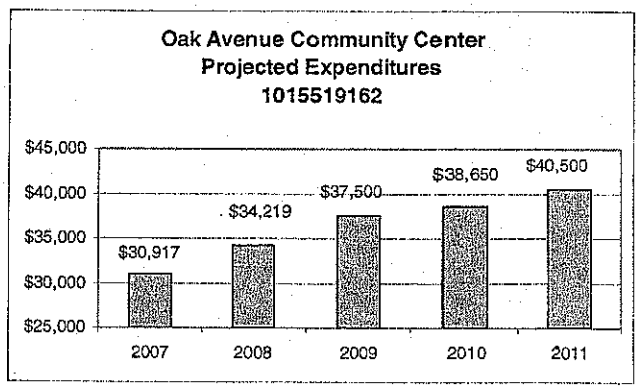
DEPARTMENT STAFFING (FTE:	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Parks/Recreation Director	D/6/1	1.0	1.0
Parks/Recreation Supervisor II	C/4/2	1.0	1.0
Parks/Recreation Maintenance Supervisor	C/4/2	1.0	1.0
Secretary	AFSCME	2.0	2.0
Equipment Operator III	AFSCME	1.0	1.0
Equipment Operator II	AFSCME	2.0	2.0
Equipment Operator I	AFSCME	3.0	3.0
TOTAL		11.0	11.0

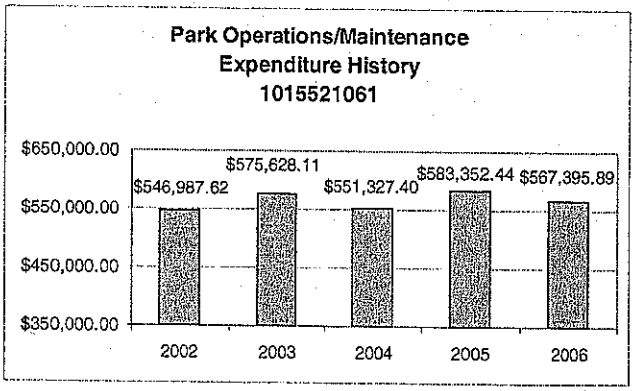
GRAPHS:

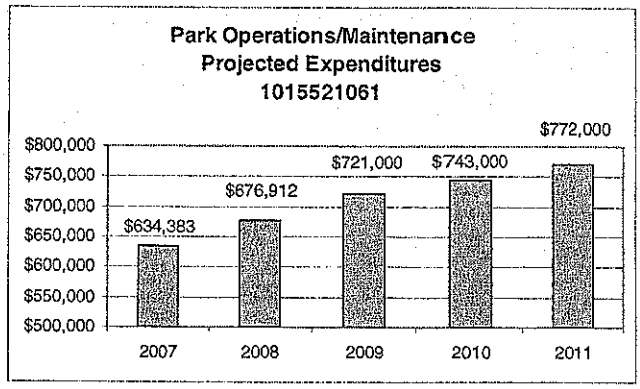


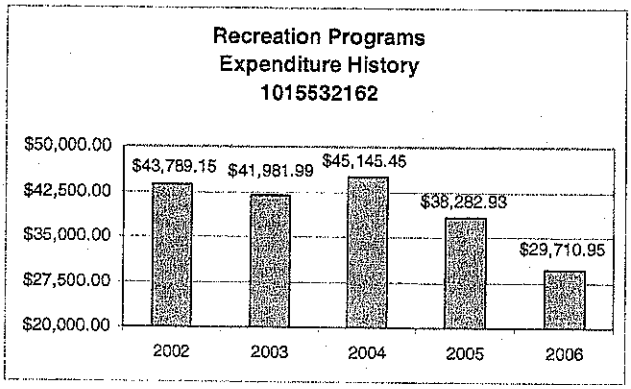


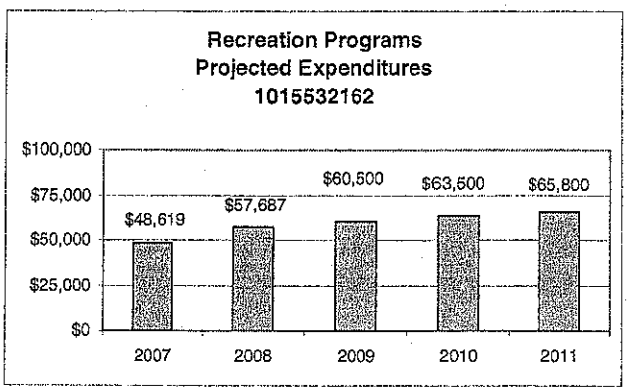


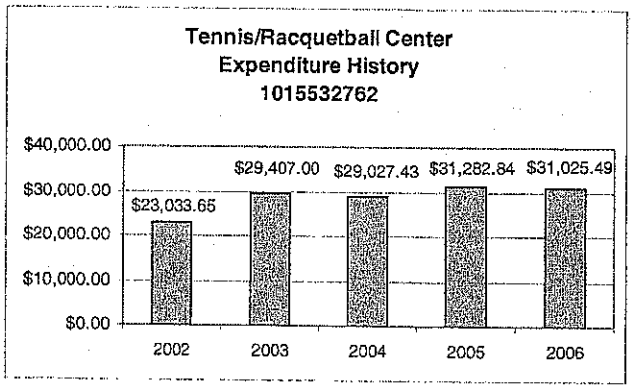


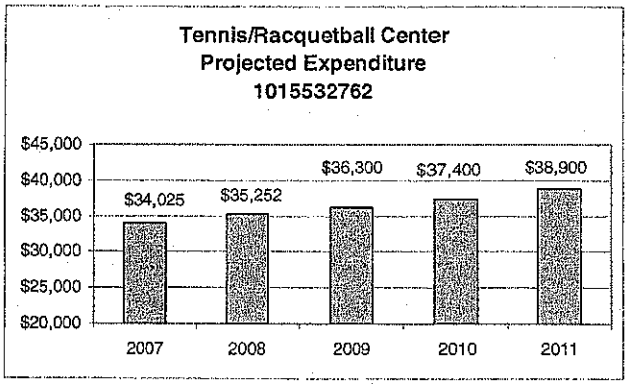


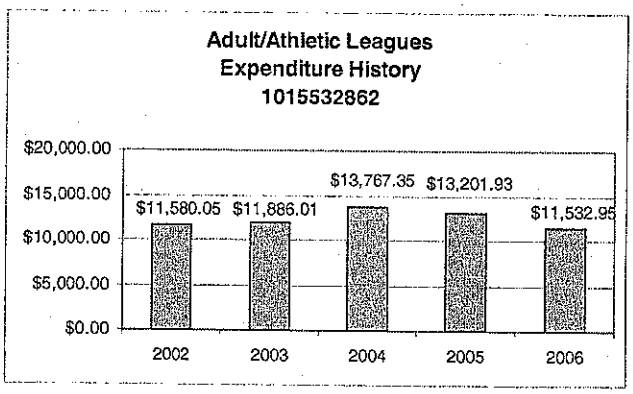


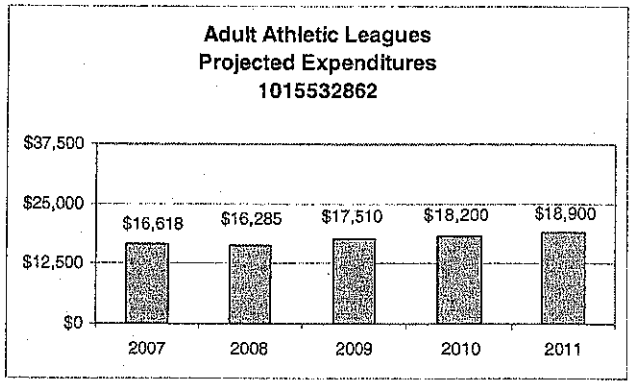

Recreation Programs
Expenditure History
1015532162
$50,000.00
$42,500.00
$35,000.00
$27,500.00
$20,000.00
$43,789.15
$41,981.99
$45,145.45
$38,282.93
$29,710.95
2002
2003
2004
2005
2006

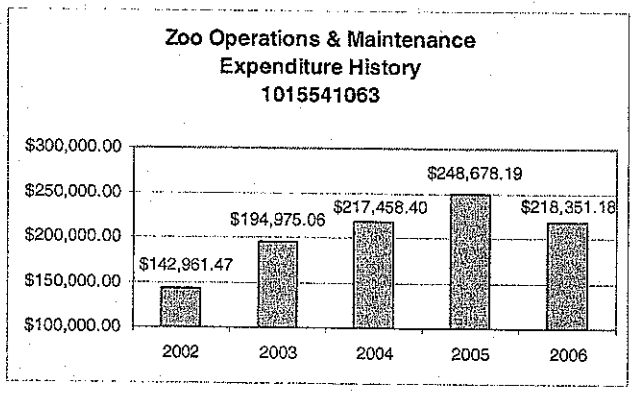

Recreation Programs
Projected Expenditures
1015532162
$100,000
$75,000
$50,000
$25,000
$0
$48,619
$57,687
$60,500
$63,500
$65,800
2007
2008
2009
2010
2011

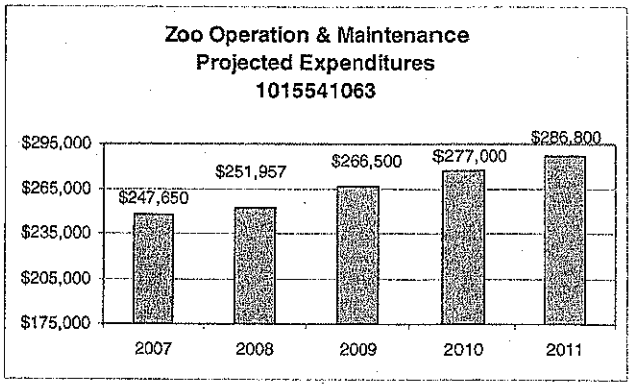

Tennis/Racquetball Center
Expenditure History
1015532762
$40,000.00
$30,000.00
$20,000.00
$10,000.00
$0.00
$23,033.65
$29,407.00
$29,027.43
$31,282.84
$31,025.49
2002
2003
2004
2005
2006

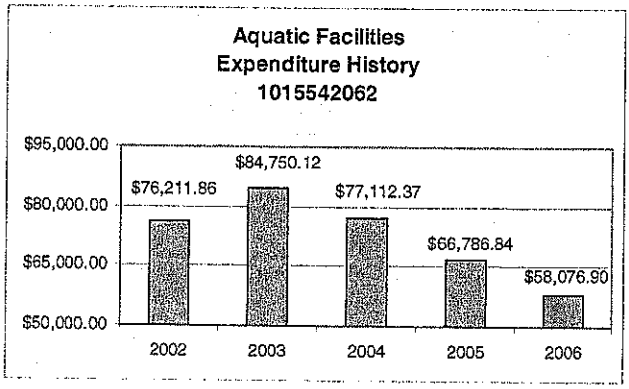

Tennis/Racquetball Center
Projected Expenditure
1015532762
$45,000
$40,000
$35,000
$30,000
$25,000
$20,000
$34,025
$35,252
$36,300
$37,400
$38,900
2007
2008
2009
2010
2011

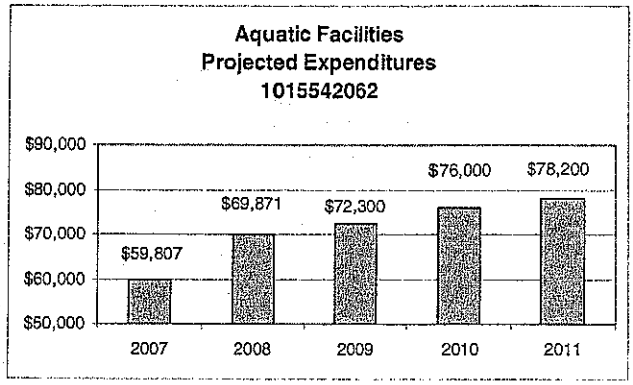

Adult/Athletic Leagues
Expenditure History
1015532862
$20,000.00
$15,000.00
$10,000.00
$5,000.00
$0.00
$11,580.05
$11,886.01
$13,767.35
$13,201.93
$11,532.95
2002
2003
2004
2005
2006

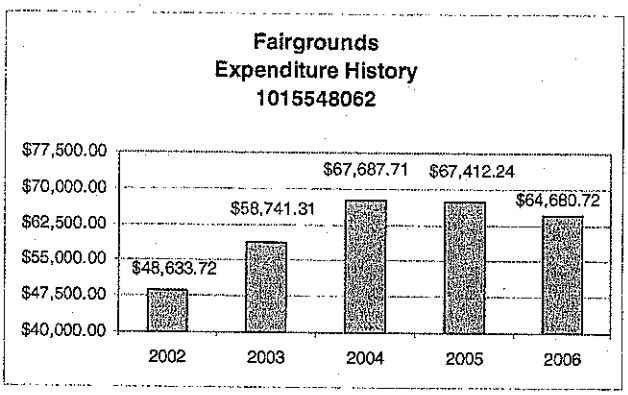

Adult Athletic Leagues
Projected Expenditures
1015532862
$37,500
$25,000
$12,500
$0
$16,618
$16,285
$17,510
$18,200
$18,900
2007
2008
2009
2010
2011

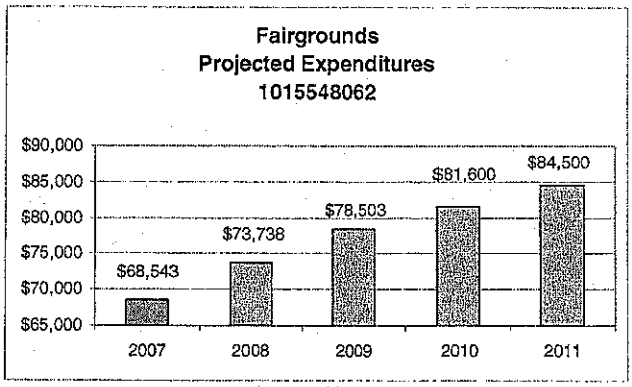

Zoo Operations & Maintenance
Expenditure History
1015541063
$300,000.00
$250,000.00
$200,000.00
$150,000.00
$100,000.00
$142,961.47
$194,975.06
$217,458.40
$248,678.19
$218,351.18
2002
2003
2004
2005
2006


Zoo Operation & Maintenance
Projected Expenditures
1015541063
$295,000
$265,000
$235,000
$205,000
$175,000
$247,650
$251,957
$266,500
$277,000
$286,800
2007
2008
2009
2010
2011


Aquatic Facilities
Expenditure History
1015542062
$95,000.00
$80,000.00
$65,000.00
$50,000.00
$76,211.86
$84,750.12
$77,112.37
$66,786.84
$58,076.90
2002
2003
2004
2005
2006


Aquatic Facilities
Projected Expenditures
1015542062
$90,000
$80,000
$70,000
$60,000
$50,000
$59,807
$69,871
$72,300
$76,000
$78,200
2007
2008
2009
2010
2011


Fairgrounds
Expenditure History
1015548062
$77,500.00
$70,000.00
$62,500.00
$55,000.00
$47,500.00
$40,000.00
$48,633.72
$58,741.31
$67,687.71
$67,412.24
$64,680.72
2002
2003
2004
2005
2006


Fairgrounds
Projected Expenditures
1015548062
$90,000
$85,000
$80,000
$75,000
$70,000
$65,000
$68,543
$73,738
$78,503
$81,600
$84,500
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

RECREATION ADMINSTRN
1015531062

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	248,331	252,074	258,303	272,857	272,857
52000 Contractual Services	754	816	825	1,015	1,015
53000 Supplies and Expense	4,599	4,907	4,807	5,517	5,517
Total Expenditures	**253,684**	**257,797**	**263,935**	**279,389**	**279,389**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OAK AVENUE COMMUNITY CENTER
1015519162

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	2,892	5,224	3,350	5,223	5,223
52000 Contractual Services	22,712	24,748	23,453	26,384	24,884
53000 Supplies and Expense	2,865	1,500	2,250	2,250	2,250
54000 Building Materials	1		2		
55000 Fixed Charges	1,934	1,873	1,862	1,862	1,862
Total Expenditures	**30,404**	**33,345**	**30,917**	**35,719**	**34,219**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PARK OPERATIONS/MAINTENANCE
1015521061

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	298,072	335,581	335,433	356,065	352,402
52000 Contractual Services	143,150	157,296	150,340	169,952	177,668
53000 Supplies and Expense	112,257	136,502	134,521	139,147	133,007
54000 Building Materials	10,174	9,000	8,000	9,000	9,000
55000 Fixed Charges	3,742	3,540	6,089	7,511	4,835
Total Expenditures	**567,395**	**641,919**	**634,383**	**681,675**	**676,912**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

RECREATION PROGRAMS
1015532162

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	25,546	34,535	25,785	32,807	32,807
52000 Contractual Services	1,991	18,759	17,096	19,824	18,624
53000 Supplies and Expense	1,680	4,499	3,975	4,494	4,494
55000 Fixed Charges	494	6,872	1,763	1,762	1,762
Total Expenditures	**29,711**	**64,665**	**48,619**	**58,887**	**57,687**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

TENNIS/RACQUETBALL CENTER
1015532762

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	12,865	18,877	18,891	18,758	18,758
52000 Contractual Services	17,315	13,915	14,134	15,494	15,494
53000 Supplies and Expense	848	1,000	1,000	1,000	1,000
55000 Fixed Charges	(1)				
Total Expenditures	**31,027**	**33,792**	**34,025**	**35,252**	**35,252**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

ADULT ATHLETIC LEAGUES
1015532862

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	10,437	16,911	15,096	14,958	14,958
53000 Supplies and Expense	875	1,267	1,228	1,107	1,107
55000 Fixed Charges	220	5,060	294	220	220
Total Expenditures	**11,532**	**23,238**	**16,618**	**16,285**	**16,285**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

ZOO OPERATION & MAINTENANCE
1015541063

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	146,161	159,109	159,668	171,463	167,825
52000 Contractual Services	33,139	39,595	37,984	36,935	36,935
53000 Supplies and Expense	36,303	47,787	47,798	43,097	42,597
54000 Building Materials	2,175	2,200	2,200	3,200	3,200
55000 Fixed Charges	573			1,400	1,400
Total Expenditures	**218,351**	**248,691**	**247,650**	**256,095**	**251,957**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

AQUATIC FACILITIES
1015542062

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	30,462	36,515	35,103	36,358	36,358
52000 Contractual Services	24,436	25,561	19,497	27,781	27,781
53000 Supplies and Expense	3,171	3,792	3,842	4,367	4,367
55000 Fixed Charges	7	1,875	1,365	1,365	1,365
Total Expenditures	**58,076**	**67,743**	**59,807**	**69,871**	**69,871**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FAIRGROUNDS
1015548062

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	16,971	15,826	15,867	16,510	15,358
52000 Contractual Services	36,519	43,626	44,607	51,325	51,520
53000 Supplies and Expense	7,706	4,706	4,706	3,724	3,724
54000 Building Materials	578	600	603	325	325
55000 Fixed Charges	2,906	2,760	2,760	2,811	2,811
Total Expenditures	**64,680**	**67,518**	**68,543**	**74,695**	**73,738**

CELEBRATIONS AND ENTERTAINMENT
1015534908

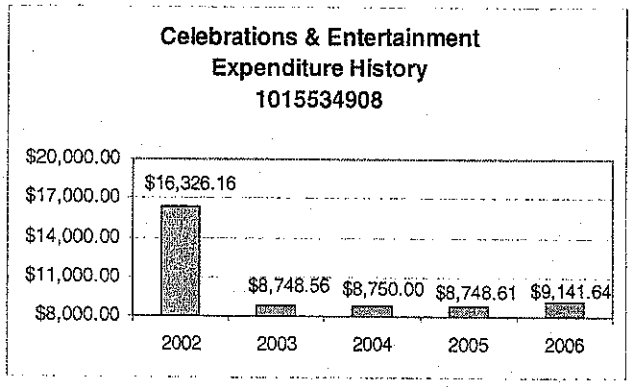
SUMMARY:

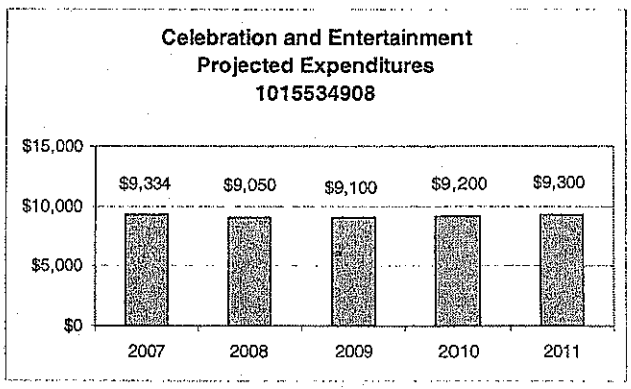
The recommended 2008 Celebrations and Entertainment budgets total $9,050, a decrease of 3.2% from the 2007 budget of $9,350. The Marshfield School Safety Patrol reduced their request by $300 for 2008. In addition $300 is budgeted for an ASCAP license. This budget is supported entirely by tax levy.

In summary, the funding levels are as follows:

	Budgeted 2007 Contributions	Recommended 2008 Contributions
Palm Sunday Chorus	$750	$750
School Patrol	3,500	3,200
Civic Band	4,800	4,800
ASCAP License	300	300
TOTAL	$9,350	$9,050

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CELEBRATIONS & ENTERTAINMENT
1015534908

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
53000 Supplies and Expense	392	300	284	300	300
57000 Grants Contrib Indm & Other	8,750	9,050	9,050	8,750	8,750
Total Expenditures	**9,142**	**9,350**	**9,334**	**9,050**	**9,050**

UW COLLEGE - MARSHFIELD/WOOD COUNTY
1015561064

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

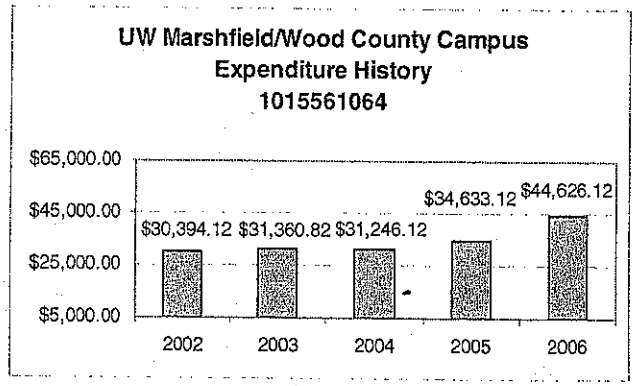
The recommended 2008 appropriation for the University of Wisconsin - Marshfield/Wood County is $45,093, an increase of $800, or 1.8% above the 2007 City appropriation of $44,293.

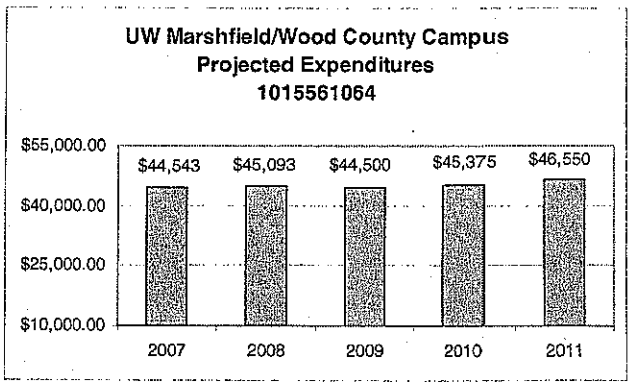
Of the total appropriation, $12,143 is earmarked for the city's proportionate share (50%) of insurance and bookkeeping expenses. An additional $31,250 is recommended to finance the city's share of ongoing maintenance to the structures and attached facilities. An additional $1,700 is budgeted for garbage pickup billed directly to the city.

The above appropriations are funded entirely by tax levy. Wood County also appropriates an equal amount for this facility since it is jointly owned with the county.

Funding to complete enhancements to the facility totaling $157,000 is shown in Capital Projects Fund #405. The enhancements include CIP Project UW-K-7309, Upgrade of Facilities/Utilities II Boiler ($65,000);, CIP Project UW-K-7311, Replace Leopold Windows ($42,500); CIP Project UW-K-7314, Repair Campus Sidewalks, ($5,500); and UW-K-7307, Campus Utilities and Facilities Upgrade II ($44,000).

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

UW MARSHFIELD/WOOD CO CAMPUS
1015561064

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	1,098	1,300	1,550	1,700	1,700
57000 Grants Contrib Indm & Other	43,528	42,993	42,993	43,518	43,393
Total Expenditures	**44,626**	**44,293**	**44,543**	**45,218**	**45,093**

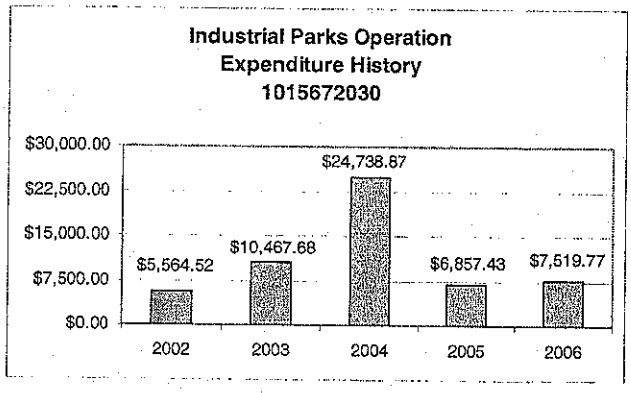
Conservation/Development

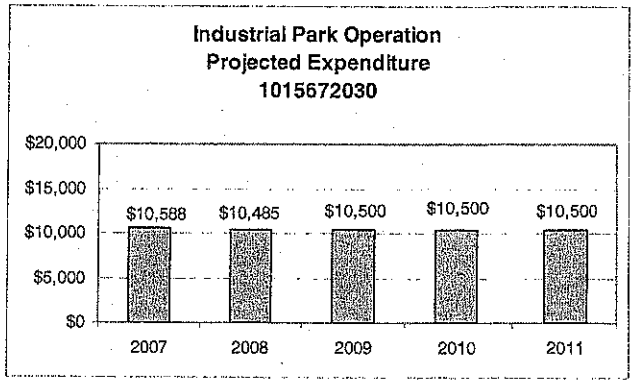
INDUSTRIAL PARK OPERATION AND DEVELOPMENT
1015672030

SUMMARY:

The Industrial Park Operation and Development budget includes appropriations for the ongoing maintenance of the East Industrial Park, Mill Creek Business Park, Yellowstone Industrial Park and the Air Industrial Park. The recommended 2008 budget of $10,485 includes monies for personnel costs for engineering/surveying ($2,280); professional services associated with the sale of land ($2,500); electricity ($1,080); mowing and landscape maintenance in the parks ($4,500); postage for agendas and meetings ($25); and filing fees for land transactions ($100). This budget is not intended to be used for development of the city's industrial parks. This budget is funded entirely by tax levy.

GRAPHS:





City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INDUSTRIAL PARK OPER & DEVEL
1015672030

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	1,217	1,710	1,713	2,280	2,280
52000 Contractual Services	6,278	8,080	8,732	8,080	8,080
53000 Supplies and Expense	25	125	143	125	125
Total Expenditures	**7,520**	**9,915**	**10,588**	**10,485**	**10,485**

PLANNING AND ECONOMIC DEVELOPMENT
1015690170

MISSION STATEMENT:

The mission of the Department of Planning & Economic Development is to provide the City Council, City Plan Commission, and other boards and commissions and citizens with expertise and recommendations in the areas of city planning, neighborhood and special areas planning, city development and redevelopment, zoning site plan review, subdivision plat review; historic preservation, land use-related ordinance development, growth and development monitoring and land use management, and begin the process for updating the comprehensive plan.

The Department's mission for economic development is to encourage and promote city-wide economic development activities by providing professional assistance and support programs that help create a business climate that enhances development. This department also coordinates development activities between the public and private sectors to stimulate development in a planned and orderly way.

STATEMENT OF WORK PROGRAMS AND SERVICES

The Director of Planning & Economic Development engages in and coordinates processes to ensure the planned, coordinated development of the City of Marshfield. In 2008 the work program of this Department will be to:

A. Encourage planned development within the city consistent with the goals and objectives of existing and adopted plans by:

- Providing for improved physical development of the city
- Coordinating public and private activities relating to development
- Implementation of the Safe Routes to School Grants
- Update of the city's Zoning Code
- Update of the city's Subdivision and Platting Code
- Update of the city's Official Street Map
- Coordinate the South Central Avenue design project with Public Works, Consultant and groups and businesses involved.
- Updating city ordinances pertaining to development
- Developing appropriate computer systems to enable more efficient processing and improved analysis of permits and applications
- Assist neighborhood associations and downtown improvement districts in implementation of area plans and revitalization activities
- Promote & Encouraging community awareness of long-range planning issues and policies
- Coordinate activities and groups involved in downtown redevelopment
- Implementation of the city's Comprehensive Plan
- Implementation of Sustainable Marshfield recommendations
- Implementation of the city's Strategic Plan
- Update of the Aerial Photo and planimetrics
- Implementation of the Livable Communities grant

B. Encourage economic development within the city by:

- Help existing businesses expand and solve problems with retention and expansion issues
- Recruit new businesses to locate in the City of Marshfield
- Administer the city's loan programs
- Assist businesses with the city permit process and regulations
- Manage Mill Creek Business Park
- Keep an up-to-date file on commercial and industrial buildings and zoning districts
- Coordinate the city's economic development efforts with other local, state and federal organizations
- Continue partnership with MACCI and Main Street to ensure coordination of activities and optimum utilization of resources.

COST SAVINGS MEASURES:

Planning departments typically do not have many areas from which to cut costs, as their budgets are almost exclusively personnel costs and consulting costs. The 2008 budget, without special projects, is 90% personnel costs.

Increased efficiencies (current and proposed) would include, in part:

- We are utilizing a planning intern to assist with research putting together plan commission information; this provides planning services at a fraction of the cost of a full-time planning staff price.
- Completed Citizen's Service Guide. This saves staff time by proactively providing information to the public.
- Completed Development Guide. A kind of one-stop guide for anyone interested in doing business in the City of Marshfield. Again a proactive step to providing information to the public and making it more convenient for them to find information regarding all aspects of development.
- By coordinating with Marshfield Utilities and the Wastewater Treatment facility, we now have live link to their utility database and they have a live link to our GIS data. This saves time for both entities by allowing them to have the information they need at their fingertips instead of across town. The mostly completed sanitary sewer database also contains all of the televising reports so the engineers are able to pull up any section of pipe and see the latest reports for it on their computer as well as pull up the video of the televising if they need to see it.
- Completed development of planning and zoning procedural brochures (how to apply for a zoning change, variance, conditional use permit, annexation, local historic district). This saves staff time and makes it more convenient for the public by having this information available on the website and at the permitting counter.
- Update of presently disjointed and paper-only forms and permit applications.
- Most critically, the development and launch of the GIS has greatly reduce staff time in several areas and in many departments thanks in large part to the intranet application developed by the IT department in conjunction with the GIS Coordinator
- The launch of the Internet application of the GIS is another device to improve access for the general public to information via the city's website
- Development of the DRT continues to be time saving for the Planning Department and builds inter-departmental cooperation. It is also a tremendous benefit to the development community and has met with great success in coordinating projects.
- Pending launch of new software programs that will integrate the permit, work order and code enforcement into our financial software and GIS. This will reduce redundancy and provide access to information not currently easily accessible.

All of these projects have improved and will continue to improve internal efficiencies and overall customer service.

Additional Revenue Sources:

Traditionally, Planning Departments do not provide significant sources of revenue to offset the costs of providing technical expertise to other departments and the public. The primary source for potential revenue is similar to that of other "technical services" departments, such as the Building Services Division: permit fees.

Presently, the Planning and Economic Department is not a direct recipient of any of the fees for the services it currently provides: Plan Commission items (conditional use permits, rezones), Zoning Board of Appeals items (variances), and zoning review for permits (sign permits and building permits).

In July 2006, the Plan Commission approved raising permit, application, appeal and review fees. Many of these had not been changed since 1979. Not only could existing fees justifiably be counted as revenue against the Department's expenditures, but some services, current and proposed, do not have any fee presently attached to them: DRT reviews, zoning ordinance verifications (often requested by developers for their financing/legal needs). The Board of Public Works did approve a fee schedule for map creation and digital data, which will hopefully help to offset some costs of maintaining a thorough up to date GIS system. We have also begun charging a fee for annexations based on the annexation policy approved by the Plan Commission in June 2006.

Additional revenues come in the form of grants for projects. I will continue to look for grants to fund projects for the city.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

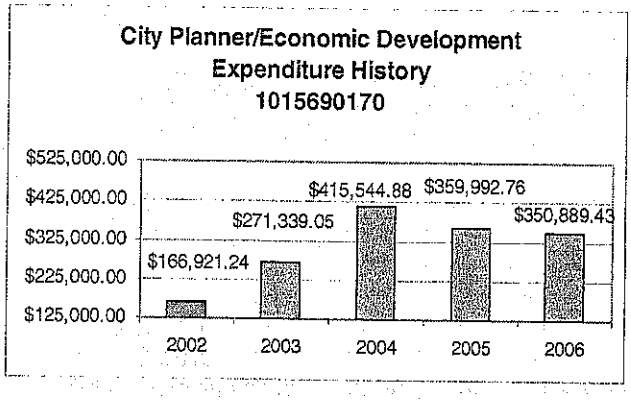
The recommended 2008 budget for the Planning and Economic Development Department, is $310, 394, a decrease of $2,522 below the 2007 budget of $312,916. The majority of the decrease is attributable to contractual services costs for professional and legal consulting fees attributable to the Zoning Code rewrite ($30,000) in 2007. No additional funds are requested in 2008 for the Zoning Code rewrite. The 2008 budget also includes $16,000 for a parking lot Kiosk and sign at Chestnut and 2nd Street (CIP # PL-N-6003). Funding for this project will come from the Utility Dividend. In addition to the personnel cost associated with the GIS Technician, $25,200 is included in the 2008 IT budget for licenses, software maintenance agreement and the GIS internet interface. Other expenditures are typical for this kind of activity. The funding sources for the GIS system continues to be utility contributions and tax levy.

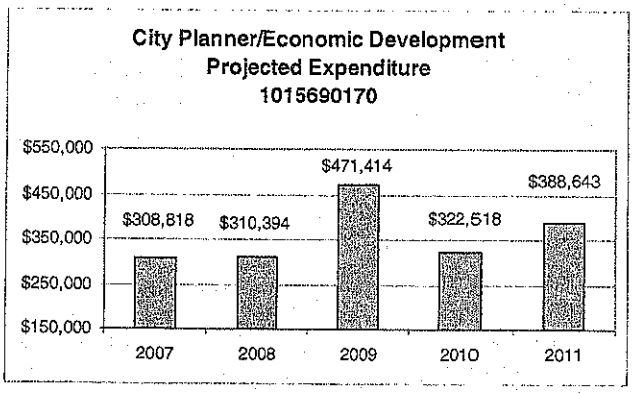
There is an additional $142,040 for the aerial photo update and planimetrics projects shown in the Capital Project Fund #401.

DEPARTMENT STAFFING (FTE)	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Director of Planning and Economic Development	C/5/2*	1.0	1.0
Planner/Zoning Administrator	C/4/4*	1.0	1.0
GIS Technician	C/4/1*	1.0	1.0
* Non-represented			
TOTAL		3.0	3.0

SCHEDULE OF DEPARTMENT EXPENDITURES:	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
TOTAL	$350,888	$312,916	$308,818	$310,394

GRAPHS:


City Planner/Economic Development
Expenditure History
1015690170
$525,000.00
$425,000.00
$325,000.00
$225,000.00
$125,000.00
$166,921.24
$271,339.05
$415,544.88
$359,992.76
$350,889.43
2002
2003
2004
2005
2006


City Planner/Economic Development
Projected Expenditure
1015690170
$550,000
$450,000
$350,000
$250,000
$150,000
$308,818
$310,394
$471,414
$322,518
$388,643
2007
2008
2009
2010
2011

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CITY PLANNER/ECON DEVELOPER
1015690170

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	251,968	249,796	250,557	257,153	257,153
52000 Contractual Services	57,830	35,448	35,900	147,828	5,788
53000 Supplies and Expense	22,967	21,829	17,704	22,420	22,420
55000 Fixed Charges	1,029	1,843	1,657	1,860	1,860
58000 Capital Outlay	17,094	4,000	3,000	23,173	23,173
Total Expenditures	**350,888**	**312,916**	**308,818**	**452,434**	**310,394**

Special Revenue Funds – 200

ROOM TAX FUND
PARK/ZOO IMPROVEMENTS
FUND 202

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

The recommended 2008 budget for the Room Tax Fund totals $321,167, all of which will be generated from 2008 room tax revenue and fund balance ($47,654). Revenues from the 4% room tax are divided equally between the Marshfield Convention and Visitor's Bureau and Park/Zoo projects. The Common Council passed Ordinance 874 on July 27, 1999, increasing the room tax from 4% to 6%. Of the additional 2% room tax, 30% is allocated to the city and 70% is allocated to the Marshfield Convention and Visitor's Bureau. In 2008, $155,000 will be transferred from the Room Tax Fund (202) to the Marshfield Convention and Visitors Bureau Fund (203) to finance their 2008 programs and grants. The balance of the room tax revenue, $118,513, supports park/recreation development.

The following is a summary of the sources and uses of funds for the 2008 budget:

Sources

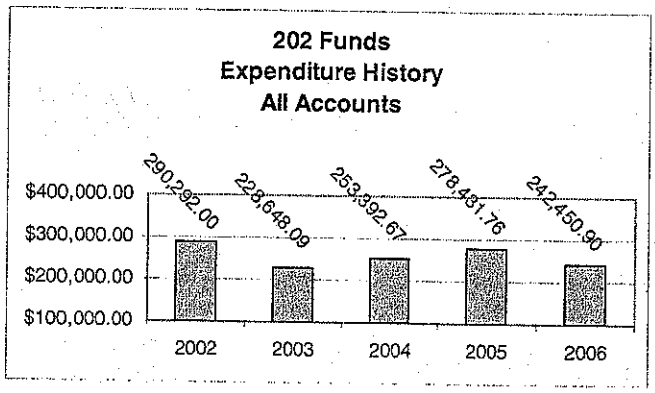
2008 Room Tax	$273,513
Fund Balance Applied	47,654
TOTAL	$321,167

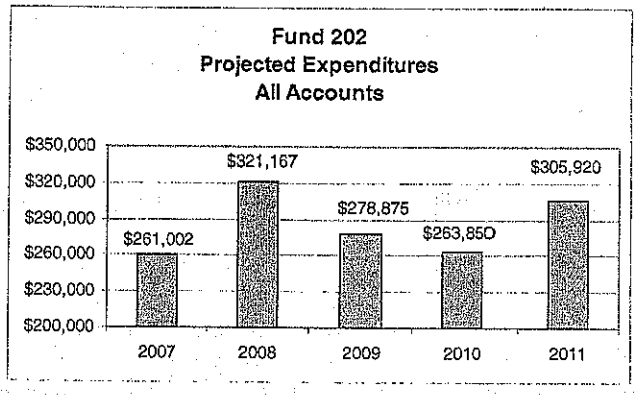
Uses

1. PR-L-2821, Columbia Park Band Shell Renovation	$20,000	
2. PR-L-2804, SJ Miller Playground	40,000	
3. PR-L-2805, New Bear Exhibit (Design)	20,000	
4. PR-L-2828, Skate Park Improvements	10,000	
5. PR-L-2837, Park and facility identification signs	15,000	
6. PR-L-2842, Wildwood Station Building Improvements	50,000	
7. Transfer to Parks & Recreation Capital Projects Fund	11,167	*
8. Transfer to Convention & Visitor's Bureau	155,000	
TOTAL	$321,167	

* For PR-L-2849, UW Arboretum Connector Trail

GRAPHS


202 Funds
Expenditure History
All Accounts
$400,000.00
$300,000.00
$200,000.00
$100,000.00
290,292.00
228,648.09
253,392.67
278,431.76
242,450.90
2002
2003
2004
2005
2006


Fund 202
Projected Expenditures
All Accounts
$350,000
$320,000
$290,000
$260,000
$230,000
$200,000
$261,002
$321,167
$278,875
$263,850
$305,920
2007
2008
2009
2010
2011

FUND 202
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41210	PUBLIC ACCOMMODATION TAXES	268,552	266,455	266,455	273,513	273,513
	TOTAL REVENUE	268,552	266,455	266,455	273,513	273,513

FUND 202
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49300	FUND BALANCES APPLIED				38,680	47,654
	TOTAL REVENUE				38,680	47,654

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OAK AVENUE COMMUNITY CENTER
2025519162

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay		17,000	17,000		
Total Expenditures		**17,000**	**17,000**		

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PARK OPERATIONS/MAINTENANCE
2025521061

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	1,282				
52000 Contractual Services	693		2,500	2,193	
53000 Supplies and Expense	3,152		502		
54000 Building Materials	2,955				
58000 Capital Outlay	79,355	90,000	90,000	135,000	135,000
Total Expenditures	**87,437**	**90,000**	**93,002**	**137,193**	**135,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

ZOO OPERATION & MAINTENANCE
2025541063

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay				20,000	20,000
Total Expenditures				**20,000**	**20,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
2025900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	155,014	151,000	151,000	155,000	166,167
Total Expenditures	**155,014**	**151,000**	**151,000**	**155,000**	**166,167**

CONVENTION AND VISITORS BUREAU FUND
FUND 203

MISSION STATEMENT

The mission of the Marshfield Convention and Visitors Bureau is to assist community organizations, businesses and individuals in promoting Marshfield and attracting visitors to the city and local hotels/motels.

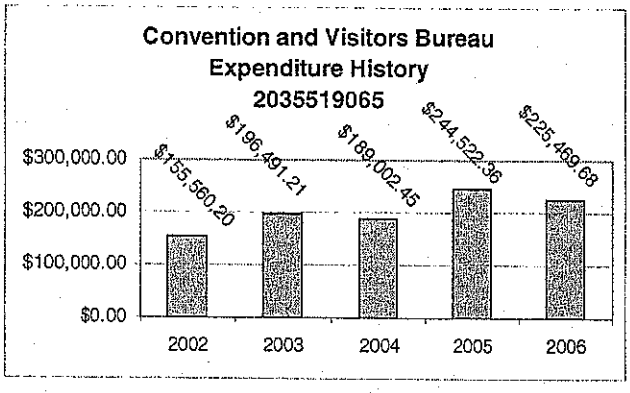
The Bureau is authorized and funded under Section 2-104 of the Municipal Code of the City of Marshfield. The Bureau is not permitted to influence legislation, to support political parties, or to endorse any candidate for public office. No part of the funds can be used for the direct benefit of the Bureau.

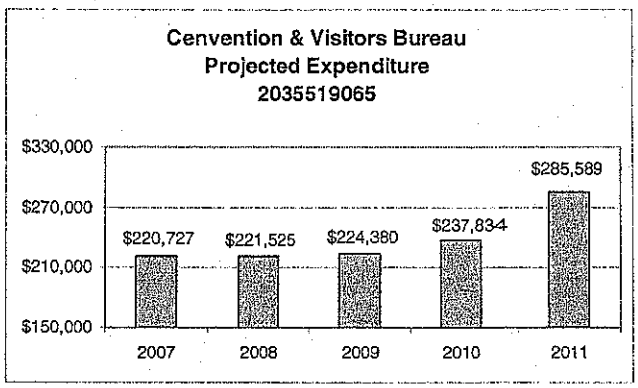
The recommended 2008 budget for the Convention and Visitors Bureau totals $221,525 of which $155,000 will be generated from 2008 room tax revenue. The balance of funding comes from program fees, fund balance and interest income.

The recommended 2008 budget decreased $13,573 from the 2007 appropriation of $235,098. This decrease is primarily due to reduced printing costs and reduced costs for several events, including the Dance Weekend and Quilt Show. In addition to routine administrative costs, the budget supports such events as Dance Weekend, Maple Fall Fest, Yellowstone Trail, Arts Weekend, Quilt Show, Amish and Mennonite tours, and Community Promotions to name a few.

Capital expenditures total $8,500. This will be used to purchase office furniture/computers for an office expansion project.

GRAPHS





FUND 203
48000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48110	INTEREST ON GENERAL INVESTMT	2,331	1,600	6,400	3,500	3,500
48900	OTHER MISCELLANEOUS REVENUE	60,012	71,500	54,774	58,600	58,600
	TOTAL REVENUE	62,343	73,100	61,174	62,100	62,100

FUND 203
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49220	TRANSF FR SPECIAL REVENUE FD	152,635	151,000	151,000	155,000	155,000
49300	FUND BALANCES APPLIED		10,998		4,425	4,425
	TOTAL REVENUE	152,635	161,998	151,000	159,425	159,425

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CONVENTION & VISITORS BUREAU
2035519065

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	62,374	66,048	64,043	74,725	74,725
52000 Contractual Services	6,859	6,090	5,600	7,000	7,000
53000 Supplies and Expense	24,468	37,960	40,332	33,500	33,500
55000 Fixed Charges	8,000	12,000	12,000	12,000	12,000
57000 Grants Contrib Indm & Other	123,768	113,000	98,752	85,800	85,800
58000 Capital Outlay				8,500	8,500
Total Expenditures	**225,469**	**235,098**	**220,727**	**221,525**	**221,525**

RESIDENTIAL REHABILITATION
FUND 204

The recommended 2008 budget combines Funds 208 (CDBG Residential), 213 (Residential Rehabilitation) and 216 (Residential Revolving Loans) into Fund 204 (Residential Rehabilitation).

In early 1992, the City of Marshfield applied for and received a Community Development Block Grant (CDBG) to assist in creating additional affordable housing units for low to moderate income (LMI) persons. The program objectives for the 1992 grant program were:

1) to rehabilitate and conserve the existing housing stock;
2) to make decent, safe and sanitary housing more affordable for LMI households;
3) to increase the supply of decent, safe, and sanitary housing units for LMI persons; and
4) to increase the energy efficiency of housing units occupied by LMI persons.

This is the money which is received through loan payments from the original CDBG grant.

The recommended 2008 budget is $275. This represents the costs associated with loan satisfactions, legal services, and miscellaneous supplies. $4,000 is anticipated as revenues from investments in 2008.

FUND 204
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48110	INTEREST ON GENERAL INVESTMT	4,216	2,000	4,100	4,000	4,000
	TOTAL REVENUE	4,216	2,000	4,100	4,000	4,000

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CDBG, ADMINISTRATION
2045661008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	147	175		175	175
53000 Supplies and Expense		100	100	100	100
57000 Grants Contrib Indm & Other	45,034				
Total Expenditures	**45,181**	**275**	**100**	**275**	**275**

ECONOMIC DEVELOPMENT FUND
FUND 205

The recommended 2008 budget combines Funds 210 (Economic Development), 211 (Commercial Rehabilitation Revolving Loan), 225 (Utility Dividend) and 231 (East Industrial Park) into Fund 205 (Economic Development). The total appropriation for this fund is $296,552 detailed as follows:

Administration of Revolving Loans	$ 9,359
Contributions for:	
MACCI (Business Development Director)	50,000
Main Street	28,000
MEDA	25,000
Transfers to Other Funds	184,193
	$296,552

The following narrative explains those appropriations:

ADMINISTRATION

The budget includes $9,359 in personnel service costs allocated to this fund from the Finance Department. This cost allocation is related to the staff time, postage and supplies directly supporting the MEDA Revolving Loan Program. The Finance Department currently manages 18 approved commercial loans through this program.

MACCI CONTRIBUTION

This appropriation provides continued funding for the Business Development Director position at MACCI. This position assists both the MACCI Executive Director and the city's Planning and Economic Development Department. Traditionally, MACCI has been the lead agency for spearheading the city's economic development initiatives. In cooperation with the city's Planning and Economic Development Department, these funds allow us to increase activity and communication between the city and the business community on development issues, and maintaining a shared vision for economic development. It is an excellent means to allocate scarce resources in an efficient, effective manner, keeping economic development focused in the private sector, while allowing direct local government involvement. It has also allowed for additional outside recruitment efforts to take place through additional marketing and involvement at trade shows, call trips and site selector visits.

MACCI's annual budget is $353,935 which is paid entirely by the private sector. This does not include the in-kind services and volunteers that are engaged in MACCI's activities throughout the year.

RECOMMENDED 2008 APPROPRIATION:

The recommended 2008 appropriation to MACCI is $50,000, which is identical to the amount appropriated in 2007. This appropriation is financed by the interest monies earned from investments and loan repayments within this fund. Total city funding is 21% of MACCI's total budget (2007).

MACCI's economic development initiates are summarized as follows:

Entrepreneurial Assistance

Greater emphasis placed on promoting the growth and vitality of Central Wisconsin Agriculture, which generates more than $2.67 Billion in economic activity in Clark, Wood and Marathon Counties through continued efforts of the Agri Business Committee.

Young Professionals Group continues to grow and get involved in community projects.

Graduated 7 local individuals from the SBDC (Small Business Development Council) Entrepreneurial Training Course.

Marshfield Investment Partners LLC has supported several local ventures.

Bi-Annual "Power Lunch" held to offer businesses and young professionals the opportunity to hear other profitable companies success stories.

The Energy Council continues to explore alternative energy business development opportunities and to secure Federal and State fiscal & technical resources

Business Retention and Local Expansion

Small Business Council – specific focus on addressing the needs of our smaller businesses.

Retail Coordinating Council – promotions and selling nearly $1/M in MACCI gift certificates that stay in the community.

Attended Bio Tech show promoting community and information disseminated to vendors and suppliers of Clinic/Hospital.

RLF - loan portfolio 18 loans, valuing nearly $1.6 million (2006).

Marshfield Economic Development Association (MEDA) – committee of the chamber which brings together the private and public sectors to enhance the quality of life in the Marshfield area through business development.

Business Development Director's Position – primary role is marketing (reviewed by site selectors and Department of Commerce, to assist nascent businesses, maintain economic development information and available properties on WEB and LOIS, Entering clients to WEN (Wisconsin Entrepreneurial Network), and conducts detailed business retention and expansion visits.

Business Growth and Development

Year	1998	1999	2000	2001	2002	
New	25	39	45	23	22	
Expanded	18	15	29	39	39	
Year	2003	2004	2005	2006	Average	Total
New	33	39 (229 jobs)	25 (417 jobs)	23 (365 jobs)	30	274
Expanded	44	32	20	25	29	261

In 2006 the assessed value of commercial and manufacturing real estate was $431,637,900.

Worked with 80 local businesses and 19 out of the area firms with specific development/expansion requests in 2006.

Sampling of New/Expanded Businesses:

Basic Stainless (new 17,000 s.f. facility in Norwood Industrial Park)- employs 9 in Mfld.
Bentz Chiropractic new 2400 s.f. building- employs 3
Prevention Genetics 6000 s.f. addition- employs 8
Marshfield Clinic & Laird Center- 117,836 s.f. & a 81,736 s.f. addition
El Mezcal
El Jalapeno

Workforce Development

17 different youth apprenticeship programs connecting education with careers.

Hosted several workshops/training opportunities to include: "WOW" customer service, Federal Procurement, Quick Books, Lean Manufacturing, Team building; improving workplace productivity, Office Professionals, and two series of Dale Carnegie training.

Spousal referral system in place through MAHRA (Marshfield Area Human Resources Assoc.).

Infrastructure

Working with TDA, CENTERGY and locally to keep Highway 10 project on schedule.

Fiber brought into Mill Creek Business Park; Telecommunications Committee exploring other options for better access and affordability to be competitive in growing and attracting businesses as well as workforce.

New Terminal building at our municipal airport completed. Working to get Kiosks available to promote community for potential new businesses.

Great News in our Future

USDA Research Facility
Mel Laird Applied Science Center
Working with Main Street - storefront vacancies in our downtown
Redesign of South Central Avenue

MAIN STREET CONTRIBUTION

SUMMARY/PROGRAM OBJECTIVES

The City of Marshfield applied to the Wisconsin Department of Development for designation as a Main Street community in May, 1990. On June 20, 1990, Governor Thompson announced that Marshfield had been designated a Wisconsin Main Street Community.

The Marshfield community formed a Main Street Program to provide an opportunity for projects that would:

- Increase the investment and tax base in the downtown area
- Encourage a broader array of services for downtown clients and customers
- Identify gaps in our retail district
- Help existing businesses expand
- Recruit new businesses
- Provide an organizational framework for long-term economic restructuring
- Hire a full-time Program Manager to coordinate Main Street activities and volunteers
- Encourage, where appropriate, the restoration of commercial buildings to reflect the history of the city's commercial development
- Increase social and cultural activities in our central business district

- Enhance the appearance of our downtown through public and private efforts

RECOMMENDED 2008 APPROPRIATION:

The Main Street Program is an ongoing commitment to downtown revitalization. It is a program and not a project because successful downtowns require a steady, deliberate, and long-term approach rather than a "quick-fix." Many of the building rehabilitations in the downtown area over the past few years have occurred because of free or low-cost design assistance from the Main Street Program. Many of the successful promotions in the downtown area have occurred because of the work of the Main Street Program, including its many volunteers.

Main Street Marshfield has requested an appropriation of $31,500 for 2008, which is a $4,200 increase, or a 15.4% increase above the amount budgeted in 2007 ($27,300). My recommended appropriation of $28,000 represents 22.2% of Main Street Marshfield's 2008 budget of $126,350. The $28,000 is funded entirely by tax levy. In addition to the city's contribution, $66,000 is anticipated from assessments levied by the Downtown Business Improvement District Board, and the remainder is projected to be derived from downtown and non-downtown contributions, fundraising efforts, and sponsorships for special events.

MARSHFIELD ECONOMIC DEVELOPMENT ASSOCIATION CONTRIBUTION

OVERVIEW

Economic growth is the foundation for many positive results in our community. Without economic development, our community cannot retain jobs, create jobs, and finance the quality of life that we all desire.

PURPOSE

The purpose of the Marshfield Economic Development Association (MEDA) of the Marshfield Area Chamber Foundation is to foster and promote economic development in the City of Marshfield, Wood and Marathon Counties; encourage and facilitate the growth and expansion of existing industries and businesses; encourage and assist the location of manufacturing, industrial and commercial firms in the city; and create growth in jobs and the tax base. Succinctly, MEDA's mission is to be responsible for enhancing the quality of life in the Marshfield area through business development.

2008 STRATEGIES

- Facilitate the relocation of knowledge-based (technology based) businesses to Marshfield and the retention and expansion of existing businesses within our markets.
- Continue to work with the Marshfield Clinic and Saint Joseph's Hospital to bring health care related businesses to Marshfield.
- Continue to work on the revitalization of the downtown with the city and Main Street.
- Bring back Central Wisconsin graduates.
- Encourage entrepreneurial spirit.
- Increase local and regional marketing efforts.
- Continue to improve the aesthetics of buildings and grounds along Veterans Parkway.

These goals are benchmarked on a monthly basis by the MACCI Board of Directors and the MEDA Committee.

2008 WORK PROGRAM OBJECTIVES

1. Coordinate Mill Creek Business Park marketing and tenant recruitment
   * Identify local expansion needs
   * Locate supporting businesses
   * Continue work with private sector in the development of a bio-tech incubator
   * Dissect current labor markets
   * Assess competition

2. Identify funding sources for overall economic development
   * Assess the need for a public/private venture
   * Market revolving loan fund
   * Analyze grant opportunities
   * Assist local businesses with submittal of CDBG-ED and other low interest loan programs, along with Tech Zone Income Tax Credit applications.

3. Advance activity and organization of the Young Professionals Network.

4. Identify alternative energy resources, educated and promote the use of these resources, and foster economic development opportunities for new and existing businesses through the Energy Council.

5. Enhance the telecommunications infrastructure needs of the greater Marshfield area through the Technology Council to improve the competitiveness of its business and the quality of life for its residents.

6. Through the Agri-Business Committee, identify and capture economic opportunities of this key sector.

7. Sell remaining lot in Air Business Park (2.19 acres).

8. Identify, market and seek tenant(s) for Norwood Industrial Park and the new Yellowstone Industrial Park.

9. Work with UW Ag Research Station and government partners in the Heifer Research Station and the USDA Research Facility.

10. Provide support to the Wis-DOT and the Wisconsin Transportation Development Association to maintain and/or expand the present state and federal funding for transportation and work to advance the four-lane construction of US Highway 10 between Marshfield and Stevens Point and assist the city with the implementation of various bicycle multi-modal developments.

11. Participate with Centergy, the Central Wisconsin regional economic development group to implement prioritized strategies.

12. Conduct wage/salary and marketing surveys and publish the results; update the Community Profile, Industries brochure, and related publications; participate in demographic surveys.

13. Continue efforts through the Central Wisconsin S-T-C Partnership to assure that a local skilled labor force is available for industry and business through labor force recruitment and retainment efforts. (Funded through grants and the private sector.)

14. Continue efforts to fill vacant industrial and commercial buildings.

15. Provide technical assistance to businesses through business plan development and financial management.

16. Assist businesses with strategic plan development, marketing, regulatory, environmental issues.

17. Work with Department of Commerce on state and federal programs.

18. Conduct business retention and expansion surveys to identify needs and issues of existing businesses, keeping lines of communication open between businesses, MACCI and the city.

19. Provide entrepreneurial assistance with start-up business assessment and business plan development, while continuing to administer contract as outreach center for the Wisconsin Entrepreneurs' Network.

20. Develop and maintain liaisons with referral networks.

21. Conduct economic research and targeted economic development strategies.

22. Coordinate direct mail, media, website, trade show and call trip campaigns.

23. Assist in the implementation of the downtown development plan and the South Central reconstruction project.

24. Encourage appropriate business mix throughout Marshfield.

STRUCTURE

The Marshfield Economic Development Association (MEDA), an operational committee of the Marshfield Area Chamber of Commerce & Industry, and a financial account under the Chamber Foundation, is comprised of MACCI's Executive Director and Business Development Director, Mayor, City Administrator, City Planner/Economic Development Director, one Council representative, one Wood County Board Supervisor, Main Street representative, Marshfield Utilities Director, Marshfield Area Chamber of Commerce and Industry President or representative, Community Development Authority Director, and nine additional business and industry leaders.

Sub-committees, chaired by MEDA members, are formed on an "as needed basis" and draw on community members for project specific missions. MEDA membership shall be periodically reviewed to allow for new committee membership involvement. MEDA administers funds appropriated by both the City of Marshfield and Wood County and private donations.

RECOMMENDED 2008 APPROPRIATION

The recommended 2008 appropriation to MEDA is $25,000, which is identical to the amount appropriated in 2007. Tax levy and interest income are the funding sources for this appropriation.

OTHER ITEMS

To assist our local business and industry in their expansion efforts and to attract new industry, MEDA and the City of Marshfield have established a revolving loan fund. This fund provides successful applicants with loans as low as 4 percent interest. These are high-risk loans to subsidize new businesses. Sometimes these businesses are not successful.

To succeed in securing these funds, the business or industry must create jobs for existing businesses, create new jobs through location of new companies to Marshfield, or retain jobs in the city which would

otherwise by lost. The following distribution priorities have been established:

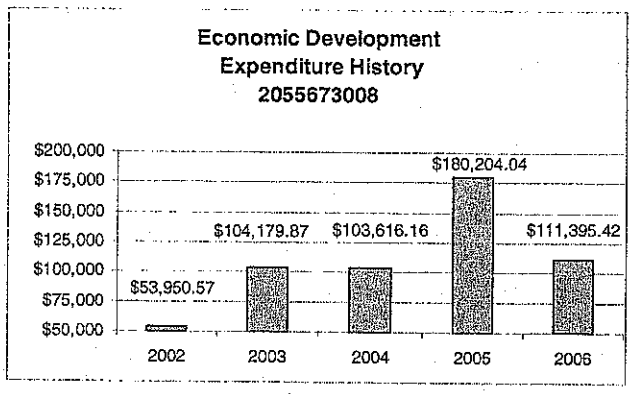
- Developments within an identified business/industrial park.
- Industrial developments which continue to use existing industrial property in the city.
- Commercial development in the city's identified downtown area
- Commercial development within an identified shopping center.
- Isolated commercial or office developments within the city.

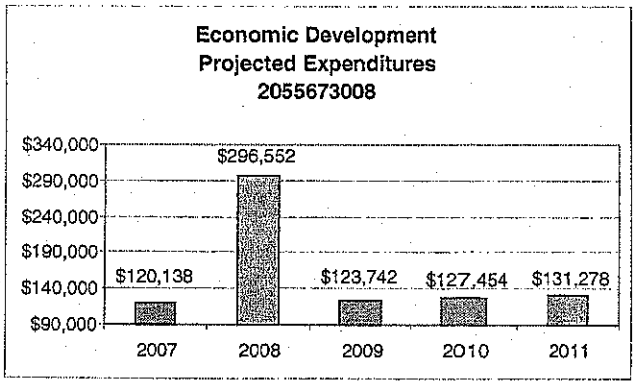
TRANSFERS TO OTHER FUNDS:

Downtown Koisk (In #101)	$ 16,000	*
City-wide Traffic Signal Modeling and Analysis, EN-F-1971 (In #401)	17,000	*
UW Arboretum Connector Trail, PR-L-2849 (In #420)	117,000	*
Anton Ave. Asphalt Overlay, EN-D-1904 (In #401)	34,193	
	$184,193	

*These three projects use up the entire balance of the Utility Dividends with the exception of an amount reserved for bad debts ($91,000).

GRAPHS:





FUND 205
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110	GENERAL PROPERTY TAXES	47,300	49,288	49,288	50,000	46,500
	TOTAL REVENUE	47,300	49,288	49,288	50,000	46,500

FUND 205
44000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
44110	LIQUOR & MALT BEV LICENSES	9,000				
	TOTAL REVENUE	9,000				

FUND 205
48000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48110	INTEREST ON GENERAL INVESTMT	34,646	35,000	35,500	37,000	37,000
48170	REVOLVING LOAN INTEREST	31,751	26,810	26,811	23,795	23,795
48318	SALE OF CONSERV & DEV EQ/PRO	701		12,780		
	TOTAL REVENUE	67,098	61,810	75,091	60,795	60,795

FUND 205
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49300	FUND BALANCES APPLIED		9,000		5,062	189,255
	TOTAL REVENUE		9,000		5,062	189,255

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

ECONOMIC DEVELOPMENT
2055673008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	7,519	8,248	8,248	8,809	8,809
52000 Contractual Services	51,027	50,000	50,000	50,000	50,000
53000 Supplies and Expense	550	550	590	550	550
57000 Grants Contrib Indm & Other	52,300	52,300	52,300	56,500	53,000
Total Expenditures	**111,396**	**111,098**	**111,138**	**115,859**	**112,359**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

COMMERCIAL REHAB REVOLV LNS
2055674008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
57000 Grants Contrib Indm & Other		9,000	9,000		
Total Expenditures		**9,000**	**9,000**		

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
2055900008

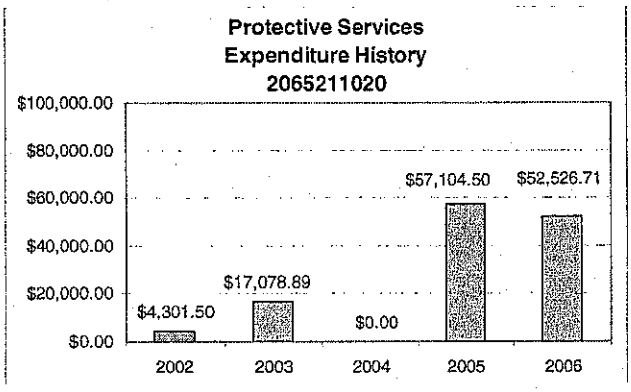
Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations					184,193
Total Expenditures					**184,193**

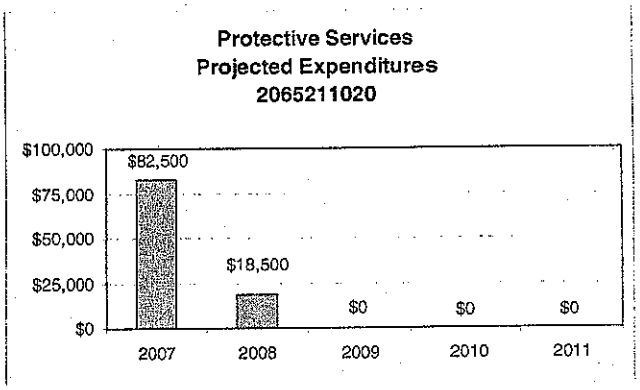
PROTECTIVE SERVICES
FUND 2065211020

The recommended 2008 budget combines Fund 218 (Law Enforcement Restricted Revenue) and Fund 219 (Fire Grant) into Fund 206 (Protective Services).

The recommended 2008 budget is $18,500. This will allow the purchase of an unmarked squad for the Police Department. Of this amount $13,500 is funded by tax levy and $5,000 will come from available fund balance.

GRAPHS:





FUND 206
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110	GENERAL PROPERTY TAXES					13,500
	TOTAL REVENUE					13,500

FUND 206
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43212	FEDERAL GRANTS, FIRE	40,344				
43524	MEG UNIT-DRUG TASK FORCE GRT			82,500		
	TOTAL REVENUE	40,344		82,500		

FUND 206
46000

Account	Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46211	LAW ENF-FEDER SHARED PROCEED	1,741				
46212	LAW ENF-STATE SHARED PROCEED	11,383				
	TOTAL REVENUE	13,124				

FUND 206
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48110	INTEREST ON GENERAL INVESTMT	450		594		
	TOTAL REVENUE	450		594		

FUND 206
49000

Account	Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49210	TRANSFER FROM GENERAL FUND		86	86		
49300	FUND BALANCES APPLIED					5,000
	TOTAL REVENUE		86	86		5,000

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

LAW ENFORCEMENT
2065211020

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
57000 Grants Contrib Indm & Other			82,500		
58000 Capital Outlay	13,124				18,500
Total Expenditures	**13,124**		**82,500**		**18,500**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FIRE PREVENTION
2065225021

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay	39,403				
Total Expenditures	**39,403**				

BUSINESS IMPROVEMENT DISTRICT FUND
FUND 214

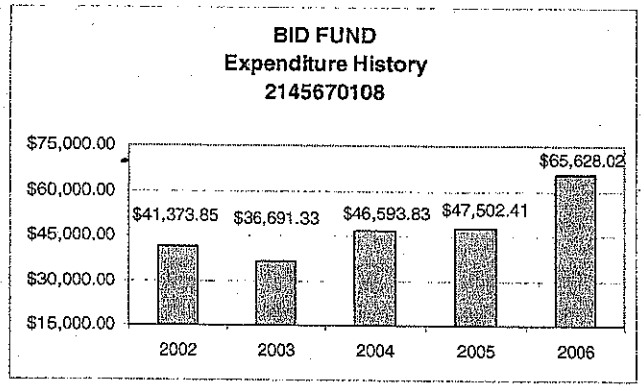
OVERVIEW

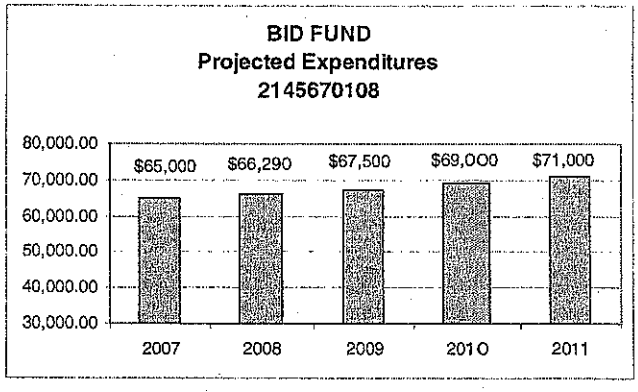
In 1990, the Common Council created the Downtown Marshfield Business Improvement District. The purpose of the district is to provide a mechanism of self-assessment to property owners within the Business Improvement District. The District is governed by a 7-member Board which is currently comprised of Mr. Bill Mitten, Chairman; and Messrs. Charles Rentmeester, Alan Nystrom, Dale Anderson, Pat Schreiner, Don Kaiser, and Alderman Ed Wagner.

The initial assessments were levied in December, 1990 for the 1991 Budget. Since inception of the District, the assessment rate has been in the range of $1.11 to $1.53 per thousand dollars of assessed valuation. All initial assessments, as well as assessments in succeeding years, have been disbursed to Main Street Marshfield, Inc., a not for profit downtown revitalization organization.

The amount shown in the recommended B.I.D. 2008 budget is $66,290. Of this amount, $66,000 is the amount of revenue that will be generated by establishing an estimated assessment rate at $1.49 per $1,000 in estimated assessed valuation. The $290 represents interest collected on delinquent accounts.

GRAPHS





FUND 214
46000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46850	ECONOMIC DEVELOPMENT	65,846	65,000	65,000	66,000	66,000
	TOTAL REVENUE	65,846	65,000	65,000	66,000	66,000

FUND 214
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48130	INTEREST ON SPEC ASSESSMENTS	171	200	150	150	150
	TOTAL REVENUE	171	200	150	150	150

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

MAIN STREET PROGRAM
2145670108

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
57000 Grants Contrib Indm & Other	65,628	65,000	65,000	66,000	66,290
Total Expenditures	**65,628**	**65,000**	**65,000**	**66,000**	**66,290**

TAXI SYSTEM
2205352234

MISSION STATEMENT:

The City of Marshfield is receiving state mass transit operating and capital assistance aids under Section 85.20 of the Wisconsin statutes and under Section 5311 of the Urban Mass Transportation Act of 1964, as amended. The purpose of this program is to promote the general public good by providing financial assistance to surface public transportation systems operating outside of urbanized areas. This is a shared-ride program and has a reduced fare for the elderly and handicapped.

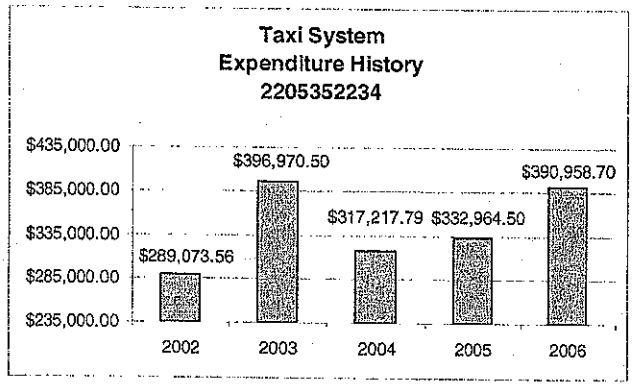
SERVICES AND WORK PROGRAMS:

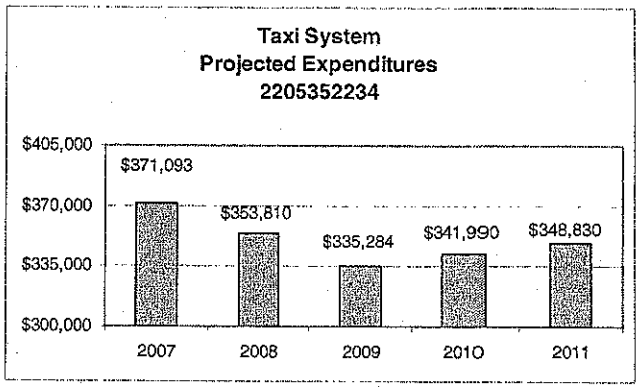
The taxi system provides service for about 81,300 transports to the citizens of Marshfield. It operates during the hours of 6:00 a.m. to 12:00 midnight, 7 days a week. There are 12 taxis for daily service as well as a chair lift van for people in wheel chairs. This is a state and federally funded program. For capital purchases, 80% of the cost is returned to the city by a state grant. A taxi grant is also applied for each year to cover the cost of operations. Grants for capital equipment are applied for on a periodic basis based upon an equipment replacement schedule. The city must provide a shared rider program with cost being $1.00 for each additional passenger going to and from the same location.

SUMMARY:

The recommended 2008 appropriation for the Taxi System is $353,810. Fares for 2008 will increase $.10 for regular riders and $.05 for special riders. The 2008 rates will then be $4.00 and $2.00 respectively. The 2008 fare for the shuttle bus ($16.00) will not increase. The shuttle bus now transports their riders to Tomah, WI. The 2008 budget includes a request for one new taxicab/radio for $25,000. The city's portion of this budget for 2008 is $5,100 which was available by levying general property taxes; the remaining $348,710 is being funded by state and federal appropriations.

GRAPHS:





FUND 220
41000

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110 GENERAL PROPERTY TAXES		22,534	22,534	5,100	5,100
TOTAL REVENUE		22,534	22,534	5,100	5,100

FUND 220
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43537	ST GRANTS, OTH TR AID (TAXI)	373,867	342,059	361,159	348,710	348,710
	TOTAL REVENUE	373,867	342,059	361,159	348,710	348,710

FUND 220
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48900	OTHER MISCELLANEOUS REVENUE	100				
	TOTAL REVENUE	100				

FUND 220
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49300	FUND BALANCES APPLIED		5,000			
	TOTAL REVENUE		5,000			

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

TAXI SYSTEM
2205352234

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
53000 Supplies and Expense	152	100	100	100	100
57000 Grants Contrib Indm & Other	328,189	324,493	324,493	328,710	328,710
58000 Capital Outlay	62,618	25,000	46,500	25,000	25,000
Total Expenditures	**390,959**	**349,593**	**371,093**	**353,810**	**353,810**

CABLE TELEVISION COMMITTEE
2355112001

MISSION STATEMENT:

The mission of the Cable Television Committee is to act in an advisory capacity to the Common Council. The Committee shall make rules for its own proceedings, formulate a budget for its operations, shall formulate policies regarding cable TV franchises, shall advise and recommend such policies to the Common Council from time to time. It shall be responsible for enforcing franchise agreements made with cable TV companies, shall process citizen's complaints and shall recommend action in connection therewith to the Common Council and shall recommend such other duties and shall have such other responsibilities as may be imposed upon it from time to time by the Common Council. The Committee shall hold any hearing deemed necessary in connection with such policies, including the adjustment of franchise fees, and shall determine the method of and procedures of holding such hearings and to represent the interests of the city cable subscribers in all negotiations with the Cable Company and the City of Marshfield.

SERVICES AND WORK PROGRAM:

The Cable Television Committee 1) oversees provisions of cable franchise; 2) acts as a collecting agency for subscriber complaints and disputes; 3) represents city in negotiations with cable company; and 4) provides a source for public access cablecasting. Staff support to the Cable TV Committee is provided by the City Clerk's Office.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS:

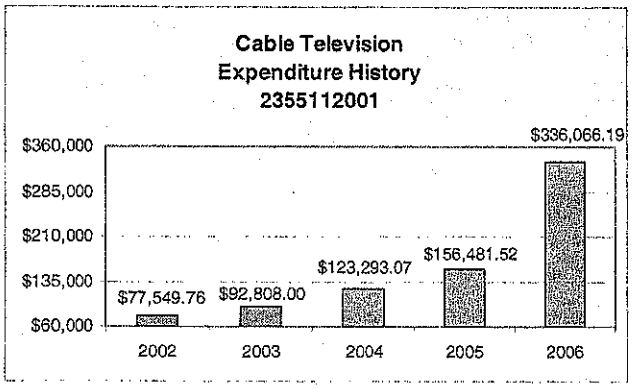
This budget is "revenue driven," meaning that it has a dedicated source of financing (i.e. cable television franchise fees) underwriting budgeted expenditures. No property tax revenues are utilized to finance this budget. In 2008, the recommended expenditure budget is $176,718 and is funded by the estimated 2008 revenues anticipated from the cable television franchise fees ($176,300).

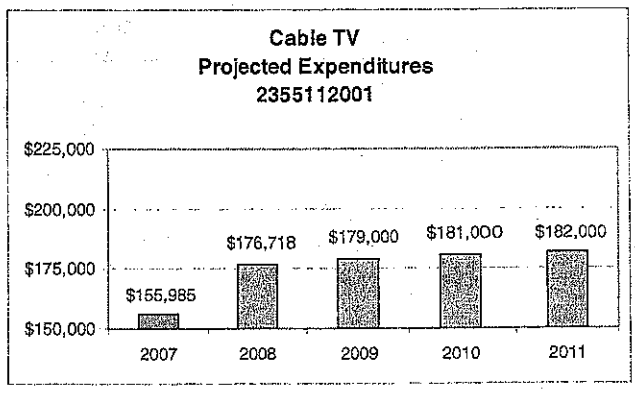
There is $7,300 in capital outlay purchases in 2008, including 2 tripods, a scan converter for Channel 3, and a portable lighting kit. The budget also includes $42,090 in contractual services for technical support for expanded production services and clerical support.

SCHEDULE OF DEPARTMENT EXPENDITURES:

	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Total	$336,066	$168,172	$155,985	$176,718

GRAPHS:


Cable Television
Expenditure History
2355112001
$360,000
$285,000
$210,000
$135,000
$60,000
$77,549.76
$92,808.00
$123,293.07
$156,481.52
$336,066.19
2002
2003
2004
2005
2006


Cable TV
Projected Expenditures
2355112001
$225,000
$200,000
$175,000
$150,000
$155,985
$176,718
$179,000
$181,000
$182,000
2007
2008
2009
2010
2011

FUND 235
44000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
44121	CABLE FRANCHISE FEES	171,665	168,172	178,000	176,000	176,000
	TOTAL REVENUE	171,665	168,172	178,000	176,000	176,000

FUND 235
46000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46115	CABLE FEES		400	100	300	300
	TOTAL REVENUE		400	100	300	300

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CABLE ACCESS
2355112001

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	74,278	109,734	95,547	113,314	114,032
53000 Supplies and Expense	31,030	20,878	22,178	19,763	19,763
55000 Fixed Charges	23,684	32,360	33,060	35,623	35,623
58000 Capital Outlay	207,074	5,200	5,200	7,300	7,300
Total Expenditures	**336,066**	**168,172**	**155,985**	**176,000**	**176,718**

Debt Service – 300

DEBT SERVICE FUNDS
SUMMARY

ANALYSIS:

Section 67.03 (1) (b) of the Wisconsin statutes prescribes a limitation on the amount of indebtedness that can be incurred by a municipality. The limitation is five percent (5%) of the equalized valuation of the City as certified by the Wisconsin Department of Revenue.

The City of Marshfield's current equalized valuation is $1,282,775,200; therefore, our statutory debt limitation is $64,138,760. As of January 1, 2008, the City's outstanding general obligation debt will stand at $22,480,000. This amount will represent 35.0% of our maximum statutory debt capacity, providing a debt margin of $41,658,760.

Including the recommended $2,624,010 in 2008 debt as shown on the next page and the scheduled 2008 principal payments totaling $3,318,539, the City's projected outstanding debt as of December 31, 2008 decreases to $21,785,471. This amount would represent 34.0% of our maximum statutory debt capacity, providing a debt margin of $42,353,289 without projecting any change in equalized valuation for 2008.

Long-term borrowing in the City of Marshfield is controlled through the Capital Improvement Program (CIP) process that assists in the long-term management of the City's debt. A schedule of future debt service requirements is shown on the next page. The projected 2008 long-term borrowing is shown on the next page. The Administrator's recommended 2008 budget includes $350,000 additional long-term debt to finance the acquisition of land for a second Fire Station.

Marshfield Utilities originally planned to issue debt for power plant construction in 2007. However, that has been delayed to 2008, so the City of Marshfield is recommended to issue the 2008 scheduled debt by the end of 2007. This will allow the debt to remain "Bank Qualified" when soliciting bids to minimize the interest rate charged on this debt.

2008 DEBT SERVICE REQUIREMENTS:

A sum of $4,015,712 is recommended in the debt service fund to meet 2008 principal and interest payments on outstanding debt. Of this amount, $3,176,321 is budgeted for principal payments and $839,391 for interest payments. The internal service fund and both enterprise funds are responsible for their portion of total general obligation debt service of related debt utilized by those funds. Accordingly, the appropriate debt service is included in those funds.

1) DEBT ISSUE EXPENSE (3015829108)

This account includes the professional fees and other costs associated with the issuance of general obligation long-term debt such as fees for legal counsel, financial consultants, rating agency fees, and miscellaneous cost for postage and travel associated with the closing. No funds are recommended for this purpose in the 2008 debt service funds. Rather, the cost of borrowing ($38,272) will come from the initial borrowing proceeds and be included in the various capital project funds benefiting from the debt proceeds.

2) FISCAL CHARGES (3015829208)

This account includes fees and expenses charged by fiscal agents to retire bonds, notes, and coupons and to either cremate the cancelled bonds, notes, and coupons, or to return them to the city. The recommended 2008 budget is $1,000.

PROJECTED 2008 LONG-TERM BORROWING:

Long-term borrowing is projected in 2008 to finance the following projects, as planned in the City's 2007-2011 Capital Improvement Program and Administrator's Recommended Budget:

CIP Proj. #	Fund #	Project Description	Cost
EN-A-1710	401	South Central Avenue Reconstruction (2nd to 21st)	$69,000
EN-C-1801	401	8th Street Reconstruction - Felker to Washington	344,500
EN-D-1748	432	TIF #7 Yellowstone Industrial Park	1,055,000
EN-D-1882	401	Western Street - St Joseph to Wood - Street Reconstruction	300,000
EN-N-1854	401	New Sidewalk - 2008 Paving Projects & Orders	53,238
EN-N-1937	401	Hume Ave - Jefferson to NE Parkway - Water Main	31,000
EN-N-1950	401	Western Street - St Joseph to Wood - Water Service	10,000
FD-K-5800	410	Second Fire Station - Design & Engineering	255,000
SW-H-6721	401	8th Street Storm Sewer - Felker to Washington	53,000
UW-K-7309	405	Campus Utility and Facilities Upgrade II - Boiler	65,000
N/A	401	Allocated Debt Issue Expense	20,064
N/A	432	Allocated Debt Issue Expense	18,208
FD-K-5800	410	Second Fire Station - Land Acquisition	350,000
			$2,624,010

Schedule of Debt Service Requirements
Total General Obligation Debt

Budget Year	Debt Outstanding-Beginning of Year	Principal Requirements	Interest Requirements	Total Requirements	Debt Outstanding-End of Year
2006	24,352,815.43	6,397,589.41	1,040,771.66	7,438,361.07	25,865,226.02
2007	25,865,226.02	3,385,226.02	949,000.48	4,334,226.50	22,480,000.00
2008	22,480,000.00	3,318,539.14	866,142.34	4,184,681.48	19,161,460.86
2009	19,161,460.86	3,233,528.43	743,708.04	3,977,236.47	15,927,932.43
2010	15,927,932.43	2,835,454.85	629,661.63	3,465,116.48	13,092,477.58
2011	13,092,477.58	2,522,477.58	525,232.64	3,047,710.22	10,570,000.00
2012	10,570,000.00	2,165,000.00	431,370.01	2,596,370.01	8,405,000.00
2013	8,405,000.00	1,560,000.00	357,772.51	1,917,772.51	6,845,000.00
2014	6,845,000.00	1,605,000.00	294,352.51	1,899,352.51	5,240,000.00
2015	5,240,000.00	1,610,000.00	228,936.25	1,838,936.25	3,630,000.00
2016	3,630,000.00	1,245,000.00	168,971.25	1,413,971.25	2,385,000.00
2017	2,385,000.00	515,000.00	128,793.75	643,793.75	1,870,000.00
2018	1,870,000.00	410,000.00	103,751.25	513,751.25	1,460,000.00
2019	1,460,000.00	330,000.00	83,101.25	413,101.25	1,130,000.00
2020	1,130,000.00	365,000.00	63,602.50	428,602.50	765,000.00
2021	765,000.00	400,000.00	42,061.25	442,061.25	365,000.00
2022	365,000.00	365,000.00	20,805.00	385,805.00	0.00
TOTALS		$35,235,182.76	$7,693,825.19	$42,929,007.95	

FUND 301
41000

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110 GENERAL PROPERTY TAXES	2,675,031	2,589,981	2,589,981	2,565,636	2,565,636
TOTAL REVENUE	2,675,031	2,589,981	2,589,981	2,565,636	2,565,636

FUND 301
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48900	OTHER MISCELLANEOUS REVENUE	47,172	49,609	49,609	50,866	50,866
	TOTAL REVENUE	47,172	49,609	49,609	50,866	50,866

FUND 301
49000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49120	PROC OF LONG-TERM DEBT, NTS	2,962,357		68,116		
49240	TRANSF FR CAPITAL PROJ FUND	838,875	923,240	923,301	925,210	925,210
49260	TRANSF FR ENTERPRISE FUND	475,000	475,000	475,000	475,000	475,000
49300	FUND BALANCES APPLIED		31,706			
	TOTAL REVENUE	4,276,232	1,429,946	1,466,417	1,400,210	1,400,210

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PRINCIPAL, GO BONDS
3015811008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	740,410	754,263	754,263	678,498	678,498
Total Expenditures	**740,410**	**754,263**	**754,263**	**678,498**	**678,498**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PRINCIPAL, ST TRUST FUND LNS
3015812008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service				33,539	33,539
Total Expenditures				**33,539**	**33,539**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PRINCIPAL, LONG-TERM NTS PBL
3015813008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	5,215,351	2,465,067	2,463,067	2,464,284	2,464,284
Total Expenditures	**5,215,351**	**2,465,067**	**2,463,067**	**2,464,284**	**2,464,284**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, GO BONDS
3015821008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	433,795	412,634	410,834	388,973	388,973
Total Expenditures	**433,795**	**412,634**	**410,834**	**388,973**	**388,973**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, ST TRUST FUND LNS
3015822008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service				11,062	11,062
Total Expenditures				**11,062**	**11,062**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, LONG-TERM NTS PYBL
3015823008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	565,031	436,572	503,877	439,355	439,355
Total Expenditures	**565,031**	**436,572**	**503,877**	**439,355**	**439,355**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEBT ISSUE EXPENSE
3015829108

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	9,284				
Total Expenditures	**9,284**				

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FISCAL CHARGES
3015829208

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	550	1,000	750	1,000	1,000
Total Expenditures	**550**	**1,000**	**750**	**1,000**	**1,000**

Capital Project Funds – 400

CAPITAL PROJECT FUNDS SUMMARY

The Capital Project Funds account for the financial resources to be used for the acquisition or construction of major capital facilities other than those financed with proprietary funds and trust funds.

The **Infrastructure Construction Fund (#401)** includes appropriations for various 2008 projects totaling $1,446,628. They include the following:

Street Construction (5331531)(5343231)(5733131):	
Hume Ave - Jefferson to NE Parkway, EN-C-1938 (2)	$ 5,977
Curb ramp ADA compliance, EN-E-1750 (2)	28,999
Peach Avenue Underpass EN-B-1572 (2)	10,000
S. Central –S. Roddis reconstruction 2nd to 21st, EN-A-1710 (1)	69,000
8th Street reconstruction Felker to Washington EN-C-1801 (1)	344,501
Western St.- St. Joseph to Wood Street Reconstruction, EN-D-1882 (1)	300,000
Alley reconstruction Central to Chestnut and 3rd to 4th EN-D-1944 (2)	55,000
City Planner/Economic Developer (5690170)	
Aerial fly over and Planmetrics (2)	142,040
Traffic Control (5733431):	
City wide traffic analysis EN-F-1971 (1, 2 and 4)	80,998
New Sidewalk Outlay without Street Reconstruction (5734431):	
With 2008 paving projects and orders EN-N-1854 (3)	54,999
Storm Sewer Construction with Paving (5734531)	
Western Ave – St. Joseph to Wood Storm Sewer, SW-H-6716 (2)	106,999
8th Street – Felker to Washington SW-H-6721 (1)	53,000
Storm Sewer Construction (Trunk) (5734631)	
Storm Water Quality Improvements, SW-G-6713 (2)	164,999
Water Main Construction (5749031)	
Western St – St. Joseph to Wood, EN-N-1950 (1)	10,002
Debt Issue Expense (5829108) (3)	20,114
Total Infrastructure Construction Fund (#401)	**$1,446,628**

The **General Public Facilities Fund (#405)** includes appropriations for various projects in 2008 totaling $177,000. They include the following:

City Hall (5714023)	
City Hall Plaza Lighting Replacement, BS-K-3931 (2)	$ 20,000
UW Marshfield/Wood County Campus (5765064)	
HVAC Replacement/Upgrade, UW-K-7307 (2)	44,000
Replacement of Leopold Windows, UW-K-7311 (2)	42,500
Repair of Campus Sidewalks, UW-K-7314 (2)	5,500
Boiler Replacement, P.E. Bldg., UW-K-7309 (1)	65,000
Total General Public Facilities Fund (#405)	**$177,000**

The **Protective Services Capital Outlay Fund (#410)** includes appropriations for the following:

Land for second fire station, FD-K-5800 (1)	$350,000
Second Fire Station Design & Engineering Costs, FD-K-5800 (1)	255,000
Total Protective Services Capital Outlay Fund (#410)	**$605,000**

The **Airport Outlay Fund's (#415)** appropriations are for the following projects:

Office Terminal Parking Lot/Gen Aviation Ramp, AI-N-3802 (2)	$95,000

The total estimated cost of this project is $600,000 with both the federal and state paying $505,000 toward the cost. The above amount represents only the city's share of this project.

Sealcoat Runway 04/22, AI-N-3809 (2)	16,000

The total estimated cost of this project is $80,000 with the state paying $64,000 toward this project. The above amount represents only the city's share of this project.

Total Airport Outlay Fund (#415)	**$111,000**

In the **Parks & Recreation Capital Project Fund (#420)** there are appropriations totaling $314,000 for the following projects:

Senior Center Reroofing, PR-K-3923 (2)	$ 36,000
OACC Roof Repairs, PR-K-2829 (2)	66,000
Adler Road Trail, PR-L-2845 (4)	117,000
Wildwood Zoo Park Roadway Improvements, PR-L-2825 (2)	20,000
Fairgrounds Expo Building Improvements, FG-K-5602 (2)	25,000
UW Arboretum Connector Trail, PR-L-2849 (5)	50,000
Total Parks & Recreation Capital Project Fund (#420)	**$314,000**

The **Tax Increment District No. 3 Fund (Tower Hall), Tax Increment District No. 2 Fund (Purdy School), Tax Increment District No. 4 Fund (Downtown), Tax Incremental District No. 5 Fund (Mill Creek Business Park), Tax Incremental District No. 6 Fund (Figi Project), Tax Incremental District No. 7 Fund (Yellowstone Industrial Park) and the Tax Incremental District No. 8 (Northway Mall Redevelopment),** were established for the purpose of receiving the tax increment resulting from the increased valuation of the properties above the respective base valuations established when the TIF districts were created. The tax increment is applied to pay the city's principal and interest obligations on its debt which was incurred as a result of development agreements approved by the Common Council and other improvement costs. The tax increment also pays for the annual audit cost of the TIF districts.

Appropriations to these budgets are as follows:

TID #3 (Tower Hall)	
Auditing Services	$ 164
Transfer to Debt Service Fund	20,338
TOTAL	$20,502
TID #2 (Purdy Project)	
Auditing Services	$ 164
Transfer to Debt Service Fund	101,868
TOTAL	$102,032
TID #4 (Downtown)	
Auditing Services	$ 272
Transfer to Debt Service Fund	624,007
TOTAL	$624,279
TID #6 (Figi's Project)	
Auditing Services	$ 164
Transfer to Debt Service Fund	3,486
TOTAL	$3,650
TID #5 (Mill Creek Business Park)	
Auditing Services	$ 272
Utilities	500
Transfer to Debt Service Fund	175,511
TOTAL	$176,283
TID #7 (Yellowstone Industrial Park)	
Auditing Services	$ 272
Debt Issue Expenses (1)	17,936
Yellowstone Industrial Park, EN-D-1748 (1)	1,055,001
TOTAL	$1,073,209

TID #8 (Northway Mall Redevelopment)

Auditing Services	$ 164
In-house Engineering (2)	1,733
TOTAL	$1,897

(1) Funded by the issuance of long-term debt
(2) Funded by tax levy
(3) Funded by both long-term debt and tax levy
(4) Marshfield Utilities Dividend
(5) Room tax and county grant

FUND 401
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110	GENERAL PROPERTY TAXES	720,241	589,888	589,888	371,788	486,828
	TOTAL REVENUE	720,241	589,888	589,888	371,788	486,828

FUND 401
43000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43534	LOCAL ROAD IMPROVEMENT PROGR	64,000		52,108	52,000	52,000
43550	STATE GRANTS-STORMWATER	4,968		18,832		
	TOTAL REVENUE	68,968		70,940	52,000	52,000

FUND 401
46000

Account	Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46311	HIGHWAY MAINT & CONSTR FEES	8,000				
	TOTAL REVENUE	8,000				

FUND 401
49000

Account	Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49120	PROC OF LONG-TERM DEBT, NTS	1,864,000	1,259,918	1,259,918	880,802	880,802
49210	TRANSFER FROM GENERAL FUND		42,859	42,859		
49220	TRANSF FR SPECIAL REVENUE FD					17,000
49240	TRANSF FR CAPITAL PROJ FUND	47,000	225,000	225,000		
49300	FUND BALANCES APPLIED		192,000			10,000
	TOTAL REVENUE	1,911,000	1,719,777	1,527,777	880,802	907,802

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

STREET OPENINGS
4015331531

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	34,256		1,074	5,977	5,977
52000 Contractual Services	212,932		11,244		
53000 Supplies and Expense	65,726				
54000 Building Materials	4,150				
Total Expenditures	**317,064**		**12,318**	**5,977**	**5,977**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

NEW SIDEWALK O/L W/O ST RECO
4015343231

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	3,037	2,478	2,478	5,833	5,833
52000 Contractual Services	66,489	26,392	26,392	23,166	23,166
53000 Supplies and Expense	186	130	873		
54000 Building Materials	17,490				
Total Expenditures	**87,202**	**29,000**	**29,743**	**28,999**	**28,999**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4015662031

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
53000 Supplies and Expense	13				
Total Expenditures	13				

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CITY PLANNER/ECON DEVELOPER
4015690170

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay					142,040
Total Expenditures					**142,040**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

HWY & STREET OUTLAY (LOCAL)
4015733131

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	96,479	84,481	85,611	166,007	71,167
52000 Contractual Services	1,773,233	991,649	1,041,703	1,419,415	707,334
53000 Supplies and Expense	13,991	3,870	14,642		
54000 Building Materials	421		210		
58000 Capital Outlay	1,600				
Total Expenditures	**1,885,724**	**1,080,000**	**1,142,166**	**1,585,422**	**778,501**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

TRAFFIC CONTROL
4015733431

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services		2,957	2,957	1,468	4,757
52000 Contractual Services		79,043	79,043	48,531	76,241
Total Expenditures		**82,000**	**82,000**	**49,999**	**80,998**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

NEW SIDEWALK O/L W/O ST RECO
4015734431

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	5,043	1,012	2,035	2,584	2,584
52000 Contractual Services	12,720	100,888	103,000	52,415	52,415
53000 Supplies and Expense	300		40		
Total Expenditures	**18,063**	**101,900**	**105,075**	**54,999**	**54,999**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

STORM SEWER CONST (W/PAVING)
4015734531

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	11,686	12,260	10,270	12,231	12,231
52000 Contractual Services	260,424	97,130	85,000	147,768	147,768
53000 Supplies and Expense	21,311	610	2,140		
54000 Building Materials	2,604				
Total Expenditures	**296,025**	**110,000**	**97,410**	**159,999**	**159,999**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

STORM SEWER CONSTR (TRUNK)
4015734631

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	68,303	44,449	31,758	17,322	17,322
52000 Contractual Services	327,381	363,203	528,402	147,677	147,677
53000 Supplies and Expense	30,682	2,320	2,620		
54000 Building Materials	1,914				
58000 Capital Outlay	750				
Total Expenditures	**429,030**	**409,972**	**562,780**	**164,999**	**164,999**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

WATER MAIN CONSTRUCTION
4015749031

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	5,987	15,306	15,672	4,586	1,296
52000 Contractual Services	(1,252)	143,844	144,000	36,416	8,706
53000 Supplies and Expense	404	850	833		
Total Expenditures	**5,139**	**160,000**	**160,505**	**41,002**	**10,002**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEBT ISSSUE EXPENSE
4015829108

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	24,000	14,868	10,962	20,064	20,064
53000 Supplies and Expense	26	50	50	50	50
Total Expenditures	**24,026**	**14,918**	**11,012**	**20,114**	**20,114**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
4015900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	55,500	225,000	225,000		
Total Expenditures	**55,500**	**225,000**	**225,000**		

FUND 405
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110	GENERAL PROPERTY TAXES	70,210	131,164	131,164	112,000	102,000
	TOTAL REVENUE	70,210	131,164	131,164	112,000	102,000

FUND 405
47000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
47421	MISCELLANEOUS ENGINEERING		3,548			
	TOTAL REVENUE		3,548			

FUND 405
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49120	PROC OF LONG-TERM DEBT, NTS				65,000	65,000
49210	TRANSFER FROM GENERAL FUND		8,000	8,000		
49300	FUND BALANCES APPLIED		30,086			10,000
	TOTAL REVENUE		38,086	8,000	65,000	75,000

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

CITY HALL
4055714023

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services		5,000	5,000		
53000 Supplies and Expense			95		
58000 Capital Outlay	32,008	98,000	98,000	20,000	20,000
Total Expenditures	**32,008**	**103,000**	**103,095**	**20,000**	**20,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

UW MARSHFIELD/WOOD CO CAMPUS
4055765064

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	726	3,348	5,232		
53000 Supplies and Expense		200	200		
58000 Capital Outlay	14,170	66,250	11,475	157,000	157,000
Total Expenditures	**14,896**	**69,798**	**16,907**	**157,000**	**157,000**

FUND 410
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49120	PROC OF LONG-TERM DEBT, NTS		379,481	379,481	255,000	605,000
	TOTAL REVENUE		379,481	379,481	255,000	605,000

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FIRE PROTECTION OUTLAY
4105722021

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay		375,000	375,000		605,000
Total Expenditures		**375,000**	**375,000**		**605,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEBT ISSUE EXPENSE
4105829108

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services		4,481	3,302		
Total Expenditures		**4,481**	**3,302**		

FUND 415
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110	GENERAL PROPERTY TAXES				120,000	111,000
	TOTAL REVENUE				120,000	111,000

FUND 415
49000

Account	Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49120	PROC OF LONG-TERM DEBT, NTS	163,000				
49140	PRO FR L-TRM DBT, ST TR FD L	155,000				
49300	FUND BALANCES APPLIED		16,000			
	TOTAL REVENUE	318,000	16,000			

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

AIRPORT OUTLAY
4155735133

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
55000 Fixed Charges	117		528		
58000 Capital Outlay	320,000	16,000	16,000	120,000	111,000
Total Expenditures	**320,117**	**16,000**	**16,528**	**120,000**	**111,000**

FUND 420
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41110	GENERAL PROPERTY TAXES		105,000	105,000	276,000	147,000
	TOTAL REVENUE		105,000	105,000	276,000	147,000

FUND 420
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43570	ST GRANTS, CULTURE RECR EDUC	40,000				
43735	GR FR LOC GOVTS, PARKS					38,833
	TOTAL REVENUE	40,000				38,833

FUND 420
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48309	SALE OF OTH EQUIP & PROPERTY	100		339		
	TOTAL REVENUE	100		339		

FUND 420
49000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49210	TRANSFER FROM GENERAL FUND	6,083				
49220	TRANSF FR SPECIAL REVENUE FD	2,379				128,167
	TOTAL REVENUE	8,462				128,167

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

STORM SEWER CONSTR (TRUNK)
4205734661

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay	49,635		2,913		
Total Expenditures	**49,635**		**2,913**		

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

PARKS OUTLAY
4205762061

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	254				
53000 Supplies and Expense			129		
58000 Capital Outlay	5,542	65,000	65,156		
Total Expenditures	**5,796**	**65,000**	**65,285**		

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER CULTURE & RECR OUTLAY
4205763050

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay				36,000	36,000
Total Expenditures				**36,000**	**36,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER CULTURE & RECR OUTLAY
4205763062

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
58000 Capital Outlay	31,083	40,000	40,000	220,000	258,000
Total Expenditures	**31,083**	**40,000**	**40,000**	**220,000**	**258,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER CULTURE & RECR OUTLAY
4205763063

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	1,329				
52000 Contractual Services	570		4,500		
53000 Supplies and Expense	2,028				
54000 Building Materials	4,788				
55000 Fixed Charges	33				
58000 Capital Outlay	1,800			20,000	20,000
Total Expenditures	**10,548**		**4,500**	**20,000**	**20,000**

FUND 425
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41121	TAX INCREMENTS	16,521	2,206	2,245	2,295	2,295
	TOTAL REVENUE	16,521	2,206	2,245	2,295	2,295

FUND 425
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43430	OTHER STATE SHARED TAXES	94	95	66	60	60
	TOTAL REVENUE	94	95	66	60	60

FUND 425
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48110	INTEREST ON GENERAL INVESTMT	6,773		7,000	6,500	6,500
48900	OTHER MISCELLANEOUS REVENUE	(1,000)	18,769	18,664	17,983	17,983
	TOTAL REVENUE	5,773	18,769	25,664	24,483	24,483

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4255662008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	149	156	156	164	164
Total Expenditures	**149**	**156**	**156**	**164**	**164**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
4255900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	21,394	20,914	20,975	20,338	20,338
Total Expenditures	**21,394**	**20,914**	**20,975**	**20,338**	**20,338**

FUND 426
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41121	TAX INCREMENTS	98,855	99,626	101,411	101,992	101,992
	TOTAL REVENUE	98,855	99,626	101,411	101,992	101,992

FUND 426
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43430	OTHER STATE SHARED TAXES	64	65	45	40	40
	TOTAL REVENUE	64	65	45	40	40

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4265662008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	149	156	156	164	164
Total Expenditures	**149**	**156**	**156**	**164**	**164**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
4265900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	98,977	99,535	99,535	101,868	101,868
Total Expenditures	**98,977**	**99,535**	**99,535**	**101,868**	**101,868**

FUND 428
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41121	TAX INCREMENTS	575,216	601,824	612,607	595,279	595,279
	TOTAL REVENUE	575,216	601,824	612,607	595,279	595,279

FUND 428
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43430	OTHER STATE SHARED TAXES	35,998	36,000	29,073	29,000	29,000
	TOTAL REVENUE	35,998	36,000	29,073	29,000	29,000

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4285662008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	247	259	259	272	272
Total Expenditures	**247**	**259**	**259**	**272**	**272**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
4285900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	597,663	637,565	637,565	625,007	624,007
Total Expenditures	**597,663**	**637,565**	**637,565**	**625,007**	**624,007**

FUND 429
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43430	OTHER STATE SHARED TAXES	4,182	4,200	3,693	3,650	3,650
	TOTAL REVENUE	4,182	4,200	3,693	3,650	3,650

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4295662008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	149	156	156	164	164
Total Expenditures	**149**	**156**	**156**	**164**	**164**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
4295900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	2,751	4,044	4,044	3,486	3,486
Total Expenditures	**2,751**	**4,044**	**4,044**	**3,486**	**3,486**

FUND 430
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41121	TAX INCREMENTS	109,752	154,141	156,902	167,183	167,183
	TOTAL REVENUE	109,752	154,141	156,902	167,183	167,183

FUND 430
43000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43430	OTHER STATE SHARED TAXES	7,273	7,300	8,900	9,000	9,000
	TOTAL REVENUE	7,273	7,300	8,900	9,000	9,000

FUND 430
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48280	OTHER LEASES	100	100	100	100	100
	TOTAL REVENUE	100	100	100	100	100

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4305662008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	247	259	259	272	272
Total Expenditures	**247**	**259**	**259**	**272**	**272**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

MILL CREEK BUSINESS PARK
4305772831

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	83				
52000 Contractual Services	36,735		500	500	500
Total Expenditures	**36,818**		**500**	**500**	**500**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
4305900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	118,090	161,182	161,182	175,911	175,511
Total Expenditures	**118,090**	**161,182**	**161,182**	**175,911**	**175,511**

FUND 432
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49120	PROC OF LONG-TERM DEBT, NTS		764,276	764,276	1,073,208	1,073,208
	TOTAL REVENUE		764,276	764,276	1,073,208	1,073,208

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4325662008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	247	259	259	272	272
Total Expenditures	**247**	**259**	**259**	**272**	**272**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

HWY & STREET OUTLAY (LOCAL)
4325733131

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	192	9,797	9,809		94,840
52000 Contractual Services		745,203	689,123	248,080	960,161
Total Expenditures	**192**	**755,000**	**698,932**	**248,080**	**1,055,001**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

WATER MAIN CONSTRUCTION
4325749031

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services			4,086		
52000 Contractual Services			52,000		
Total Expenditures			**56,086**		

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEBT ISSUE EXPENSE
4325829108

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services		9,017	6,648	17,936	17,936
Total Expenditures		**9,017**	**6,648**	**17,936**	**17,936**

FUND 433
41000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
41121	TAX INCREMENTS				38,443	38,443
	TOTAL REVENUE				38,443	38,443

FUND 433
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49120	PROC OF LONG-TERM DEBT, NTS		513,746			
	TOTAL REVENUE		513,746			

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

URBAN DEVELOPMENT
4335662008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	4,900	156	156	164	164
Total Expenditures	**4,900**	**156**	**156**	**164**	**164**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

HWY & STREET OUTLAY (LOCAL)
4335733131

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	3,825	734	733	1,733	1,733
52000 Contractual Services		483,760	12,000	483,760	
53000 Supplies and Expense	252				
Total Expenditures	**4,077**	**484,494**	**12,733**	**485,493**	**1,733**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEBT ISSUE EXPENSE
4335829108

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services		5,634			
Total Expenditures		**5,634**			

Proprietary Funds – 600, 700

WASTEWATER UTILITY
FUND 601

MISSION STATEMENT:

The mission of the City of Marshfield Wastewater Utility is to treat the liquid wastewater generated by the residential, business, and industrial users of the sanitary sewer system in its facilities in order to remove the biochemical oxygen demand (BOD), the suspended solids, and the other contaminants which could be harmful to humans, animals, or the environment in general; operate its facilities equal to or greater than compliance with the limiting discharge parameters and rules set forth by the federal regulatory agency (EPA) and state regulatory agency (DNR); protect the investment of the users of the treatment facilities by keeping the treatment plant, lift stations, and collection system properly maintained; and keep the public informed regarding the importance of this service for the health of the community, informed regarding the financial status of the utility, informed regarding new regulations affecting the utility, educated regarding the control of inflow/infiltration, and informed regarding other related issues as needed.

2008 PROGRAM OBJECTIVES

The 2008 Wastewater Utility Budget will continue to address collection system infrastructure replacements, repairs, and preventive maintenance in an effort to reduce and control clearwater entry and assure adequate volume capacity. Clearwater is groundwater or stormwater infiltrating into the system that does not need to be treated as wastewater. Allowing this extra volume of water to be present in the collection system increases operational and equipment maintenance costs, affects discharge quality, and may cause sewer system overflows or basement backups. Providing adequate capacity, management, and operations and maintenance (CMOM Program) of the city's collection system is required by the Department of Natural Resources (DNR). Elements of the program include cleaning, televising, monitoring, and correcting defects within the collection system.

Special emphasis will be given in 2008 and subsequent years to the inspection of all approximately 2,300 manholes in the city. These inspections will identify manholes allowing significant clearwater entry into the sanitary sewer collection system. Manholes will be prioritized for replacement or repair and other pertinent data will be gathered and forwarded to the Engineering and GIS Departments for future design and recordkeeping purposes. These programs will continue to assure a high standard of compliance with the DNR annual compliance maintenance requirements of the collection system.

Another new procedure of replacing sanitary sewers without a complete street replacement will begin in 2007 utilizing a method of underground "pipe bursting". This method employs a special ram to burst the existing pipe and a new pipe is pulled in place behind it without disturbing the street. The expected cost saving for our 2007 projects is approximately $70,000.

The five-year discharge permit reissuance will be completed in 2007 with no known major upgrades necessary. Unexpectedly, the DNR has informed us that no ammonia removal parameters will be added to the next permit. This will save us approximately $10,000 per year in electrical costs and aerator maintenance.

All of the Wastewater Utility budgets and capital projects are funded by user fees.

Clearwater reduction replacement projects designated for 2008 are:

✦ EN-J-1796 – City-wide lining	$341,500
✦ EN-J-1803 – 8th/Felker-Washington	25,000
✦ EN-J-1845 – Central/2nd-21st	5,000
✦ EN-J-1886 – Cedar/Blodgett-Doege	96,000
✦ EN-J-1888 – Western/St. Joseph-Wood	113,500
✦ EN-J-1909 – Maple/Depot-Arnold	71,500
✦ EN-J-1910 – Vine/5th-6th	47,500
✦ EN-J-1939 – USH 10 Interceptor Planning	15,000
✦ EN-J-1953 – Ash/Doege-220' North	35,000
	$750,000

Further, $31,828 has been budgeted for designated spot repairs within the system to be completed by Street Division staff.

The Utility is in the third year of a five-year phase-in plan to eliminate future borrowing for necessary capital sewer replacement projects. The Annual Rate Review will have been presented to the Council by this time and a rate for 2008 will have been approved.

COST SAVINGS

Considerable effort is put forth each year to identify ways to control and reduce expenditures. The following are examples of cost reducing measures implemented during the past year:

ANNUALLY SINCE 2003

- Cleaned over 45% of collection system per year by staff compared to contracting for this service - $89,000/yr.
- Televised 20% of the collection system per year by staff compared to contracting for this service - $50,000/yr.
- Conducted flow monitoring of 20% of the collection system per year by staff compared to contracting for this service - $27,000/yr.
- Managed biosolids field qualifying and spreading procedures compared to having the hauler contractor perform this service - $17,000/yr.
- Controlled oxidation ditch operations to continue in a one ditch operation mode instead of having two ditches on line - $10,000/yr.
- Reduced NR101 fees paid to the DNR by discharging fewer pounds of regulated parameters through operational adjustments - $8,000/yr.
- Operational modifications made at the Northeast Pump Station reduced the frequency and labor time necessary for screening debris disposal - $6,000/yr.
- Continued using contractor for lawn mowing maintenance - $5,000/yr.
- Continued using contractor for janitorial services - $5,000/yr.
- Staff labor and equipment costs are reduced by having Research Station personnel crop the (20) acres of grassy areas beyond the plant buildings - $5,000/yr.
- Qualifying UW Research Farm field sites resulted in the biosolids hauling contractor reducing his hauling costs to a special rate for under one mile hauling - $2,000/yr.

- Leased the vacuum/jetter truck versus an outright purchase results in a cost reduction - $800/yr.
- Automated computer supervisory controls for the oxidation ditch aerator operations results in a cost reduction in electricity costs - $800/yr.

2006-2007

- Installed automated controls for the Gravity Belt Thickener which reduced operational labor by 120 hours - $3,500/yr. This allows for more efficient use of labor for other operational or maintenance functions.
- Installed heat wraps on biosolids storage tank thickened activated sludge pipes which eliminated the use of fill pipe flush water and reduced biosolids hauling costs - $3,500/yr.
- Increased efficiency of the number of collection system lines we are able to clean per day by installing a backflow preventer valve on cleaning area water hydrants which reduces fuel consumption for retrieving jetter truck water - $3,500/yr. SUSTAINABLE PRACTICE
- Installed HVAC modifications in shop area to reduce natural gas usage and costs - $3,000/yr. SUSTIANABLE PRACTICE
- Discontinued use of water for flushing biosolids tank saving 60,000 gal./yr. - $2,000/yr SUSTIANABLE PRACTICE
- Reduced gasoline consumption by 14% by instituting more efficient vehicle trip and idling policy - $800/yr. SUSTAINABLE PRACTICE

2007

- Begin pipe bursting method of replacing sanitary sewers and avert complete street replacement - $70,000 SUSTIANABLE PRACTICE
- Eliminated unauthorized deduct meters - $3,000 revenue increase
- Remove one final clarifier from operation creating even higher quality treatment - $2,000/yr. in labor and equipment operation and maintenance. SUSTAINABLE PRACTICE
- Began oil sampling program for generators and aerators to indicate oil changes only when needed rather than by time increments saving both labor and supply costs - $1,100/yr. SUSTIANABLE PRACTICE
- Eliminated leasing of safety solvent tank by purchasing our own - $700/yr.
- Reduced mixing chamber debris disposal costs - $500/yr.

The Utility is beginning to see a trend of increased equipment maintenance costs due normal seven year operational wear. Pump impellers, shafts, and even some electrical controls have had to be replaced even though we have an excellent preventive maintenance program. This is reflective in the slight (1%) increase in the 2008 projected operation and maintenance portion of the budget.

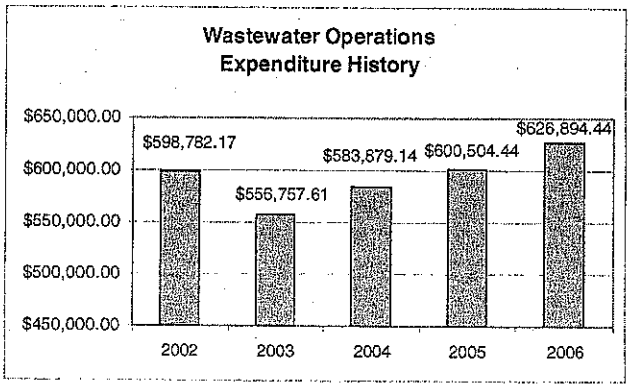
SCHEDULE OF DIVISION EXPENDITURES
(EXCLUDING INFLOW/INFILTRATION PROGRAM INITIATIVE:

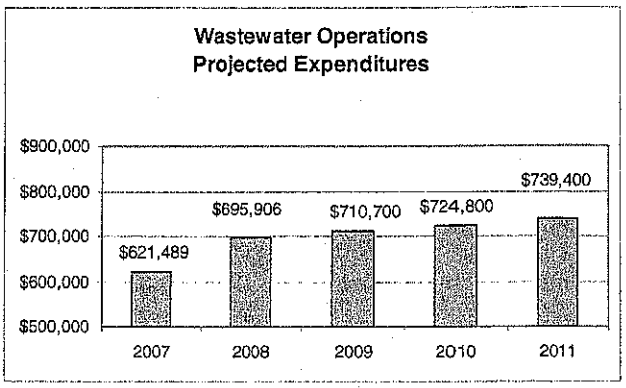
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
TOTALS	$3,515,914	$3,673,946	$3,480,765	$3,656,636

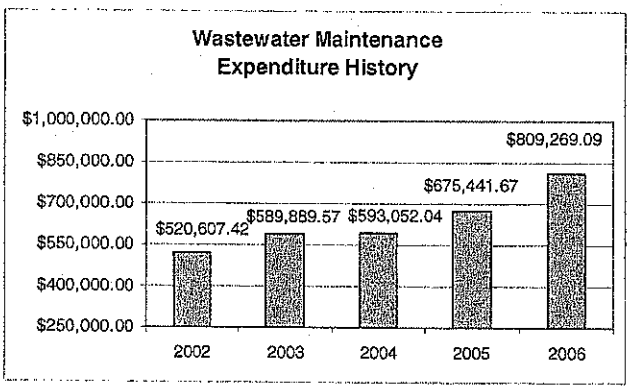
DEPARTMENT STAFFING TABLE (FTE)*:	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Utility Superintendent	C/5/2	1.0	1.0
Assistant Superintendent	C/4/2	1.0	1.0
Lab. Tech.	Teamsters/Local 662	1.0	1.0
Collection System Operators	Teamsters/Local 662	2.0	2.0
Plant Operators	Teamsters/Local 662	3.0	3.0
Sewer Maintenance Operators	Teamsters/Local 662	2.0	2.0
Secretary	AFSCME-Local 929	0.5	0.5
Total		10.5	10.5

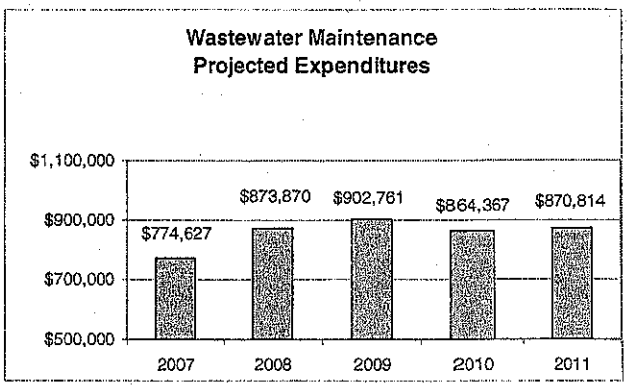
* Not including one position (Plumbing Inspector) budgeted in the City's General Fund, yet partially assigned to the Wastewater Utility (at 20%) to assist in the Inflow/Infiltration Program Initiative.

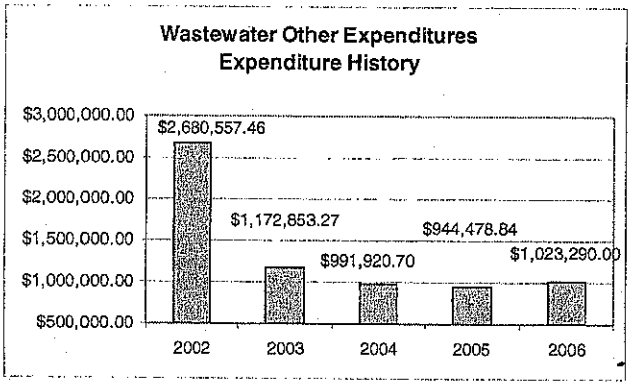
GRAPHS:

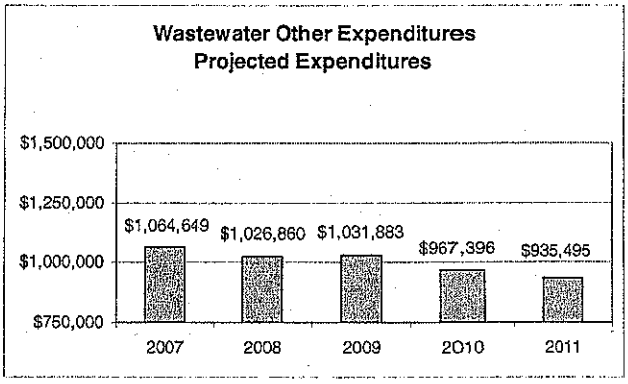

Wastewater Operations
Expenditure History
$650,000.00
$600,000.00
$550,000.00
$500,000.00
$450,000.00
$598,782.17
$556,757.61
$583,879.14
$600,504.44
$626,894.44
2002
2003
2004
2005
2006

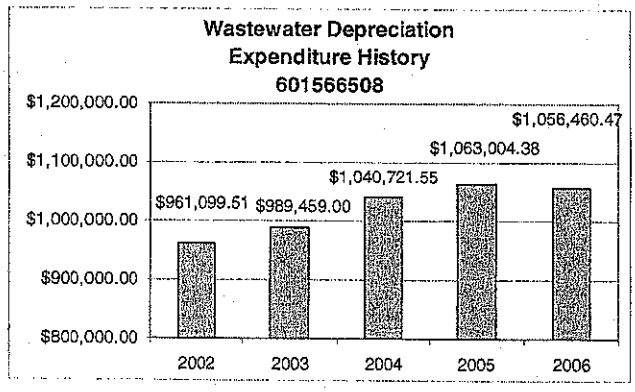

Wastewater Operations
Projected Expenditures
$900,000
$800,000
$700,000
$600,000
$500,000
$621,489
$695,906
$710,700
$724,800
$739,400
2007
2008
2009
2010
2011

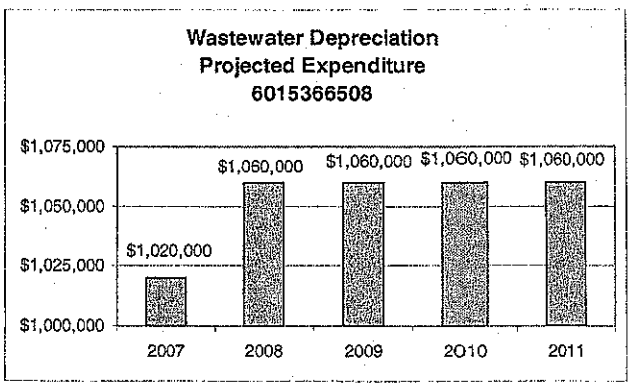

Wastewater Maintenance
Expenditure History
$1,000,000.00
$850,000.00
$700,000.00
$550,000.00
$400,000.00
$250,000.00
$520,607.42
$589,889.57
$593,052.04
$675,441.67
$809,269.09
2002
2003
2004
2005
2006


Wastewater Maintenance
Projected Expenditures
$1,100,000
$900,000
$700,000
$500,000
$774,627
$873,870
$902,761
$864,367
$870,814
2007
2008
2009
2010
2011


Wastewater Other Expenditures
Expenditure History
$3,000,000.00
$2,500,000.00
$2,000,000.00
$1,500,000.00
$1,000,000.00
$500,000.00
$2,680,557.46
$1,172,853.27
$991,920.70
$944,478.84
$1,023,290.00
2002
2003
2004
2005
2006


Wastewater Other Expenditures
Projected Expenditures
$1,500,000
$1,250,000
$1,000,000
$750,000
$1,064,649
$1,026,860
$1,031,883
$967,396
$935,495
2007
2008
2009
2010
2011


Wastewater Depreciation
Expenditure History
601566508
$1,200,000.00
$1,100,000.00
$1,000,000.00
$900,000.00
$800,000.00
$961,099.51
$989,459.00
$1,040,721.55
$1,063,004.38
$1,056,460.47
2002
2003
2004
2005
2006


Wastewater Depreciation
Projected Expenditure
6015366508
$1,075,000
$1,050,000
$1,025,000
$1,000,000
$1,020,000
$1,060,000
$1,060,000
$1,060,000
$1,060,000
2007
2008
2009
2010
2011

FUND 601
42000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
42210	SANITARY SEWER SPEC ASSESSMT	48,784	26,000	45,000	45,000	45,000
	TOTAL REVENUE	48,784	26,000	45,000	45,000	45,000

FUND 601
44000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
44900	OTH REGULATORY PERMITS/FEES	450	300	450	450	450
	TOTAL REVENUE	450	300	450	450	450

FUND 601
46000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46411	MEAS SERV TO GEN CUST-RESID	2,410,705	2,469,000	2,469,000	2,592,000	2,592,000
46412	MEAS SERV TO GEN CUST-COMMER	1,086,109	1,198,000	1,198,000	1,258,000	1,258,000
46413	MEAS SERV TO GEN CUST-INDUST	596,665	709,000	709,000	744,000	744,000
46418	SEPTIC & HLDG TANK DISP FEES	19,801	25,000	40,000	40,000	40,000
	TOTAL REVENUE	4,113,280	4,401,000	4,416,000	4,634,000	4,634,000

FUND 601
47000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
47491	MEAS SER TO GEN CST-PUB AUTH	95,473	104,000	104,000	109,000	109,000
	TOTAL REVENUE	95,473	104,000	104,000	109,000	109,000

FUND 601
48000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48120	INTEREST ON RESTR INVESTMNTS	130,416	90,000	130,000	130,000	130,000
48130	INTEREST ON SPEC ASSESSMENTS	1,328	800	800	900	900
48692	LABORATORY SERVICE FEES	24,726	25,000	20,000	23,000	23,000
48693	PENALTY CHARGES	12,611	7,500	1,000	7,000	7,000
48699	MISC OTHER OPERATING REVENUE	49,609	65,000	65,000	70,000	70,000
48999	MISC OTHER NON-OPER REVENUE	250	300	300	300	300
	TOTAL REVENUE	218,940	188,600	217,100	231,200	231,200

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

WASTEWATER UTILITY
6015361035

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	808,793	854,047	734,196	856,670	858,474
52000 Contractual Services	557,393	588,457	594,507	629,550	629,550
53000 Supplies and Expense	431,913	484,637	448,282	465,384	465,384
54000 Building Materials	12,449	19,200	19,200	20,553	20,553
55000 Fixed Charges	40,037	59,794	60,109	59,860	59,860
58000 Capital Outlay				3,650	3,650
Total Expenditures	**1,850,585**	**2,006,135**	**1,856,294**	**2,035,667**	**2,037,471**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEPRECIATION
6015366508

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
55000 Fixed Charges	1,056,461	1,094,000	1,020,000	1,060,000	1,060,000
Total Expenditures	**1,056,461**	**1,094,000**	**1,020,000**	**1,060,000**	**1,060,000**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, G.O. BONDS
6015821008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	7,964	7,821	7,821	7,641	7,641
Total Expenditures	**7,964**	**7,821**	**7,821**	**7,641**	**7,641**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, LONG-TERM NTS PYBL
6015823008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	466,635	434,433	434,433	401,342	401,342
Total Expenditures	**466,635**	**434,433**	**434,433**	**401,342**	**401,342**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, REVENUE BONDS
6015824008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	108,866	101,557	154,717	150,182	150,182
Total Expenditures	**108,866**	**101,557**	**154,717**	**150,182**	**150,182**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEBT ISSUE EXPENSE
6015829108

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	25,403	30,000	7,500		
Total Expenditures	**25,403**	**30,000**	**7,500**		

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
6035900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	113,730				
Total Expenditures	**113,730**				

EMERGENCY MEDICAL SERVICES
6055151008

Mission Statement

The mission of the Emergency Medical Services Division is to provide quality pre-hospital emergency medical care to sick or injured persons in the City of Marshfield and twelve surrounding towns and villages. Providing emergency and non-emergency transports, neo-natal transports, special pediatric transports, and citizens' assists carries out this mission.

The mission of the Emergency Medical Services Division is provided to all people regardless of race, sex, religion, color, creed, or national origin who live, work, or visit the City of Marshfield or surrounding communities.

Services:

A. Emergency Response

This service comprises the majority of the Department's work in EMS. This service includes responding to requests for medical intervention at the scenes of vehicular and industrial accidents, heart attacks, strokes, falls, assistance requests, and other acute medical emergencies. This service is provided at the paramedic level to the citizens of Marshfield and the contracted village and townships, and also to all persons who may travel through these areas.

B. Emergency Transports

This service is provided to all areas in which we are contracted for Emergency Medical Services. Requests for emergency transports require rapid response for the transportation of persons to the nearest medical facility as a result of a life threatening condition. The Department provides emergency medical transports for patients who need specialized medical treatment at other hospitals. Emergency transports have been provided to Milwaukee, Madison, and Rochester, MN, for specialized medical needs.

C. Contracted Emergency Transports

Saint Joseph's Hospital has contracted with Marshfield Fire and Rescue Department to provide emergency; Advanced Life Support (ALS) intercepts; neonatal transports and pediatric transports when the Spirit of Marshfield is unavailable. This contracted service has also enabled this department to also secure an ALS backup for those times when all our ALS rigs are on other calls.

D. Non-Emergency Transports

The transportation of persons to Saint Joseph's Hospital and the Marshfield Clinic for medical attention for non-life threatening conditions are a frequent occurrence. Many of our patients are from local nursing facilities and Community Based Residential Facilities (CBRF) who have no method of transportation to the hospital because of their medical condition. Because of the renowned medical facilities in Marshfield, we often transport patients that have been flown in to the airport via air ambulances and require an ambulance to transport the patient to the hospital or clinic for treatment.

In all types of transports, we do not simply transfer patients; we provide professional medical care to ensure their safety until they reach their final destination. Without these services, there would not exist the quality of life we are accustomed to here in the Marshfield area.

PROGRAM NARRATIVE AND BUDGET HIGHLIGHTS

The recommended 2008 budgets for the Emergency Medical Services total $865,964.

The city began providing an ambulance service in 1964. This service has grown today to a point where there are five ambulances and the necessary personnel to provide reliable service. In addition to serving the residents of the City of Marshfield, the city also has twelve (12) separate agreements with various surrounding towns and villages to provide this same service. The city charges each of the contract communities a fee for making this service available and any residents of the contract towns and villages who use the service are also charged a user fee. In 2006, the total fees charged to individuals, businesses and local governments were $826,421. Total estimated 2008 fees ($831,704) plus state grants ($52,500) are currently adequate to cover the expenses associated with this service.

The ambulance rates and contract amounts the city charges are intended to recover the cost of the ambulance service and are determined by rate studies. These annual rate studies factor in the cost of the personnel and supplies necessary to perform the ambulance service as well as the cost for equipment. A comprehensive rate analysis was just completed in 2007 by the Finance Department for rates effective January 1, 2008.

By converting the ambulance budget to an enterprise fund, beginning in 2003, the associated budgets and financial statements more accurately portray the true cost of the ambulance operations to outside observers. It eliminates the differences in accounting between the rate studies and the current budget and financial reports prepared for the ambulance service. Thus, the ambulance rates are easier to justify to the users of the service as well as towns and villages that contract for this service.

SCHEDULE OF DEPARTMENT EXPENDITURES:

Cost Category	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Billing and Collection	$ 85,255	$89,313	$86,316	$ 91,832
Ambulance	656,142	675,057	676,751	727,929
Depreciation	27,747	35,015	38,770	41,300
Interest on Debt	5,110	5,018	5,018	4,903
TOTAL	$774,254	$804,403	$806,855	$865,964

The recommended 2008 budget includes $8,000 for EMT-Paramedic refresher training. The recommended budget also includes $10,000 for a potential charge from the Marshfield Clinic for a Medical Services Director.

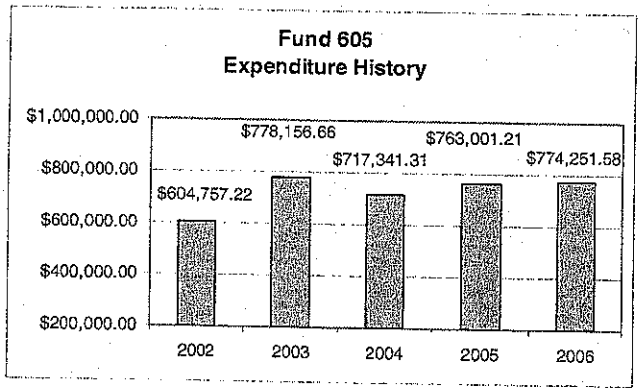
Capital outlay purchases in this fund are charged to an asset account, with their costs amortized over their useful life. As such, they are not budgeted per se in this fund. Nevertheless, below is a list of the major capital outlay purchases recommended for 2008:

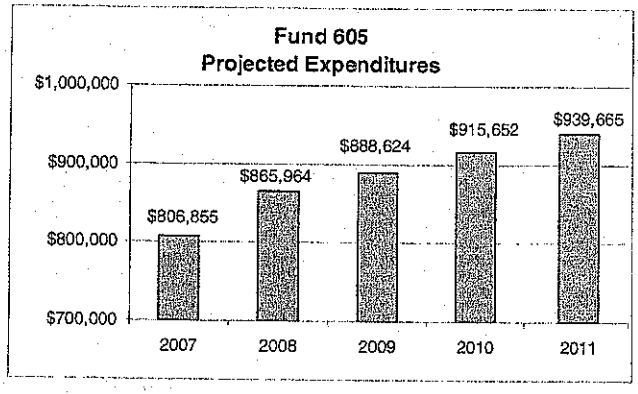
Lifepak 12 defibrillator	$14,500
Stryker cot	10,000
Haz show station	1,400
Training network	1,150
Safety Eyes garage door	1,808
	$28,858

This budget is funded entirely by user fees.

DEPARTMENT STAFFING (FTE):	Classification/ Representation	Authorized 2007	Recommended Authorization 2008
Deputy Fire Chief	C/5/2	0.7	0.7
EMT/Firefighter	Local 1021-IAFF	6.0	6.0
Account Clerk I	AFSCME	1.0	1.0
TOTAL		7.7	7.7

GRAPHS:





FUND 605
43000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
43412	STATE MEDICAL TRANS SUPPLMNT	44,000		44,000	44,000	44,000
43529	ST GRANTS, OTH PUBLIC SAFETY	15,976	8,500	8,500	8,500	8,500
	TOTAL REVENUE	59,976	8,500	52,500	52,500	52,500

FUND 605
46000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46230	AMBULANCE FEES	670,861	670,000	673,000	685,000	685,000
46231	MEDICARE/MEDICAID ADJUSTMENT	(56,143)	(65,000)	(60,000)	(65,000)	(65,000)
46235	EMS SJH AGREEMENT	15,000	15,000	15,000	15,000	15,000
	TOTAL REVENUE	629,718	620,000	628,000	635,000	635,000

FUND 605
47000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
47323	OTH LOC GOVT, AMBULANCE SERV	196,703	196,704	196,704	196,704	196,704
	TOTAL REVENUE	196,703	196,704	196,704	196,704	196,704

FUND 605
48000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48190	MISCELLANEOUS INTEREST	36		40		
48502	FIRE DONAT/CONTR FR PR OR/IN			2,995		
	TOTAL REVENUE	36		3,035		

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

FINANCE
6055151008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	51,886	55,173	54,367	56,874	56,874
52000 Contractual Services	7,996	8,608	6,854	8,074	8,074
53000 Supplies and Expense	5,077	5,678	5,241	6,975	6,975
55000 Fixed Charges	1,800	1,854	1,854	1,909	1,909
57000 Grants Contrib Indm & Other	18,496	18,000	18,000	18,000	18,000
Total Expenditures	**85,255**	**89,313**	**86,316**	**91,832**	**91,832**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

EMERGENCY MEDICAL SERVICE
6055231022

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	563,889	575,879	579,243	625,607	625,607
52000 Contractual Services	37,477	42,450	41,535	42,898	42,898
53000 Supplies and Expense	49,334	51,292	49,994	53,953	53,953
55000 Fixed Charges	5,442	5,436	5,371	5,471	5,471
56000 Debt Service			608		
Total Expenditures	**656,142**	**675,057**	**676,751**	**727,929**	**727,929**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEPRECIATION
6055366508

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
55000 Fixed Charges	27,747	35,015	38,770	41,300	41,300
Total Expenditures	**27,747**	**35,015**	**38,770**	**41,300**	**41,300**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, G.O. BONDS
6055821008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	5,110	5,018	5,018	4,903	4,903
Total Expenditures	**5,110**	**5,018**	**5,018**	**4,903**	**4,903**

VEHICLE/EQUIPMENT
INTERNAL SERVICE FUND SUMMARY
FUND 701

OVERVIEW:

Internal Service Funds are used by state and local governments to account for the financing of goods and services provided by one department or agency to other departments on a cost-reimbursement basis.

Although the use of internal service funds is not required by generally accepted accounting principles (GAAP), there is an increasing utilization of these funds by local governments. There are several advantages to their use, including:

1) the ability to accumulate the total cost of each activity;
2) the greater ease in costing and pricing services (in our immediate case, fleet and equipment management services); and
3) the ability to accumulate resources to replace equipment at appropriate intervals.

Normally, governments use the internal service fund classification to improve their management of resources. The primary reason for reestablishing the Vehicle/Equipment Internal Service Fund in 1991 was to add the capability to include depreciation costs in user charges, allowing for resources to be accumulated to replace existing equipment as it deteriorates or becomes obsolete.

Escalating equipment replacement costs have far outpaced our ability to accumulate the necessary funds to purchase the equipment when needed. Because of this inability to replace the equipment when needed the maintenance costs have also gone up. Significant funding provided last year for replacement of equipment should help reduce our maintenance costs. The 2008 budget request does not include any borrowing for machinery and equipment.

On September 25, 2007, the Common Council approved Resolution No. 2007-36, implementing a revised 2008 rental rate schedule for the Vehicle/Equipment Internal Service Fund to include depreciation costs as a component of the billing rates.

Capital outlay purchases in the Vehicle/Equipment Fund are charged to an asset account, with their costs amortized over their useful life. As such, they are not budgeted per se in the Internal Service Fund. Nevertheless, below is a list of the major capital outlay purchases recommended for 2008:

Topsoil/Sand Screener	$ 48,750	
Two-Way Radio Repeater	8,100	
Asphalt/Concrete Full Dept Saw w/Trailer	19,475	
Mini Hydraulic Excavator	38,900	
Pick-up Truck	28,350	
Asphalt Patch Hot Box	15,450	
One Ton Dump Truck	42,650	
Building Services Inspection Car	3,315	
Pick-up Truck	27,000	*
Utility Vehicle	18,000	*
TOTAL	$249,990	

* for Parks and Recreation Department

Each of these purchases will be charged to an asset account and amortized over their useful life.

There is $368,750 in this fund appropriated for gasoline and diesel fuel. This amount also includes $5,723 for repairs to the fueling station and $139 for the fire protection fee.

There is $369,500 in this fund appropriated for depreciation expense.

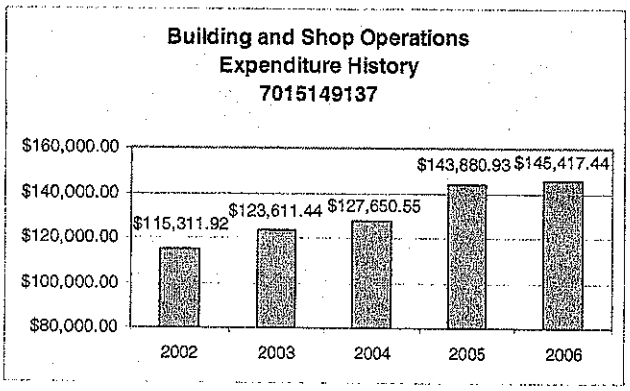
There is $145,128 appropriated in the Internal Service Fund for its share of the principal and interest due in 2008 on the long-term debt that was previously issued to purchase equipment and the fuel depot.

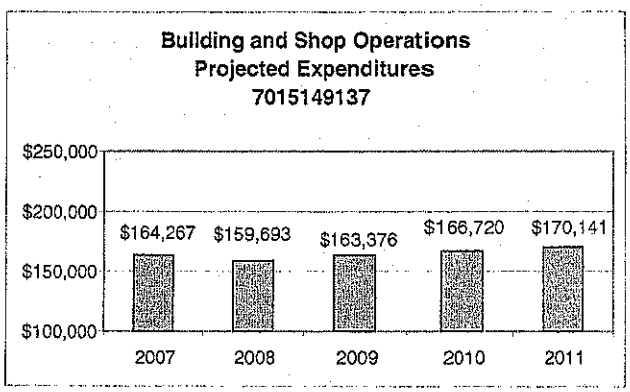
This budget is funded entirely by equipment and gasoline charges to other departments and outside agencies.

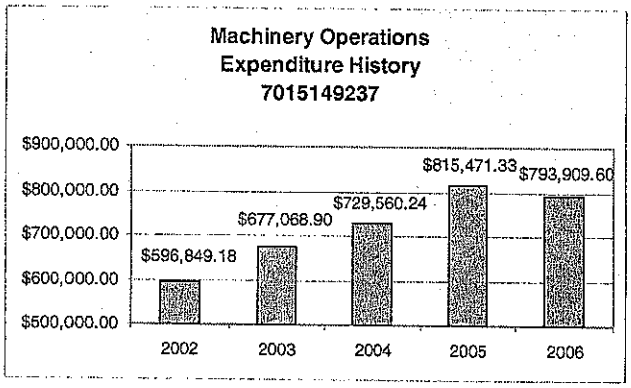
SCHEDULE OF DEPARTMENT EXPENDITURES:

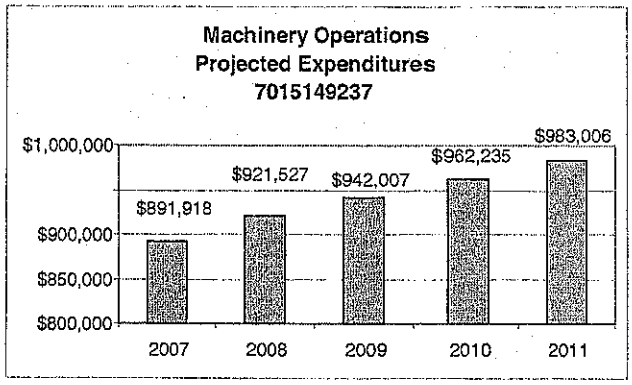
	Actual 2006	Budget 2007	Estimated 2007	Recommended 2008
Building and Shop Operations	$ 145,418	$163,814	$164,267	$159,693
Machinery Operations	793,910	888,825	891,918	921,527
Gas and Diesel Fuel	243,374	406,389	406,389	374,612
Depreciation	359,973	424,500	376,500	369,500
Interest, Long-term Notes	28,725	19,651	19,651	14,207
TOTAL	$1,571,400	$1,903,179	$1,858,725	$1,839,539

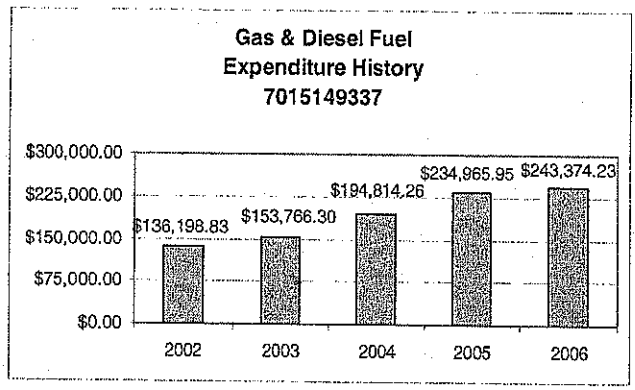
GRAPHS:

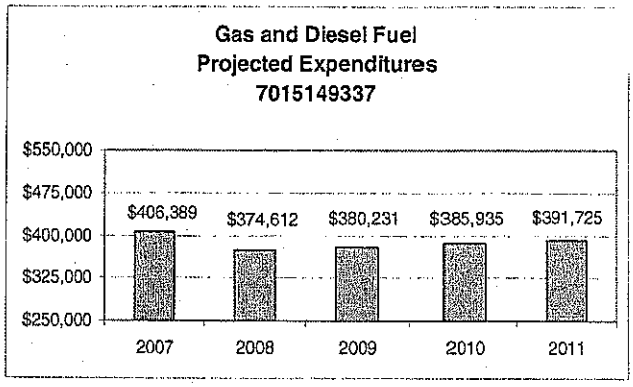

Building and Shop Operations
Expenditure History
7015149137
$160,000.00
$140,000.00
$120,000.00
$100,000.00
$80,000.00
$115,311.92
$123,611.44
$127,650.55
$143,880.93
$145,417.44
2002
2003
2004
2005
2006

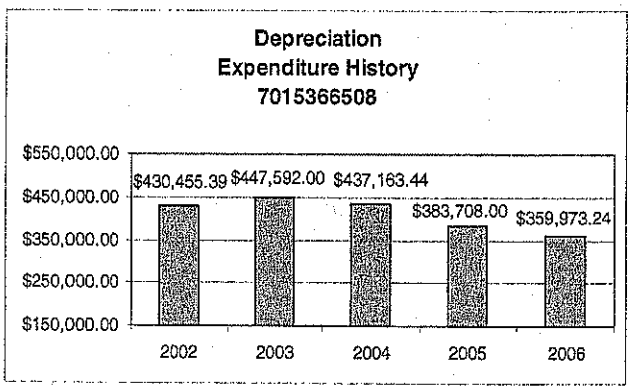

Building and Shop Operations
Projected Expenditures
7015149137
$250,000
$200,000
$150,000
$100,000
$164,267
$159,693
$163,376
$166,720
$170,141
2007
2008
2009
2010
2011

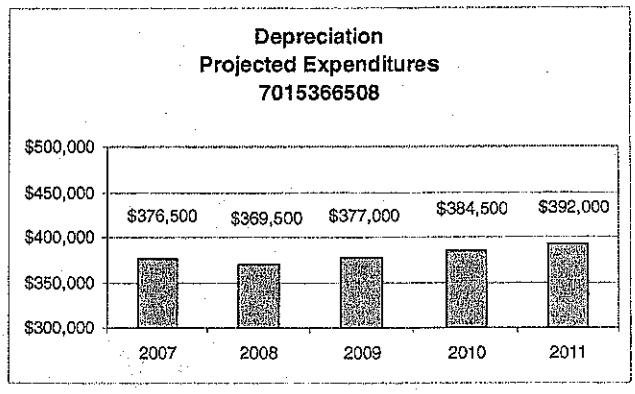

Machinery Operations
Expenditure History
7015149237
$900,000.00
$800,000.00
$700,000.00
$600,000.00
$500,000.00
$596,849.18
$677,068.90
$729,560.24
$815,471.33
$793,909.60
2002
2003
2004
2005
2006

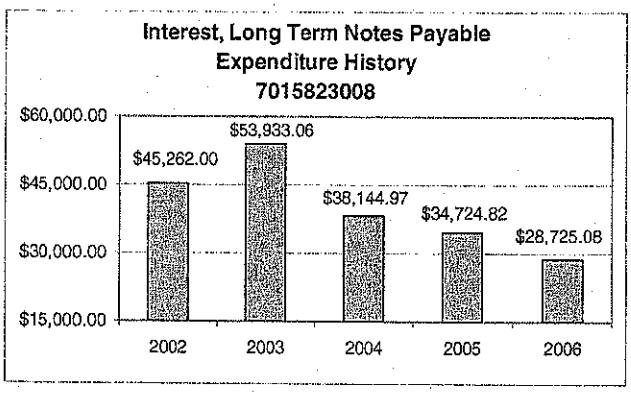

Machinery Operations
Projected Expenditures
7015149237
$1,000,000
$900,000
$850,000
$800,000
$891,918
$921,527
$942,007
$962,235
$983,006
2007
2008
2009
2010
2011

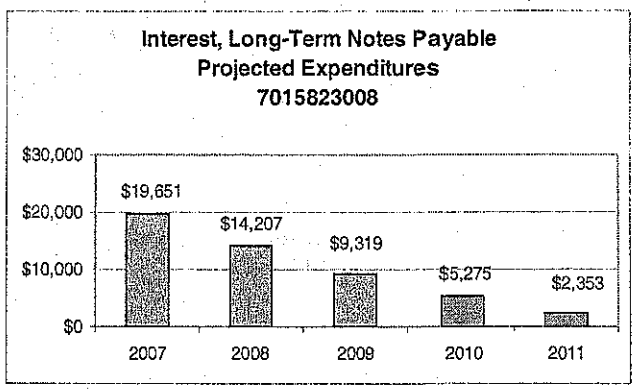

Gas & Diesel Fuel
Expenditure History
7015149337
$300,000.00
$225,000.00
$150,000.00
$75,000.00
$0.00
$136,198.83
$153,766.30
$194,814.26
$234,965.95
$243,374.23
2002
2003
2004
2005
2006


Gas and Diesel Fuel
Projected Expenditures
7015149337
$550,000
$475,000
$400,000
$325,000
$250,000
$406,389
$374,612
$380,231
$385,935
$391,725
2007
2008
2009
2010
2011


Depreciation
Expenditure History
7015366508
$550,000.00
$450,000.00
$350,000.00
$250,000.00
$150,000.00
$430,455.39
$447,592.00
$437,163.44
$383,708.00
$359,973.24
2002
2003
2004
2005
2006


Depreciation
Projected Expenditures
7015366508
$500,000
$450,000
$400,000
$350,000
$300,000
$376,500
$369,500
$377,000
$384,500
$392,000
2007
2008
2009
2010
2011


Interest, Long Term Notes Payable
Expenditure History
7015823008
$60,000.00
$45,000.00
$30,000.00
$15,000.00
$45,262.00
$53,933.06
$38,144.97
$34,724.82
$28,725.08
2002
2003
2004
2005
2006


Interest, Long-Term Notes Payable
Projected Expenditures
7015823008
$30,000
$20,000
$10,000
$0
$19,651
$14,207
$9,319
$5,275
$2,353
2007
2008
2009
2010
2011

FUND 701
47000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
47424	TRANSP MOTOR POOL CHARGES	1,163,815	1,500,000	1,500,000	1,500,000	1,500,000
47426	CENTRAL GAS AND DIESEL FUEL	261,109	342,389	342,389	307,750	307,750
	TOTAL REVENUE	1,424,924	1,842,389	1,842,389	1,807,750	1,807,750

FUND 701
48000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48303	SALE OF HWY EQUIP & PROPERTY	23,274	61,500	4,365	1,465	1,465
48316	SALE OF SALVAGE & WASTE PROD	10,978	6,000	5,500	6,000	6,000
48900	OTHER MISCELLANEOUS REVENUE	1,671	500			
	TOTAL REVENUE	35,923	68,000	9,865	7,465	7,465

FUND 701
49000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
49300	FUND BALANCES APPLIED				24,322	24,322
	TOTAL REVENUE				24,322	24,322

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

BUILDING AND SHOP OPERATIONS
7015149137

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	50,189	48,700	48,748	53,136	53,136
52000 Contractual Services	80,551	94,198	94,175	80,975	80,975
53000 Supplies and Expense	10,397	16,740	17,184	20,242	20,242
55000 Fixed Charges	4,281	4,176	4,160	5,340	5,340
Total Expenditures	**145,418**	**163,814**	**164,267**	**159,693**	**159,693**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

MACHINERY OPERATIONS
7015149237

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
51000 Personal Services	353,425	330,699	332,398	361,649	361,649
52000 Contractual Services	56,856	52,014	52,014	58,832	58,832
53000 Supplies and Expense	357,979	479,473	479,473	472,877	472,877
55000 Fixed Charges	25,650	26,639	28,033	28,169	28,169
Total Expenditures	**793,910**	**888,825**	**891,918**	**921,527**	**921,527**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

GAS AND DIESEL FUEL
7015149337

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
52000 Contractual Services	2,360	4,989	4,989	5,862	5,862
53000 Supplies and Expense	241,014	401,400	401,400	368,750	368,750
Total Expenditures	**243,374**	**406,389**	**406,389**	**374,612**	**374,612**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

DEPRECIATION
7015366508

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
55000 Fixed Charges	359,973	424,500	376,500	369,500	369,500
Total Expenditures	**359,973**	**424,500**	**376,500**	**369,500**	**369,500**

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

INTEREST, LONG-TERM NTS PYBL
7015823008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
56000 Debt Service	28,725	19,651	19,651	14,207	14,207
Total Expenditures	**28,725**	**19,651**	**19,651**	**14,207**	**14,207**

Fiduciary Fund – 801

CEMETERY PERPETUAL CARE FUND
FUND 801

The recommended 2008 budget for the Cemetery Perpetual Care Fund is $9,000. The interest earned from invested perpetual care monies, estimated to be $9,000, is transferred to the General Fund to help defray expenses related to the maintenance of Hillside Cemetery. The offsetting revenue is shown under revenue account #1014900008.080801.49280.

In addition to the interest earned an estimated $7,000 is expected in 2008 from cemetery perpetual care fees. This money is retained in Fund #801 and invested.

FUND 801
46000

Account Title		2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
46540	CEMETERY	7,968	8,000	7,000	7,000	7,000
	TOTAL REVENUE	7,968	8,000	7,000	7,000	7,000

FUND 801
48000

	Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
48150	CEM PERP CARE FUND INTEREST	8,441	5,600	9,300	9,000	9,000
	TOTAL REVENUE	8,441	5,600	9,300	9,000	9,000

City of Marshfield
2008 Expenditure/Revenue Worksheet

09/27/07
11:54 AM

OTHER FINANCING USES
8015900008

Account Title	2006 Actual	2007 Revised Budget	2007 Total Estimated	2008 Department Request	2008 Administrator's Recommended
Expenditures					
59000 Cost Reallocations	8,441	5,600	9,300		9,000
Total Expenditures	**8,441**	**5,600**	**9,300**		**9,000**

Appendices

Appendix A

APPENDIX A

2008 BUDGET DEVELOPMENT CALENDAR
OPERATING AND CAPITAL BUDGETS
CITY OF MARSHFIELD, WISCONSIN

Date	Action
Tuesday, April 24, 2007 7:00 p.m.	Presentation of 2006 fiscal audit report by the City's independent audit firm at regular Council meeting
Tuesday, May 22, 2007 7:00 p.m.	2008 Budget Overview/Financial Forecast Presentation to the Common Council (regular Council meeting). Discussion/approval of 2008 Budget Development Parameters and Guidelines
Thursday, June 28, 2007 10:00 a.m.	Departmental budget meeting to discuss 2008 budget parameters, review budget instructions, and distribute data necessary to prepare budget requests
Friday, Jul 27, 2007 5:00 p.m.	All 2008 capital and operating budget requests 5:00 p.m. due in Finance Office (Fire and Police Commission and Library Board review of their respective budgets occur prior to this date)
Tuesday, September 4, 2007 Wednesday, September 5, 2007 Thursday, September 6, 2007 Friday, September 7, 2007	City Administrator's budget hearings/review of 2008 budget requests with department/division/ agency heads
Tuesday, October 9, 2007 Time: 7:00 p.m.	City Administrator's recommended 2008 budget presented at regular Common Council meeting
Monday, October 22, 2007 Time: 6:00 p.m.	Special budget work session of Common Council to review recommended 2008 budget
Monday, October 29, 2007 Time: 6:00 p.m.	Special budget work session of Common Council to review recommended 2008 budget
Monday, November 5, 2007 Time: 6:00 p.m.	Special budget work session of Common Council to review recommended 2008 budget; authorize publication of proposed 2008 budget
Saturday, November 10, 2007	Publication of proposed 2008 budget
Tuesday, November 27, 2007 6:30 p.m. 7:00 p.m.	Public Hearing on proposed 2008 budget Adoption of 2008 budget during Council meeting

Appendix B

APPENDIX B
GLOSSARY OF TERMS

Appropriation – An authorization made by the Common Council which permits officials to incur obligations and to expend city resources.

Assessed Valuation – The total taxable value placed on real estate, personal property, and utilities as a basis for levying taxes. 2007 taxes to support the 2008 City of Marshfield budgets will be levied on an estimated 2007 assessed valuation of $1,168,651,700, an increase of 1.30% from one year ago.

Bond - A written promise to pay a specified sum of money called principal at a specified maturity date along with periodic interest paid at a specified percentage of the outstanding principal. Bonds are used for long-term debt.

Budget - A plan of financial operation embodying an estimate of proposed revenue and expenditures for a given year. It is the primary means by which most of the expenditure and service delivery activities of a government are planned. The term "Recommended Budget" indicates the budget document presented by the City Administrator to the Mayor and Common Council for their review. The term "Adopted Budget" utilized throughout this document refers to official budgetary totals adopted by the Common Council.

Business Improvement District - A district created under state statute by petition to the city from owners of commercial property. The purpose is to allow property owners within the district to develop, manage, and promote their district and provide a method to fund these activities via a self-imposed assessment.

Capital Outlay - The purchase, acquisition, or construction of any item having a unit cost of $1,000 or more. Typical capital outlay items include vehicles, construction equipment, and office equipment. Capital outlay appropriations (accounts) begin with the two digits (58__).

CIP - Capital Improvement Program. A long-term plan of capital expenditures. The City of Marshfield annually updates its 5-year CIP to guide physical development and renewal of the city within finite financial resources.

Contingency - Funds budgeted and set aside, but not appropriated or approved for a specific use. These funds are used to finance costs that were not anticipated when the budget was considered and approved.

Contractual Services - Expenditures related to daily routine operations such as utilities, postage, printing, repairs, etc. which are purchased from private contractors.

Debt Service - Payments of interest and repayment of principal to holders of the city's debt instruments (e.g. bonds).

Depreciation - That portion of the cost of a capital asset which is charged as an expense during a particular year.

Fiduciary Fund - A fund accounting for assets held by the city in a trustee or agency capacity. In the case of the City of Marshfield, this pertains to the Cemetery Perpetual Care Fund.

Fiscal Year - A twelve-month period designated as the operating year for an entity. For the city, the fiscal year is the same as the calendar year (also called the Budget Year). The fiscal year for the State of Wisconsin is July 1 - June 30.

Franchise Fee - A fee levied by the Common Council on businesses that use city property or right of way. This fee is usually charged as a percentage of gross receipts.

Fund - An independent accounting entity that has a set of self balancing accounts and that records all financial transactions for specific activities or government functions.

General Fund - The main operating fund of the city. It accounts for basic operating services such as Police, Fire and Rescue, Traffic Control, Streets, Parks and Recreation, Library, and administrative services.

Mill - One thousandth of a dollar or $1.00 of tax per $1,000 assessed valuation. The property tax levy is the total amount to be taxed against all property. The number of mills at which property is taxed is calculated by dividing the amount of taxes levied by the assessed valuation.

Non-Departmental - Program costs that do not relate to any one department, but represent costs of a general city-wide nature.

Ordinance - A formal legislative enactment by the Common Council which implements or amends local law.

Proprietary Fund - A fund type which pays for itself. Also known as an enterprise fund, proprietary funds establish revenue-based fees and charges based on recouping the cost of services provided. In the case of the City of Marshfield, the recommended 2006 budgets include three proprietary funds (the Wastewater Utility Enterprise Fund, the Emergency Medical Services Enterprise Fund, and the Vehicle/Equipment Internal Service Fund).

Special Assessments - A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service determined to primarily benefit those properties.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. For example, the Room Tax Fund (202) is established to account for the City of Marshfield's room tax revenues and expenditures.

Tax Year - The calendar year in which ad valorem property taxes are levied to finance the ensuing calendar year budget. For example, taxes levied in 2007 will finance the 2008 budget.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as, special assessments.

Tax Incremental Financing District (T.I.F.) - A geographical area designated for public and private development. Public improvements within the T.I.F. District are initially financed by debt issued by the city. The debt is then repaid over time from taxes resulting from increased private development within the T.I.F. District which are segregated from taxes levied on the base year value within the district. The City of Marshfield currently has seven active districts - the Tower Hall project, the Purdy School project, the Downtown redevelopment project, the Mill Creek Business Park project, the Figi's project, the Yellowstone Industrial Park project and the Northway Mall project..

Appendix C

APPENDIX C

WAGE AND SALARY SCHEDULES
CITY OF MARSHFIELD POSITIONS

2008 Wages and Salaries:

All non-represented employees (excluding Library personnel and elected officials) are subject to the Classification and Pay Plan previously adopted by the Common Council (see next page).

City personnel policy indicates that the midpoint of the pay range represents the market value of the job, i.e. the economic value that other employers, with whom the city competes for employees, place on the same or similar job. The integrity of the salary plan is maintained by adjusting the pay ranges according to economic trends. The most recent adjustments to the pay plan occurred on January 1, 2007 when various percentage adjustments were made to all minimum, midpoint, and maximum values.

Monies are included within the respective departmental budgets to implement 1) salary adjustments for non-represented employees who are progressing from the minimum value to the midpoint value of their respective pay range pursuant to personnel Policy 3.800; and 2) a 3.0% salary adjustment for non-represented employees who have reached or will reach the midpoint value of their range, with such adjustments to occur on the employees' respective anniversary dates, contingent upon satisfactory performance as documented in a written performance appraisal.

Monies to finance a 3.0% compensation adjustment for Library employees are recommended within the Library budget. Within the constraints of its 2008 budget, the Library Board can proceed to authorize any and all compensation adjustments for its employees without further Council action.

The AFSCME (Public Works/Parks), AFSCME (Clerical/Technical), Teamsters (Wastewater Utility), Ordinance Enforcement Officers, and Police bargaining agreements will expire on December 31, 2007. The collective bargaining agreement with the Firefighters bargaining unit expired on December 31, 2006. Negotiations are ongoing with these six units.

Monies to finance a reasonable 2008 wage adjustment for the six union groups are included as part of the appropriations in their respective departmental budgets.

Classification/Compensation Schedule for Non-Represented Position Classifications

Increase from 2006: 3.0%
Effective: January 1, 2007

		RECOMMENDED SCALE		
Position	Band, Grade, Subgrade	Minimum	Midpoint	Maximum
(Unused)	E91	$73,646	$90,217	$106,787
City Administrator	E83	72,745	89,113	105,480
(Unused)	E82	70,347	86,208	102,042
(Unused)	E81	68,078	83,396	98,714
Finance Director	D64	63,172	77,069	90,966
Director of Public Works	D64	63,172	77,069	90,966
Police Chief	D63	61,119	74,565	88,011
Fire Chief	D63	61,119	74,565	88,011
(Unused)	D62	58,141	70,644	83,146
Parks and Recreation Director	D61	56,484	68,345	80,206
Dir. of Planning and Econ. Dev.	C52	54,408	65,562	76,715
City Engineer	C52	54,408	65,562	76,715
Human Resources Manager	C52	54,408	65,562	76,715
Street Superintendent	C52	54,408	65,562	76,715
Wastewater Util. Superintendent	C52	54,408	65,562	76,715
Deputy Fire Chief	C52	54,408	65,562	76,715
Police Lieutenant	C52	54,408	65,562	76,715
(Unused)	C51	50,870	61,045	71,220
Assistant City Engineer	C44	49,005	58,562	68,118
Assistant Finance Director	C44	49,005	58,562	68,118
Building Services Supervisor	C44	49,005	58,562	68,118
Information Tech. Lead Analyst	C44	49,005	58,562	68,118

Planner/Zoning Administrator	C44	49,005	58,562	68,118
Police Sergeant	C44	49,005	58,562	68,118
Asst. Street Superintendent	C43	48,259	56,655	65,052
Civil Engineer II	C43	48,259	56,655	65,052
Police Staff Services Supervisor	C43	48,259	56,655	65,052
City Surveyor	C43	48,259	56,655	65,052
Information Systems Analyst	C43	48,259	56,655	65,052
Asst. Wastewater Superintendent	C42	46,059	54,580	63,100
Parks and Rec. Maintenance Sup.	C42	46,059	54,580	63,100
Parks and Rec. Supervisor	C42	46,059	54,580	63,100
Civil Engineer I	C41	44,826	52,895	60,964
GIS Coordinator	C41	44,826	52,895	60,964
Deputy Assessor	B31	42,267	49,452	56,638
Cemetery Sexton	B31	42,267	49,452	56,638
Plumbing Inspector/ Asst. Build. Insp.	B31 *	42,267	49,452	56,638
Electrical Insp./Asst. Build. Insp.	B31 *	42,267	49,452	56,638
Accounting Clerk I	B23	28,961	33,740	38,519
Municipal Court Clerk (.8 FTE)	B23	28,961	33,740	38,519
Secretary to City Administrator	B23	28,961	33,740	38,519
Secretary to Police Chief	B23	28,961	33,740	38,519
Secretary to Fire Chief	B23	28,961	33,740	38,519
Secretary to Mayor (.7 FTE)	B23	28,961	33,740	38,519
(Unused)	B22	27,700	32,132	36,564
Cemetery Laborer	B21	26,034	30,602	35,171
(Unused)	A13	25,345	29,147	32,949

* Indicates a classification to be paid in a market contingency range that is one grade level higher (current practice).

MARSHFIELD PUBLIC LIBRARY

WAGE AND SALARY PLAN FOR 2007
Adopted 11-14-2006

Grade	Title	2007 Entry	2007 Top End
1	Permanent Page	$ 7.19	$ 9.41 (31% spread)
2	Housekeeper	7.85	10.29
3	Lib. Asst. I	8.31	10.89
4	Lib. Asst. II	9.29	12.17
5	Lib. Asst. III	10.13	13.27
6	Lib. Spec. I	11.00	14.41
7	Lib. Spec. II	11.77	15.42
8	Lib. Spec. III	12.89	16.88
9	Not used	13.72	17.97
10	Not used	14.61	19.14
11	Not used	15.52	20.34
12	Custodian	16.27	21.32

NON-MANAGEMENT: Professional (MLS Degree)

Grade	Title	2007 Entry	2007 Top End
P-1	Librarian	$36,069	$43,644 (21% spread)

MANAGEMENT – (Bachelor's Degree)

Grade	Title	2007 Entry	2007 Top End
M-1	Library Systems Analyst	$43,590	$52,744 (21% spread)

MANAGEMENT - Yearly Salary

Grade	Title	2007 Entry	2007 Top End
M-1	Librarian I	$41,517	$50,236 (21% spread)
M-2	Librarian II	49,018	59,312
M-3	Director	62,049	75,080

AFSCME LOCAL 929: STREET DIVISION, PARK MAINTENANCE AND BUILDING SERVICES

CLASSIFICATION	WAGE SCHEDULE	
SHOP:	1/1/06 2.9%	1/1/07 2.9%
Welder/Fabricator (Combined w/Mechanic (Mechanic/Welder) on 2-22-05)	$19.14	$19.70
Mechanic	$19.14	$19.70
Sign Person	$18.21	$18.74
Stock Clerk	$18.21	$18.74
Stock Room Helper	$18.04	$18.56
Night Person	$17.99	$18.51
Sign Person Helper	$17.68	$18.19
EQUIPMENT OPERATOR IV:		
Tracked Backhoe Operator	$18.80	$19.35
Aerial Bucket Truck Operator (paid when performed)	$18.75	$19.29
Excavator	$18.62	$19.16
EQUIPMENT OPERATOR III:		
Grader Operator	$18.46	$19.00
Loader Operator	$18.41	$18.94
Mini Excavator	$18.32	$18.85
Rubber Tired Backhoe Operator (includes #45 & #46)	$18.49	$19.03
Bulldozer Operator	$18.38	$18.91
Zoo Keeper	$18.32	$18.85
Cement Mason	$18.32	$18.85
Cement Finisher	$18.32	$18.85
EQUIPMENT OPERATOR II:		
Truck Operator(45,001 & above GVW)	$18.18	$18.71
Roller Compactor Operator	$17.82	$18.34
Seaman Mixer/Bumford Operator	$17.82	$18.34
Sweeper Operator	$17.98	$18.50
Park/Pool Laborer	$18.03	$18.55
Truck Operator (26,001 - 45,000 GVW)	$17.98	$18.50
Skid Steer Loader Operator	$17.82	$18.34

EQUIPMENT OPERATOR I AND LABORER:		
Street Laborer	$17.68	$18.19
Park laborers	$17.68	$18.19
SEWER CREW:		
Tile Layer	$18.32	$18.85
Tile Helper	$18.32	$18.85
Grade Person	$17.99	$18.51

This does not apply to employees who go to a higher classification or are employed for special type work.

CLASSIFICATION	**WAGE SCHEDULE**	
Custodians	$17.68	$18.19
Housekeeping Personnel	$14.65	$15.07

WASTEWATER UTILITY EMPLOYEES

JANUARY 1, 2006 HOURLY RATES (2.9%)

Job Classification	Start				Job Rate
Lab Technician	$20.44				$20.89
Job Classification	**Start**	**End Probation**	**One Year**	**Two Years**	**Three Years**
Operator	$17.50	$17.98	$18.44	$18.93	$19.42

JANUARY 1, 2007 HOURLY RATES (2.9%)

Job Classification	Start				Job Rate
Lab Technician	$21.03				$21.50
Job Classification	**Start**	**End Probation**	**One Year**	**Two Years**	**Three Years**
Operator	$18.01	$18.50	$18.97	$19.48	$19.98

POLICE OFFICERS BARGAINING UNIT

Effective		1-1-05 (2.3%)	1-1-06 (2.9%)	1-1-07 (2.9%)
Corporal	Annual	$47,239	$48,609	$50,019
	Hourly	$22.71	$23.37	$24.05
Detective	Annual	$47,239	$48,609	$50,019
	Hourly	$22.71	$23.37	$24.05
Police officer	Annual	$45,241	$46,553	$47,903
3rd Year	Hourly	$21.75	$22.38	$23.03
Police officer	Annual	$43,185	$44,437	$45,726
2nd Year	Hourly	$20.76	$21.36	$21.98
Police officer	Annual	$40,126	$41,290	$42,487
1st Year	Hourly	$19.29	$19.85	$20.43
Police officer	Annual	$38,093	$39,198	$40,335
Starting	Hourly	$18.31	$18.85	$19.39

FIREFIGHTERS

1-1-04 (2.9%)

	MONTHLY	ANNUAL
Lieutenant	$4,198	$50,379
Fire Fighter III	$3,666	$43,995
Fire Fighter II	$3,564	$42,770
Fire Fighter I	$3,480	$41,759
Recruit Fire Fighter	$3,336	$40,031

1-1-05 (2.9%)

	MONTHLY	ANNUAL
Lieutenant	$4,320	$51,840
Fire Fighter III	$3,773	$45,271
Fire Fighter II	$3,668	$44,010
Fire Fighter I	$3,581	$42,970
Recruit Fire Fighter	$3,433	$41,192

1-1-06 (2.9%)

	MONTHLY	ANNUAL
Lieutenant	$4,445	$53,343
Fire Fighter III	$3,882	$46,584
Fire Fighter II	$3,774	$45,286
Fire Fighter I	$3,685	$44,216
Recruit Fire Fighter	$3,532	$42,387

ORDINANCE ENFORCEMENT OFFICERS

Ordinance Enforcement Officers

	Effective 1-1-05	Effective 1-1-06	Effective 1-1-07
	2.3% + $.10	2.9% + $.15	2.9% + $.20
New Hire	$28,254	$29,385	$30,653
After 6 Months	$29,340	$30,503	$31,804
After 1 Year	$30,469	$31,665	$32,999
After 2 Years	$31,608	$32,837	$34,205
After 3 Years	$32,798	$34,061	$35,465
After 4 Years	$33,060	$34,331	$35,743
After 5 Years	$33,321	$34,599	$36,018

CLERICAL-TECHNICAL EMPLOYEES
CLASSIFICATIONS AND WAGES
EFFECTIVE JANUARY 1, 2006
2.9%

Classification	Entry	6 mos.	12 mos.	18 mos.	30 mos.
Acct. Clerk I	$12.63	$13.17	$13.76	$14.40	$15.02
Secretary					
Dep. Treasurer					
Dep. Clerk					
Acct. Clerk II	$14.45	$15.10	$15.90	$16.61	$17.38
Eng. Tech I					
Eng. Tech II	$16.55	$17.36	$18.17	$19.10	$19.98
Appraiser					

EFFECTIVE JANUARY 1, 2007
2.9%

Classification	Entry	6 mos.	12 mos.	18 mos.	30 mos.
Acct. Clerk I	$13.00	$13.55	$14.16	$14.82	$15.46
Secretary					
Dep. Treasurer					
Dep. Clerk					
Acct. Clerk II	$14.87	$15.54	$16.36	$17.09	$17.88
Eng. Tech I					
Eng. Tech II	$17.03	$17.86	$18.70	$19.65	$20.56
Appraiser					

Appendix D

APPENDIX D
SCHEDULE OF REQUESTED CAPITAL OUTLAY PURCHASES RECOMMENDED IN 2008 BUDGET

BUDGET	DESCRIPTION	AMOUNT
Information Technology	Replace Out of Service CISCO VoIP Hardware	$25,761
	Replace Server Cabinet KVM	2,184
	VoIP Call Manager Redundancy/Availability Clustering	8,400
	Network Extension Hardware Optimizer	10,801
	Network Storage Capacity Increase (PDF/GIS/IT)	34,682
	Trimble GPS Hardware/GIS in the Field (PL)	4,295
	GIS Field Notebooks (EN, WW, PL/ST)	12,120
Law Enforcement	3 Replacement First Line Patrol Vehicles	71,976
	Forensic Drying Cabinet Equipment	5,500
	1 Replacement Unmarked Investigation Car	18,500
	Recording Equipment for Second Interview Room	1,300
Ordinance Enforcement	1 Replacement Full-Size Cargo Van	23,000
Fire Protection	Replacement radios for Eng. 1, 3, 4, T1, & S1 (2) (Payment spread over 3 years)	5,875
	4 Replacement of #4,500 SCBA Tanks	5,000
	Rack and Roll Hose Cart	1,848
	Fire/Emergeny Training Network Subscription (50% of funding)	1,150
	Safety Eyes Garage Doors (50% of funding)	1,808
	HazMat Spill Shower Stations (2) (50% of funding)	1,400
	Design & Engineering of Second Fire Station (FD-K-5800)	255,000
	Training Center Development	30,000
	Additional Land Costs for Second Fire Station (FD-K-5800)	350,000
Fire Prevention	Replace Radio for Car 6 (payment spread over 3 years)	792
Public Works Administration	Fire Proof Cabinet	1,800
Library	Lawn Tractor	3,600
	Carpet Extractor	9,600
Planning	Laptop for mobile GIS - reimbursed by Wastewater	4,040
	Network Storage - reimbursed by Wastewater	3,133
	Parking Lot Koisk at Chestnut & 2nd St. (PL-N-6003)	16,000
Forestry	Tree replacement (ST-N-6107)	10,000
Parks Outlay	Playground Development - Steve J. Miller Park (PR-L-2804)	40,000
	Columbia Park Band Shell Renovation (PR-L-2821)	20,000
	Skate Park Improvements (PR-L-2828)	10,000
	Park and Facility Identification Signs (PR-L-2837)	15,000
	Wildwood Station Building Improvements (PR-L-2842)	50,000
Zoo Outlay	New Bear Exhibt (PR-L-2805)	20,000
Convention & Visitor Bureau	Work Station	5,750
	Office Chairs	200
	2 Computer Upgrades	1,600
	Printers (Color & Black and White)	950
Taxi System	1 Taxicab and Radio	25,000
Cable Access	2 Tripods	2,400
	Scan Converter for Channel 3	2,100
	Portable Lighting Kit	2,800
City Hall Remodeling	City Hall Plaza Lighting Replacement (BS-K-3931)	20,000

APPENDIX D
SCHEDULE OF REQUESTED CAPITAL OUTLAY PURCHASES
RECOMMENDED IN 2008 BUDGET

BUDGET	DESCRIPTION	AMOUNT
UW Building/Remodeling Projects	Campus Utility and Facilties Upgrade II (UW-K-7307)	44,000
	Campus Utility and Facilities Upgrade II Boiler (UW-K-7309)	65,000
	Replacement of Windows in Leopold (UW-K-7311)	42,500
	Repair of Campus Sidewalks (UW-K-7314)	5,500
Airport Outlay	Airport Office/Terminal Parking Lot and General Aviation Ramp (AI-N-3802)	95,000
	Sealcoat Runway 04/22 (AI-N-3809)	16,000
Parks Outlay	Senior Center Re-Roofing Project (PR-K-3923)	36,000
	OACC Roof Repairs (PR-K-2829)	66,000
	Adler Road Trail (PR-L-2845)	117,000
	Wildwood Zoo Park Roadway Improvements (PR-L-2825)	20,000
	Fairgrounds Expo Building Improvements (FG-K-5602)	25,000
	UW Arboretun Connector Trail (PR-L-2849)	50,000
Wastewater Utility	ST-Ring Saw	3,650
EMS Fund	Lifepak 12 Defibrillator	14,500
	Stryker Cot	10,000
	HazMat Spill Shower Stations (50% of funding)	1,400
	Fire/Emergency Training Network Subscription (50% of Funding)	1,150
	Safety Eyes Garage Doors (50% of funding)	1,808
Vehicle/Equpment Fund	Topsoil/Sand Screener	48,750
	Two-way Radio Repeater	8,100
	Asphalt/Concrete Full Depth Saw w/Trailer	19,475
	Mini Hydraulic Excavator	38,900
	Pick-up Truck	28,350
	Asphalt Patch Hot Box	15,450
	One-Ton Dump Truck	42,650
	Inspection Car	3,315
	Pick-up Truck (Parks & Recreation)	27,000
	Utility Vehicle (Parks & Recreation)	18,000
		$1,999,863

Appendix E

APPENDIX E
SCHEDULE OF REQUESTED CAPITAL OUTLAY PURCHASES
NOT RECOMMENDED IN 2008 BUDGET

BUDGET	DESCRIPTION	AMOUNT
Fire Protection	John Deere X300 Riding Lawn Mower/Snowblower	$ 5,000
Airport Outlay	Airport Sign (AI-N-3807)	25,000
Parks Outlay	OACC First Floor Storage Room Conversion (PR-K-2832)	12,000
		$ 42,000

Appendix F

APPENDIX F
SUMMARY OF 2008 APPROVED CIP PROJECTS REMOVED/REDUCED/ADDED/INCREASED IN 2008 BUDGET

PROJECT	DESCRIPTION	REMOVED	REDUCED	ADDED/ INCREASED
PR-L-2849	UW Arboretum Connector Trail			$50,000 (1)
PR-K-2832	OACC First Floor Storage Room Conversion	$12,000		
EN-F-1804	St. Joseph's Ave/Doege Street Traffic Signals	50,000 *		
EN-N-1937	Hume Ave/Jefferson to NE Parkway Water Main	31,000 *		
FD-K-5800	Second Fire Station			350,000 (2)
EN-F-1971	City-Wide Traffic Signal Modeling and Analysis			81,000 *
AI-N-3807	Airport Sign	25,000		
AI-N-3809	Airport - Sealcoat Runway 04/22			16,000
EN-J-1796	City-Wide Sanitary Sewer Lining			27,000 **
EN-J-1936	Hume/Jefferson NE Parkway Sanitary Sewer	27,000 **		
		$145,000	$0	$524,000

(1) $38,833 to be funded by a Wood County Grant; the balance, or $11,167, by Room Tax funds

(2) Additional land costs

Appendix G

APPENDIX G
SUMMARY OF APPROVED 2008 CIP PROJECTS
NOT SUBMITTED IN 2008 BUDGET

DESCRIPTION	PROJECT #	AMOUNT
None	None	$0