

City
Administrator's
Recommended
Budget

2013

Description	Page
Transmittal Letter	1
City Profile	3
Presentation Page	5
Organization Chart	7
Executive Summary	9
Full-Time Position Comparison	13
Debt Analysis	17
Total Revenues (All Funds)	21
Total Expenses (All Funds)	23
General Fund Summary	25
Capital Improvement Program	29
Capital Projects	33
Public Works	
Administration	40
Engineering	41
Street Division	42
Building Services	44
Wastewater Utility	45
Vehicle & Equipment Internal Service Fund	46
Public Safety	
Police	48
Fire & Rescue	50
Emergency Medical Services	52
Emergency Management	54
Municipal Court	56
Public Safety Funds	58
Quality of Life	
Parks & Recreation	62
Library	65
Aging/Senior Center	67
UW Marshfield/Wood County	69
Convention and Visitors Bureau	71
Room Tax	73
Dairyfest	75
Celebrations & Entertainment	76
Upham Mansion	77

General Government	
Mayor	80
Common Council	82
City Administrator	84
City Attorney	86
City Clerk	88
Finance	90
Technology	92
Assessor's	94
Various Non-Departmental Budgets	96
Community Committees	100
Transportation	
Taxi	104
Airport	106
Economic Development	
Planning and Economic Development	110
Economic Development Fund	112
Business Improvement District	114
Industrial Park Authority	116
Residential Rehabilitation	118
Communication	
Cable TV	122
Cemetery	
Cemetery	126
Glossary	129
Appendix A	
New Items Included/Deleted from Budget	131
Appendix B	
New Position Request	133

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Dear Mayor and Council members:

On behalf of city staff, I am pleased to offer our recommended 2013 budget! Preparing this budget was difficult, due in large part to reductions in state aids, the levy freeze imposed by the State of Wisconsin, and little growth in assessed value. But department and division heads did an outstanding job of crafting their budgets, and they submitted requests that protect our high level of service, while still limiting costs as much as possible. As I said last year, no budget is perfect, but we believe that the attached document continues the quality services that our citizens expect, addresses our key facility and equipment needs, and still maintains the same tax rate that we've had for the past several years.

As you know, we changed the budget format last year, and we received very positive feedback, so we're working to make it a better document for 2013, based on some ideas that you offered. Once again, we hope that you'll give us your questions, comments, and suggestions, so that we can achieve our goal of constantly improving the budget, making it as "user-friendly" as possible.

Again, I'd like to thank all of the staff that helped in preparing this budget, especially Keith, Amy, and the department/division heads. These individuals and all of our dedicated employees work hard to serve our community, and you can be really proud of the work that they do here every day!

I trust that you'll find this budget to be prudent and appropriate for the tough challenges ahead. As you review the budget, please call or e-mail me, or contact the appropriate department head, so that we can address your questions or concerns. Thank you very much!

Sincerely,


Steve Barg
City Administrator



CITY PROFILE

Originally referred to a “Hub City,” due to the many trains that traveled through, Marshfield continues to be a hub for businesses and families alike. Marshfield’s central location, along with a municipal airport, a regional airport within 35 miles, plus the four-lane expansion of UW Hwy 10 offers easy access to larger, metro markets. Marshfield takes great pride in its unparalleled quality of life and its 2008 designation as one of the nation’s top 20 “Dream Towns” by Demographics Daily, based on healthy economics, moderate cost of living and strong educational systems. The community of 19,451 features a historic downtown; consistently high performing schools, the UW-Marshfield/Wood County campus; and Mid-State Technical College. A vibrant community life adds to Marshfield’s small town charm. Marshfield residents participate in a variety of festivals; and the city is home to the Central Wisconsin State Fair. The city also celebrates its heritage as one of the stops along the historic Yellowstone Trail, a 1920-era auto route that directed travelers to Yellowstone National Park. Recreation and a healthy lifestyle are important to Marshfield residents who enjoy an abundance of parks and trails as well as the city’s Wildwood Park and Zoo.

Organization

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

Recent accomplishments for Marshfield include achieving an Aa2 credit rating, one of the highest ratings available to a community of Marshfield’s size; construction of a LEED-certified fire station and reconstruction of Central Avenue through the heart of the city’s historic downtown. Sustainability has been a significant focus for the city, reflected by Marshfield’s participation as one of Wisconsin’s ten Energy Independent Pilot Communities working to achieve “25 x 25”, a 25 percent reduction in electrical use and transportation fuels by 2025.

The City of Marshfield is organized as a mayor-council plan under Chapter 62 of Wisconsin Statutes. The Mayor, who serves as the city’s chief executive officer, is elected to a two-year term in even-numbered years. The Common Council includes the Mayor and ten alderpersons, elected by district to two-year terms. Alderpersons representing odd-numbered districts are elected in even-numbered years and alderpersons representing even-numbered districts are elected in odd-numbered years.

In addition to electing the Mayor and Common Council, voters also elect a city clerk and city assessor to four-year terms of office and a municipal judge to a two-year term.

Workforce

Healthcare is the dominant industry, anchored by the Marshfield Clinic, the largest private group medical practice in Wisconsin and one of the largest in the nation, and Saint Joseph’s Hospital, a 500-plus bed tertiary care teaching facility. Other major employers include Roehl Transport and Marshfield Door Systems.



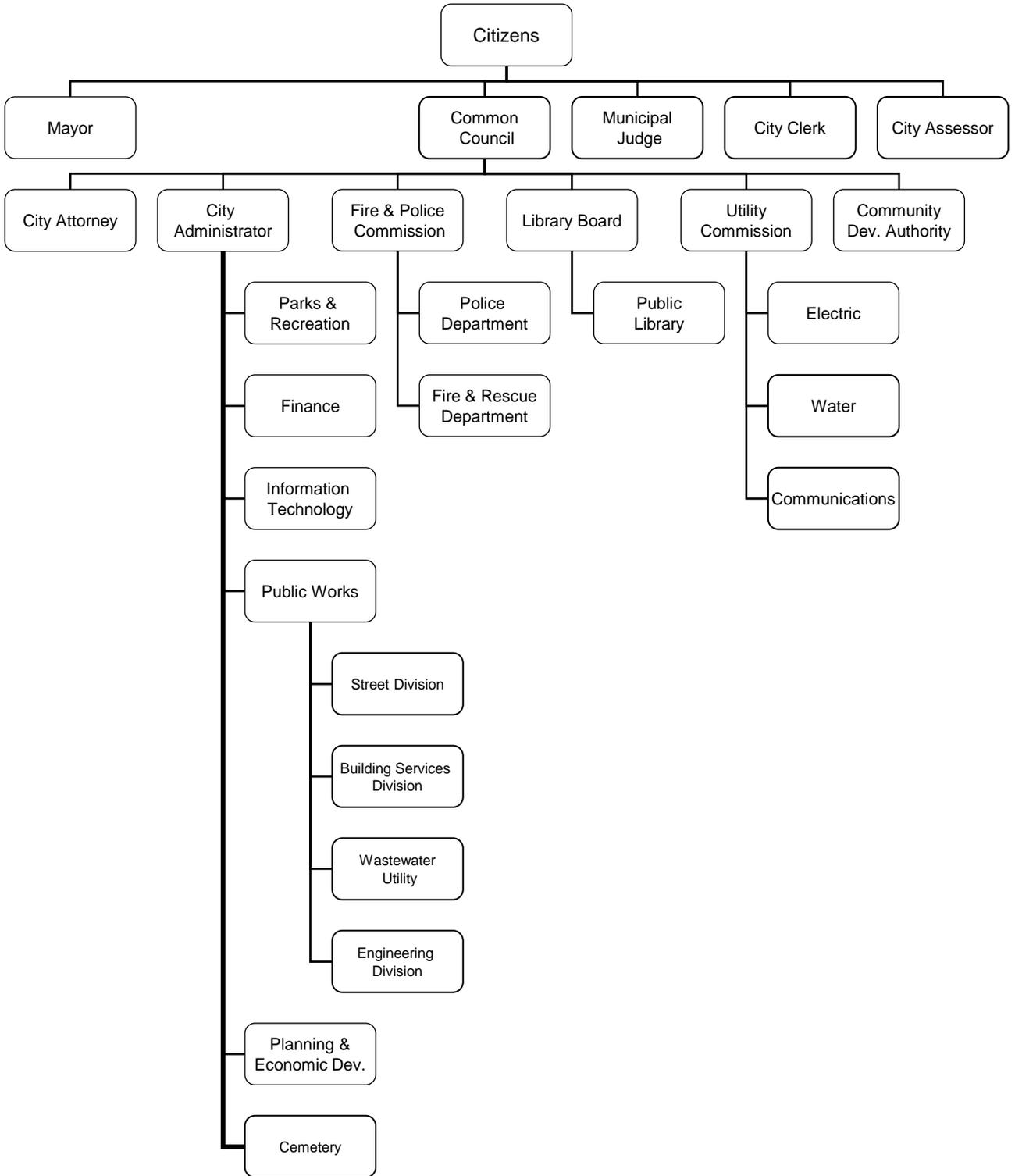
PRESENTED TO
MAYOR AND COMMON COUNCIL
CITY OF MARSHFIELD, WISCONSIN

Chris L. Meyer	Mayor
Michael Feirer	Alderman, District 1 Chairperson, Board of Public Works
Alanna Feddick	Alderman, District 2
Robert Workinger	Alderman, District 3
Gordon Earll	Alderman, District 4
Ed Wagner	Alderman, District 5 Council President
Russell Stauber	Alderman, District 6
Gary Cummings	Alderman, District 7
John Spiros	Alderman, District 8 Chairperson, Finance, Budget and Personnel Committee
Tom Buttke	Alderman, District 9
Peter Hender	Alderman, District 10

Steve Barg	City Administrator
Keith R. Strey	Finance Director



CITY OF MARSHFIELD ORGANIZATION CHART





EXECUTIVE SUMMARY

Budget Development

The budget is a financial and operating plan matching planned revenues and expenses with the services provided to city residents, businesses and industries, based upon our established budgetary policies. It expresses in dollar amounts the City's work programs for the upcoming fiscal year. Once adopted, this becomes a major guiding document for department managers for operation of their responsibilities, functions and activities.

The City operates on a calendar-year budget. By state law, the budget must show revenues and expenses over 3 years, plus information on debt service, fund balances, and anything else deemed appropriate.

The City uses the following procedures in developing, adopting, using, and updating its annual budget for each fiscal year:

1. The Council sets budget objectives, targets and overall guidelines, taking into account desired service levels, economic conditions, and taxpayer expectations.
2. Each manager submits a preliminary budget request to the Administrator based on established guidelines, including expenses, revenues, and services. Requests are reviewed and revised in the budget process.
3. After working with the staff, the City Administrator sends a recommended budget to the Council which includes department requests, Administrator's recommended expenses, the means of financing, and required tax levy.
4. Copies of the recommended budget are made available for public review at the Library, on the City's website and by request from the Finance Department or City Administrator.
5. The Council set budget workshops (open to the public) with the Mayor, the City Administrator, and staff. A public hearing is held to solicit input from residents and taxpayers. At that time, anyone interested may speak on any budget issues of interest.
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 includes total expenses for the following funds: General (operating), Special Revenue, Debt Service, Capital Projects, and other funds as appropriate.
2. General 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 expense level. Expenses cannot exceed the amount that has been appropriated without approval of two-thirds of the Council, and the publication of a Class I public notice.

3. Internal city policies include budget controls beyond the required level. Budget revisions and updating may take place during the course in order 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 the approval of the Finance, Budget and Personnel Committee and a two-thirds vote of the Council.

4. Budgets serve as policy guides and operating fiscal plans for department managers throughout the year.
5. Detailed budget reports are provided monthly to all department managers. The Finance Director gives monthly written reports to the Finance, Budget and Personnel Committee and Council, and analyzes the fiscal condition of its funds, appropriations and recommendations.
6. Appropriations and department budgets not encumbered by purchase orders, contracts, or other formal obligations at year-end, lapse and may be reappropriated, unless otherwise designated by resolution.
7. All budgets and accounting activity conform to Generally Accepted Accounting Principles (GAAP).

The Budget in Brief

The 2013 budget is based upon sound fiscal management policies and proven strategies. It meets our budget parameters, the State’s expenditure restraint program requirements, and the state levy limits. The 2013 expense budget for all city funds is \$43,008,220, an increase of \$4,709,563 or 12.3% more than the 2012 adopted budget of \$38,298,657. **(NOTE: Total revenue and expense won’t be equal in all funds, since this includes enterprise funds. Even in General Fund, there may be slight differences between the two, due to rounding incompatibility between computer applications.)**

The budget reflects the cost of providing basic services and an aggressive economic

development program. The tax rate needed to finance the recommended 2013 budget is \$8.95 per \$1000 of assessed value.

Financial Assessment

To help you understand where we stand as you consider the proposed budget, I’d like to provide a “snapshot” of our current finances, looking at our debt, reserves, and tax rate.

Debt management

While excessive debt is troubling, a certain amount of debt is usually considered to be essential for major capital improvements, and to ensure that the cost of projects with long-term benefits are paid by current and future taxpayers. Total General Obligation debt, and measuring it as a percentage of the maximum allowed by State law, offers a good indication of a city’s fiscal health. In this respect, the City has positioned itself well, and we can tell our citizens that we are well prepared for the challenges that may lie ahead if economic recovery doesn’t occur in the next few years. Our debt rose this year, but this is mainly from TIF borrowing, which will be paid back from TIF revenues. Here is a table showing our debt as a percentage of the maximum allowed by State law:

<u>Year</u>	<u>Debt as a percentage the maximum allowed</u>
2013	52%
2012	45%
2011	41%
2010	41%
2009	31%
2008	35%
2007	38%
2006	41%
2005	43%
2004	55%

General fund reserves

Sometimes referred to as the City’s “savings account”, maintaining an acceptable level of General Fund reserves are critical to ensure financial health and well-being, especially in difficult financial times. Minimum acceptable

General Fund reserve balances are set by Common Council approved City Policy 4.310. This policy was established to provide a framework for utilization of the Unreserved, Undesignated General Fund Balance. The policy requires Unreserved, Undesignated General Fund Balance to be maintained between 25% and 30% of **budgeted** General Fund expenditures, excluding one-time purchases. Due to the diligence of current and past councils and staff, the City has consistently met this standard, and as of December 31, 2011, our **actual** General Fund reserve balance stood at 33% (compared to 38% as of December 31, 2010), which exceeds the policy range. Some of this excess was applied when developing the 2013 budget.

Tax rate

Another indication of financial management can be measured by changes in the tax rate over time. In recent years, the Council has maintained or reduced our tax rate, laying the foundation for a competitive advantage with other cities in our area and across the state. If this budget is approved, it will mark our fourth straight year with a city tax rate of \$8.95 per \$1000 of assessed value. Low tax rates are generally seen positively, if the city still provides the high quality programs and services expected by its taxpayers. Having said that, the Council may want to consider slight tax rate increases in future years to the limited degree allowed by State law in order to keep up with inflationary costs. For example, if the Council decided to raise the tax levy to the full amount permitted due to net new construction, the tax rate would only increase by \$.03, from \$8.95 to \$8.98 per \$1000 of assessed value, while at the same time capturing approximately \$40,000 in new tax revenue to support the programs and services that we provide.

Personnel

The recommended 2013 budget contains an amount equal to a 1% salary increase for all non-represented employees. Any allocation

of funds would be fully subject to the results of the compensation plan that's expected to be adopted by the Council in early 2013.

The budget contains no increase in staffing levels; however, there was a request for a new position by the Planning & Economic Development Director. A memo outlining his request for a "Zoning Administrator" may be found in Appendix B at the end of this book. While there's significant merit to creating the position, it isn't in the recommended budget, but we've included funds for a staffing study to identify our most pressing staffing needs for next year and beyond, when this request may again be considered.

Additional information

More information on the proposed budget is available in supplemental documents found on our website at www.ci.marshfield.wi.us.

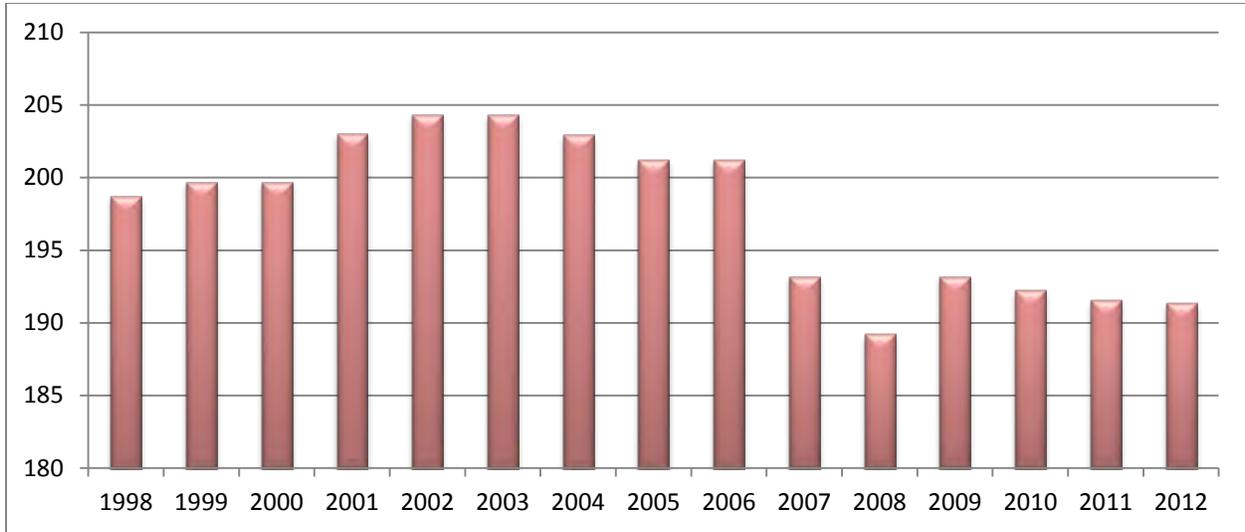


Full-Time Position Comparison

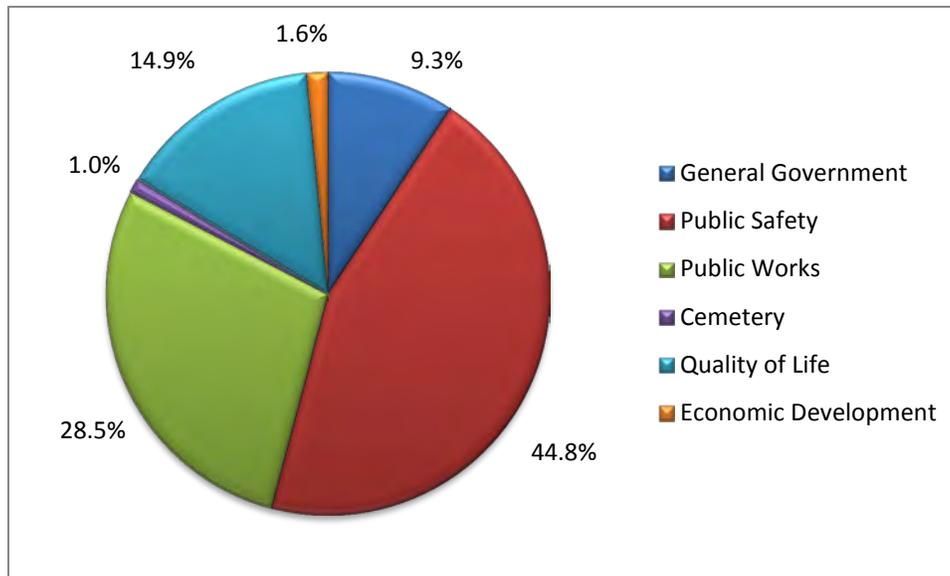
Function/Department	2009 Adopted	2010 Adopted	2011 Adopted	2012 Revised	2013 Rec.	Increase/ (Decrease)
General Government						
Mayor	1.2	1.2	1.0	1.0	1.0	-
Administrator/ Human Resources	3.0	3.0	2.5	2.5	2.5	-
Assessor	4.0	4.0	4.0	4.0	4.0	-
Clerk	2.0	2.0	2.0	2.0	2.0	-
Finance	5.3	5.3	5.3	5.3	5.3	-
Technology	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	-
	18.5	18.5	17.8	17.8	17.8	
Public Safety						
Police	46.0	47.0	47.0	47.0	47.0	-
Fire and Rescue	28.3	28.3	28.3	28.3	28.3	-
Emergency	9.7	9.7	9.7	9.7	9.7	-
Medical Services						
Municipal Court	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>.75</u>	-
	84.75	85.75	85.75	85.75	85.75	
Public Works						
Public Works Administration	2.0	2.0	2.0	2.0	2.0	-
Engineering	5.0	5.0	6.0	6.0	6.0	-
Street Division	31.0	31.0	31.0	31.0	31.0	-
Wastewater Utility	10.5	10.5	10.5	10.5	10.5	-
Building Services and Inspection	<u>6.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	-
	54.5	53.5	54.5	54.5	54.5	
Cemetery						
Cemetery	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	-
	2.0	2.0	2.0	2.0	2.0	
Quality of Life						
Library	19.48	19.48	19.48	19.31	19.31	-
Parks & Recreation	<u>11.0</u>	<u>10.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	-
	30.48	29.48	28.48	28.31	28.31	
Economic Development						
Planning & Economic Development	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	-
	3.0	3.0	3.0	3.0	3.0	
Total	193.23	192.23	191.53	191.36	191.36	

Full-Time Position Comparison

Total City



2013 Levels



Summary of Full-Time Position Adjustments

Changes approved by Council in 2012

Function/Department	Additions/ (Deletions)	Position Descriptions
Library	-.17 FTE	Position restructuring

Changes Recommended in 2013 Budget

There are no staffing changes recommended in the 2013 budget.



Long-term borrowing is controlled, in large part, with the Capital Improvement Program (CIP) process that assists in the long-term management of the City's debt. A schedule of the recommended long-term borrowing and the future debt service requirements are shown later in this section.

Section 67.03 (1)(b) of the Wisconsin Statutes sets the maximum amount of debt that a municipality may incur. The limit is 5% of equalized value as certified by the State's Department of Revenue.

The City's current equalized valuation is \$1,365,292,300; therefore, our statutory debt limit is \$68,264,615. As of January 1, 2013, the City projected outstanding general obligation debt of \$35,807,011, or 52.4% of our maximum debt capacity.

Including the recommended \$5,541,118 in 2013 debt shown later in this section, and scheduled 2013 principal payments totaling \$4,651,306, the City's projected outstanding debt as of December 31, 2013 increases to \$36,696,823, which represents 53.8% of maximum statutory debt capacity.

The 2013 Debt Service Fund budget includes \$4,543,209 in revenues - Tax Levy (\$2,432,427), TIF transfers (\$1,791,569), Build America Bond IRS Refunds (\$146,394), Marshfield Utilities/CDA WI Retirement System Refunding debt payments (\$127,101) and Fairgrounds debt payment (\$45718). The sum of \$4,540,584 is needed in order to meet 2013 principal and interest payments on outstanding

debt – \$3,639,726 for principal and \$900,858 for interest.

The internal service fund and enterprise funds are responsible for their portions of total general obligation debt service of debt used by those funds. Accordingly, the appropriate debt service is included in those funds.

DEBT ISSUE EXPENSE

This account includes professional fees and other costs associated with issuing general obligation long-term debt, such as legal counsel, financial consultants, rating agency fees, and miscellaneous cost for postage and travel related to the closing. No funds are necessary for this purpose in the 2012 debt service funds. Instead, the estimated cost of borrowing (\$55,800) is planned to come from initial borrowing proceeds, and this should be included in various capital project funds benefiting from the debt proceeds.

FISCAL CHARGES

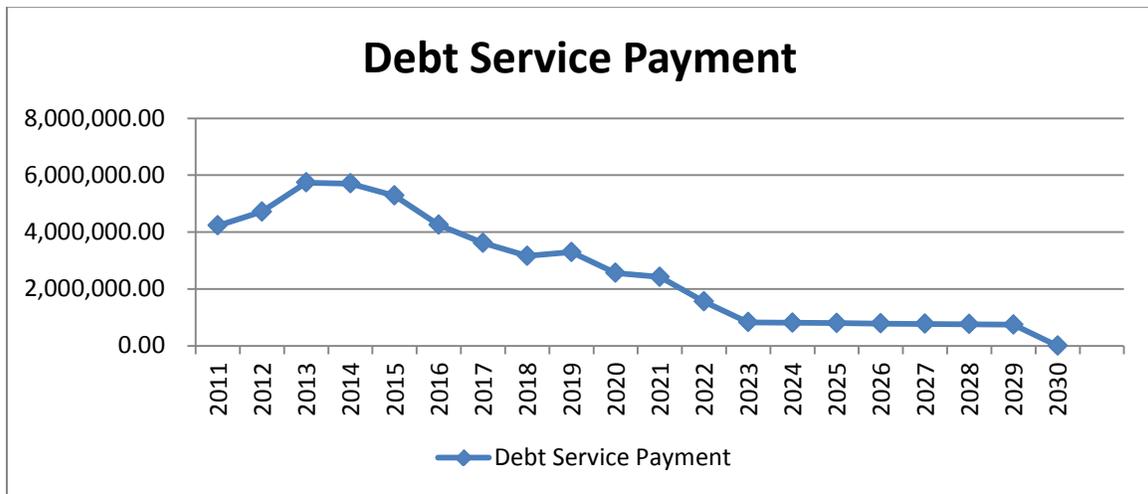
This is for fees and expenses charged by fiscal agents to retire bonds, notices, and coupons. The recommended 2013 budget is \$2,625.

Schedule of Debt Service Requirements
Projected as of 10/04/2012

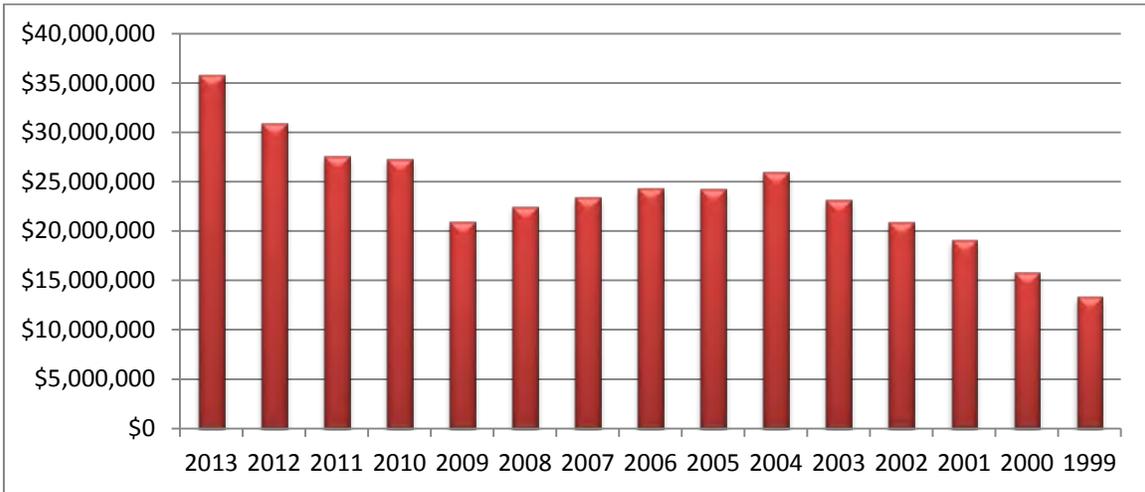
ADMINISTRATOR'S RECOMMENDED 2013 BUDGET LONG-TERM BORROWING:

Long-term borrowing for 2013 to finance the following projects, as planned in the City's 2013-2017 Capital Improvement Program and Administrator's Recommended Budget:

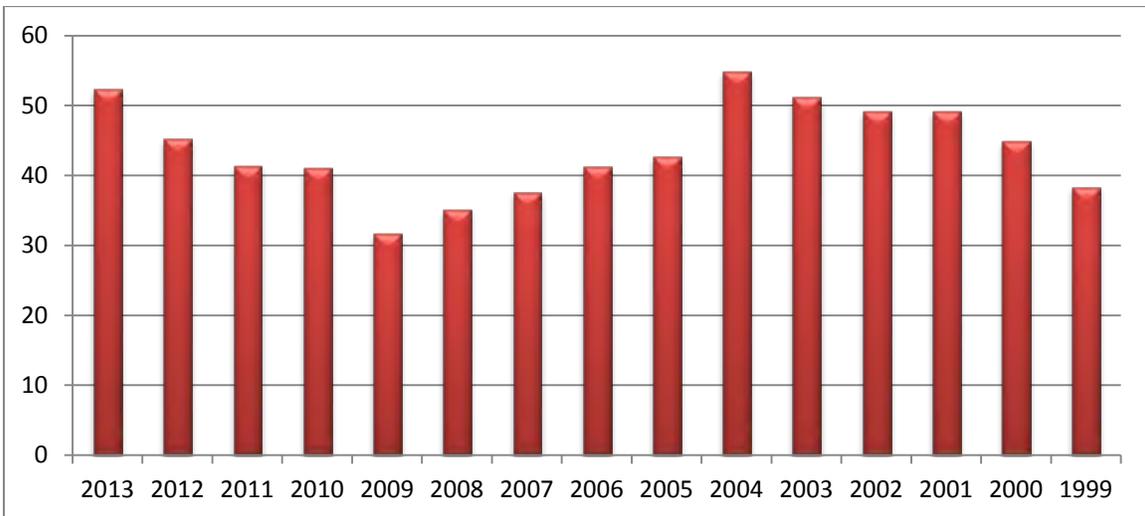
CIP Proj. #	Fund #	Project Description	Cost
EN-D-2021	401	Asphalt Street Surfacing and Mill In Place	\$1,622,797
EN-B-1841	401	Lincoln Ave - Adler Road to McMillan Resurface	351,166
EN-B-2163	401	Veterans Parkway - McMillan to Mann Resurface	100,000
EN-F-2109	401	4th Stree & Peach Ave Traffic Signal Upgrade	45,037
N/A	401	Allocated Debt Issue Expense	22,900
UW-K-7313	405	Phase II - Library Remodeling - HVAC & Lighting	88,000
UW-K-7318	405	Replace Leopold HVAC System	43,000
N/A	405	Allocated Debt Issue Expense	1,400
N/A	410	Fire Engine Replacement (Engine 1)	250,000
EN-A-2120	428	TIF #4 - Central Ave - Arnold to Harrison - Pavement Rehab	18,000
EN-C-2124	428	TIF #4 - Chestnut Reconstruction - 1st to 7th and Streets to Centra	2,462,701
EN-N-2126	428	TIF #4 - Chestnut Water Main Reconstruction - 1st to 7th	47,018
SW-G-6759	428	TIF #4 - Chestnut Storm Sewer Reconstruction - 1st to 7th	457,600
N/A	428	Allocated Debt Issue Expense	31,500
			\$5,541,119



Outstanding Debt



Percentage of Statutory Debt Capacity





Total Revenues (All Funds)

	2011 <u>Actual</u>	2012 <u>Estimated Budget</u>	2013 <u>Department Request</u>	2013 <u>Administrator's Recommended</u>
FINANCIAL SOURCES				
<i>Local Taxes</i>				
General Property Tax Levy	\$11,686,897	\$11,819,381	\$12,041,772	\$11,874,260
Taxes (Other than General Property)	3,402,425	3,383,199	3,566,078	3,566,078
Special Assessments	283,843	315,000	325,000	325,000
<i>Other Revenues</i>				
Intergovernmental Licenses and Permits	8,191,365	7,939,033	8,278,379	8,247,637
Fines, Forfeits, and Penalties	374,829	359,990	381,700	381,700
Public Charges for Services	112,229	171,000	174,000	174,000
Intergovernmental Charges for Services	684,254	634,527	649,887	649,887
Miscellaneous	112,265	201,405	191,085	191,085
Other Financing Sources	970,272	1,609,482	945,322	970,322
<i>Enterprise Revenues</i>				
Wastewater Utility	8,335,035	7,655,332	9,697,226	9,690,426
Emergency Medical Services	4,977,671	5,125,052	5,338,330	5,338,330
Internal Service Fund	1,146,241	1,187,752	1,224,954	1,330,971
	1,962,125	1,841,000	1,915,000	1,915,000
Total Revenues	<u><u>\$42,239,451</u></u>	<u><u>\$42,242,153</u></u>	<u><u>\$44,728,733</u></u>	<u><u>\$44,654,696</u></u>

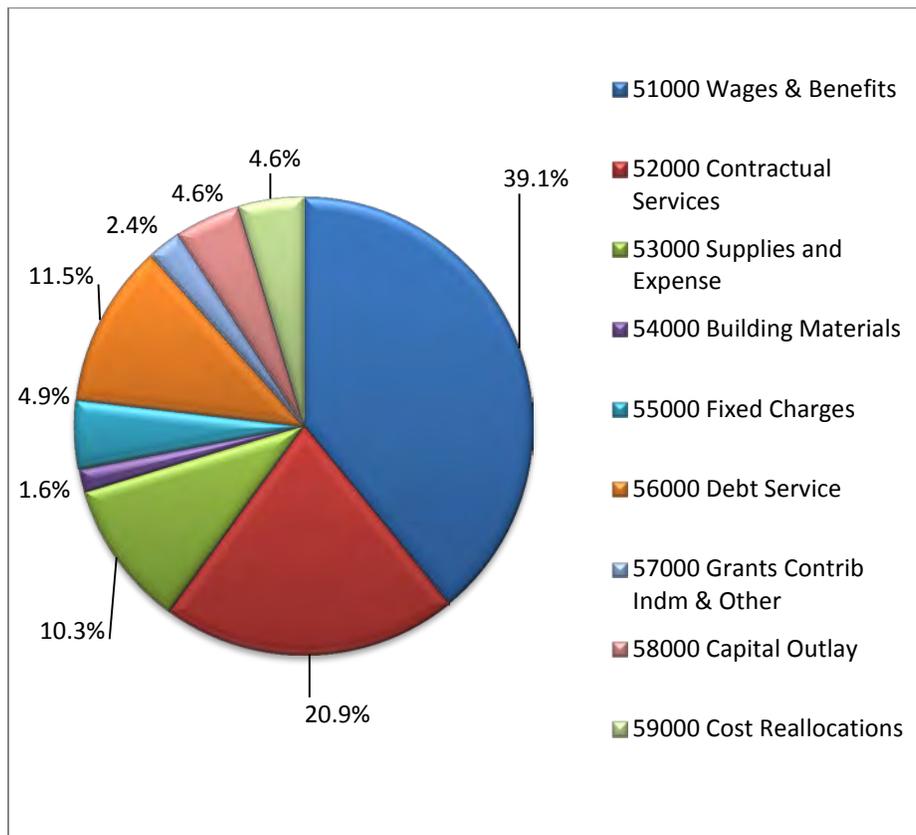


Total Expenses (All Funds)

		2011 ACTUAL	2012 REVISED BUDGET	2012 ESTIMATED TOTAL	2013 DEPT REQUEST	2013 ADMIN RECOMMEND
Public Works	Total	\$11,580,371	\$12,223,900	\$11,748,597	\$11,954,457	\$11,809,695
Public Safety	Total	9,069,479	9,247,422	9,010,553	9,306,768	9,346,206
Quality of Life	Total	3,601,357	3,609,672	3,494,356	3,552,516	3,568,828
General Government	Total	2,894,703	2,902,726	2,814,162	2,904,459	2,948,218
Transportation	Total	539,789	588,671	551,621	581,432	581,432
Economic Development	Total	601,634	573,793	572,040	636,455	593,565
Communication	Total	188,121	212,731	212,921	268,859	268,859
Cemetery	Total	171,989	164,255	163,971	170,532	171,704
Debt	Total	3,964,190	4,355,703	7,417,036	4,543,209	4,543,209
Capital Projects	Total	8,450,323	4,934,717	5,160,776	9,074,235	9,176,491
		<u>\$41,061,956</u>	<u>\$38,813,590</u>	<u>\$41,146,033</u>	<u>\$42,992,921</u>	<u>\$43,008,207</u>

Total Expenses (All Funds)

Expenditures	2011 <u>Actual</u>	2012 Total <u>Estimated</u>	2013 Department <u>Request</u>	2013 Administrator's <u>Recommended</u>
51000 Wages & Benefits	\$16,412,727	\$16,299,088	\$16,738,216	\$16,820,965
52000 Contractual Services	9,148,036	7,192,236	9,121,956	8,997,899
53000 Supplies and Expense	4,406,889	4,164,839	4,542,007	4,438,761
54000 Building Materials	638,507	741,240	731,552	700,032
55000 Fixed Charges	1,872,843	1,988,014	2,088,252	2,095,127
56000 Debt Service	4,504,778	7,809,783	4,936,094	4,936,094
57000 Grants Contrib Indm & Other	699,561	738,824	1,025,468	1,047,968
58000 Capital Outlay	1,581,063	804,736	1,871,817	1,988,087
59000 Cost Reallocations	1,797,609	1,407,356	1,937,569	1,983,287
Total Expenditures	\$41,062,013	\$41,146,116	\$42,992,931	\$43,008,220



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, etc., 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 100.7% 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 \$10,617,885 or 51.1% of the recommended 2013 General Fund budget. This represents a slight increase over last year, as the originally adopted 2012 budget showed taxes representing 50.0% of all 2012 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, if unpaid. In 2013, \$325,000 is projected from this source, representing 1.6% of the General Fund budget.

INTERGOVERNMENTAL REVENUES comprise \$6,978,271, or 33.6% of the financing for the recommended 2013 General Fund budget. This amount represents a **decrease** of \$7,516 from the adopted 2012 budget. State-shared revenue is projected to total \$4,399,542 in 2013, which represents 63.0% of all Intergovernmental Revenue and 21.2% of the entire 2013 General Fund budget. It is our largest revenue source besides property taxes. Each biennium, the State Legislature returns a portion of State tax collections to 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.

Additionally, \$430,892 is projected to be received from the State of Wisconsin in 2013 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 services, and it is projected to **decrease** by \$45,037, or 10.4%, from the 2012 revised amount.

Revenues from **LICENSES AND PERMITS** are projected to finance \$155,500 or 0.8% of the recommended 2013 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 approval to build

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 to persons through the Municipal Court of the city, as well as parking violations. In 2013, this revenue category is expected to yield \$174,000, or 0.8% of the recommended General Fund budget.

When feasible, various **PUBLIC CHARGES FOR SERVICES** are collected to offset the cost of providing basic city services. These charges, often termed "user fees," will produce an estimated \$578,187, or 2.8% of the recommended General Fund budget. Without these revenues collected from direct recipients of city services, either the property tax levy would have to be increased, or services would need 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 2013, these revenues are estimated to produce \$135,085, or 0.6% of the recommended General Fund budget.

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 leasing space in city buildings such as the City Hall Plaza Building and Airport Terminal building. For 2013, \$605,243 of miscellaneous revenue is projected, or 2.9% of the recommended General Fund budget.

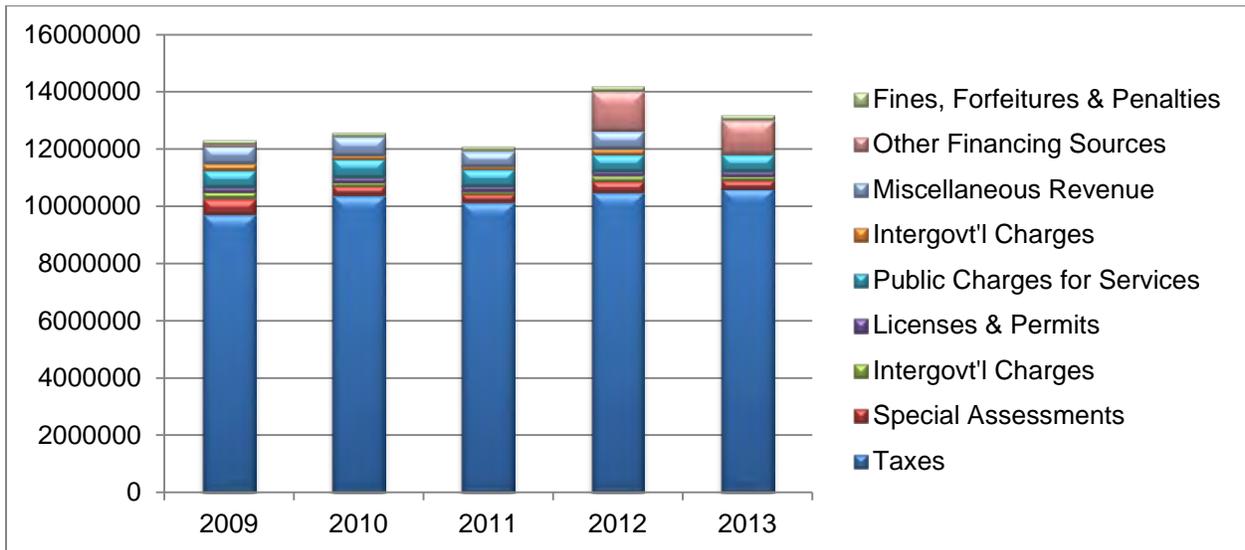
OTHER FINANCING SOURCES include transfers from other funds to offset those expenditures that are borne by general property taxes in the General Fund and undesignated/designated fund balances applied. These monies, totaling \$1,201,586, represent residual cash from excess revenues and unexpended expenditures from prior year budgets and monies specifically designated for certain projects. This appropriation of cash represents 5.8% of the recommended 2013 General Fund budget.

In summary, the recommended 2013 General Fund budget of \$20,790,876 is financed from the following sources:

General Fund Summary

Revenues

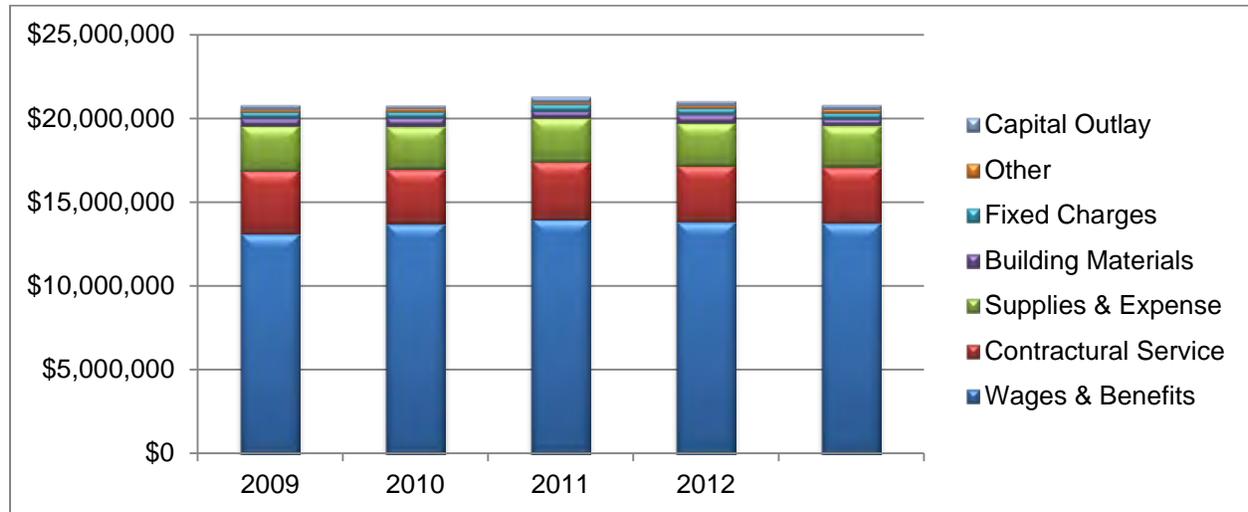
	2011 Actual	2012 Adopted Budget	2013 Administrator's Recommended
Taxes	\$10,157,666	\$10,509,771	\$10,617,895
Special Assessments	283,843	395,000	325,000
Intergov't'l Revenues	7,441,814	6,985,787	6,978,271
Licenses and Permits	171,074	155,500	175,600
Fines, Forfeitures Penalties	112,229	177,600	174,000
Public Charges for Services	590,551	581,217	578,187
Intergovernmental Charges	112,265	197,573	135,085
Miscellaneous Revenue	535,427	620,924	605,243
Other Financing Sources	19,377	1,385,743	1,201,586
	<u>\$19,424,246</u>	<u>\$21,009,115</u>	<u>\$20,790,867</u>



General Fund Summary

Expenses

	2011 Adopted Budget	2012 Adopted Budget	2013 Administrator's Recommended
Wages & Benefits	\$13,379,892	\$13,832,406	\$13,802,171
Contractual Services	3,342,288	3,361,551	3,318,279
Supplies & Expense	2,440,684	2,548,150	2,494,783
Building Materials	206,590	491,888	390,430
Fixed Charges	337,198	356,704	344,772
Other	85,730	211,529	232,183
Capital Outlay	316,864	206,891	208,258
	<u>\$20,109,246</u>	<u>\$21,009,119</u>	<u>\$20,790,876</u>



The Capital Improvement Program (CIP) process was established by the Common Council through City Policy #1.210. The CIP is only a planning tool, not an appropriation or budget document. While the CIP has no legal significance, it's a key link between the 2007 comprehensive plan, subsidiary plans with a 10-15 year planning horizon, and the annual budget. The CIP process is critical, because it helps ensure timely renewal and extension of the physical plant; control over long-term debt relative to financial capacity; and coordinated capital development.

Financing the CIP

The City finances its 5-year CIP through a number of funding sources, including:

Operating funds generated from current year tax levies (and primarily budgeted in the City's General Fund);

Special assessments levied against certain properties to defray part of all of a specific improvement that is determined to primarily benefit those properties;

Borrowed funds generated from long-term debt instruments, such as notes or bonds, issued for annual and nonrecurring capital projects, or projects located in TIF districts.

Room tax funds are available to provide funding for various projects and activities that help promote Marshfield. (For more information on allowed uses, see Chapter 4.38 of the Marshfield Municipal Code.)

Wastewater Utility (fees/debt) generated from Utility customers and then immediately applied to specific capital projects, or generated from Utility customers over a

period of years to retire long-term debt issued on behalf of the Utility.

Non-Local revenue received from the State of Wisconsin, federal agencies, or any other political jurisdictions;

Cemetery Perpetual Care funds from deposits made by individuals for future maintenance of their grave sites.

Donations/Private funds from Wildwood Park Zoological Society and other civic and cultural organizations, as well as individuals within the community.

TIF District taxes generated from the new incremental values on lands within a defined geographic area.

Capital Improvement Program

On April 24, 2012 the Common Council approved the following projects for year 2013 in the 2013-2017 CIP

Borrowed - Taxes on Incremental Value			
EN-A-2120	Engineering	Central Ave - Arnold to Harrison - Pavement Rehab	\$18,000
EN-N-2126	Engineering	Chestnut - 1st to 7th & Side Streets - Water Serv.	47,000
SW-H-6759	Storm	Chestnut - 1st to 7th & Side Streets - Storm Sewer	457,000
EN-C-2124	Water	Chestnut Ave - 1st to 7th and Side Streets - Recon	2,450,000
Borrowed Funds - Recurring Projects			
SW-H-6757	Engineering	Storm 26th St - Central to Wittman - Storm Sewer	10,000
UW-K-7308	Water	University Center Replacement of gymnasium floor	43,000
EN-F-2039	Engineering	University Center Quiet Zone - Railroad Crossing Improvements	58,000
UW-K-7313	Engineering	Center Phase II - Library Remodeling - HVAC & Lighting	88,000
EN-D-2116	Engineering	26th St - Central to Wittman - Street Reconstruct	134,000
EN-B-1841	Engineering	Lincoln Ave - Adler Road to McMillan- Resurface	400,000
EN-D-2021	Engineering	Asphalt Street Surfacing and Mill-in-Place - 2013	1,517,000
Debt - Wastewater Utility			
EN-J-1758	Engineering	Lincoln Ave Sanitary Force Main Replacement	472,000
WW-M-7402	Wastewater	Utility 8th Street Lift Station Replacement	30,000
WW-M-7403	Wastewater	Utility Lincoln Avenue Lift Station Pump Replacement	100,000
Fees - Wastewater Utility			
EN-J-1796	Engineering	Sanitary Sewer Lining - City Wide	338,000
EN-J-2077	Engineering	Washington Ave Interceptor Sewer Rehab	175,000
EN-J-2078	Engineering	Ash Ave- Arnold to Cleveland- Sanitary Reconstruct	169,000
EN-J-2125	Engineering	Chestnut - 1st to 7th & Side Streets - Sanitary	118,000
Operating Funds			
AI-N-3808	Airport	Extend RWY 34/16 building parallel Txy way	5,000
AI-N-3819	Airport	Construct Partial Perimeter Fence	15,000
BS-K-3954	Building	Services City Hall Plaza 1st Floor West Roof Project	69,000
EN-N-2020	Engineering	Fair Sidewalk Reconstruction - 2013 Ordered Repairs	30,000
FG-K-5600	Commission	University Fairgrounds - Round Barn Improvements	25,000
UW-K-7300	Center	University UW - construction of weather protection areas	13,000
UW-K-7319	Center	Center Replace Gang Showers Physical Education	18,000

Capital Improvement Program

Room Tax			
PR-L-2805	Parks & Recreation	Wildwood Zoo - new bear exhibit building	50,000
PR-L-2854	Parks & Recreation	Parks and Recreation Asphalt Surface Maintenance	20,000
PR-L-2855	Parks & Recreation	Park Forestry Improvement Program	20,000
PR-L-2856	Parks & Recreation	Jack Hackman Field Material Storage Building	20,000
PR-L-2860	Parks & Recreation	ADA Park Facility Access Improvements	20,000
			\$6,929,000

The following projects have been reduced/removed/added/increased in the 2012 Recommended Budget.

	<u>Deleted</u>	<u>Decreased</u>	<u>Added</u>	<u>Increased</u>
Asphalt Street Surfacing and Mill-in-Place, 2013, EN-D-2021 (Borrowed – Recurring Projects)			\$109,330	
26 th St. – Central to Wittman – Street Reconstruction, EN-D-2116 (Borrowed Funds – Recurring Projects)	\$134,000			
26 th St – Central to Wittman – Storm Sewer, SW-H-6757 (Borrowed Funds – Recurring Projects)	10,000			
Replacement of gymnasium Floor, UW-K-7308 (Borrowed Funds – Recurring Projects)	<u>43,000</u>			
Popp Ave. Backyard Drainage, SW-G-6765, (Operating Funds)			60,000	
Veterans Parkway – McMillan to Mann Resurface, EN-A-2163 (Borrowed Funds – Recurring Projects)			100,000	
4 th St – Peach Ave. Traffic Signal, EN-F-2109 (Borrowed Funds – Recurring Project)			45,037	
Replace Leopold HVAC System, UW-K-7318 (Borrowed Funds – Recurring Project)			<u>43,000</u>	
Lincoln Ave. – Adler Road to McMillan – Resurface, EN-B-1841 (Borrowed Funds – Recurring Projects)				\$1,166
Chestnut Ave – 1 st to 7 th and Side Street – Reconstruction, EN-C-2124 (Borrowed – Taxes on Incremental Value)				15,155
Chestnut Ave – 1 st to 7 th and Side Street – Water Services, EN-N-2126 (Borrowed – Taxes on Incremental Value)				18
Chestnut Ave – 1 st to 7 th and Side Street – Storm Sewer Reconstruction, SW-G-6759 (Borrowed – Taxes on Incremental Value)				<u>600</u>
Totals	<u>\$187,000</u>	<u>\$0</u>	<u>\$357,367</u>	<u>\$16,939</u>



Capital Projects

Capital Project Funds are intended for 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 certain recommended 2013 projects totaling \$2,465,156, including the following:

Street Construction (5331132)(5331531) (5343231)(5733131):

Asphalt Paving and Mill-in-Place, EN-D-2021	\$1,626,330
Overlay	
Oak Ave. – Western to Upham	
Palmetto Ave – 17 th to 25 th	
Park St. – 7 th to Pine	
Park St. – Pine to Oak	
Peach Ave – Arnold to Becker	
Mill-In-Place	
25 th St – Wittman to Oak	
26 th St – Wittman to Oak	
28 th St – Wittman to Oak	
6 th St. – Peach to Palmetto	
7 th St. – Peach to Palmetto	
Marathon St. – Lincoln to Nelson	
Nelson St. – Lincoln to Marathon	
Apple Ave. – 5 th to 8 th	
Wittman Ave – 25 to 29 th	
Lincoln – Adler to McMillan Resurfacing, EN-B-1841	401,166
Veterans Parkway McMillan to Mann	100,000
Traffic Control (5733431)	
4th St. & Peach Ave. - Traffic Signal Upgrade, EN-F-2109	45,037
Quiet Zone Modification, EN-F-2039	58,097
Pits and Quarries (5358032)	84,322
Storm Sewer Construction (573631)	
SLAMM Model Update BMP Feasibility Study	67,304
Popp Ave. Backyard Drainage Improvement	60,000
Debt Issue Expense (5829108)	22,900
Total Infrastructure Construction Fund (#401)	<u>\$2,465,156</u>

The **General Public Facilities Fund (#405)** includes appropriations for certain recommended projects in 2012 totaling \$257,400, including the following:

City Hall (5714023)

City Hall Plaza 1 st Floor West Roof Project, BS-K-3654	\$69,000
City Hall Plaza Building Facilities Study	25,000

Capital Projects Summary

UW Marshfield/Wood County Campus (5765064)

UW Construction of Weather Protection Areas, UW-K-7300	13,000
Phase II Library Remodeling – HVAC & Lighting, UW-K-7313	88,000
Replace Leopold HVAC System, UW-K-7318	43,000
Replace Gang Showers – Physical Education, UW-K-7319	18,000

Debt Issue Expense (55829108) 1,400

Total General Public Facilities Fund **\$257,400**

The **Protective Service Capital Project Fund (#410)** includes appropriations totaling \$575,000 for the following:

Fire Protection Outlay (5722021)

Fire Engine (Engine #1)	<u>\$575,000</u>
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Total Protective Service Capital Project Fund **\$575,000**

The **Airport Outlay Fund (#415)** includes appropriations totaling \$20,000 for the following:

Airport Outlay (5735133)

Extend RWY 34/16 building parallel Taxy Way, AI-N-3808	\$5,000
Construct Partial Perimeter Fence, AI-N-3819	<u>15,000</u>

Total Airport Outlay Fund **\$20,000**

The **Parks & Recreation Capital Project Fund (#420)** includes appropriations totaling \$847,935 for the following:

Parks Outlay (762061)

Wildwood Station McMillan Marsh Trail, PR-L-1647	\$797,935
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Other Culture & Recreation Outlay (5763062)

Round Barn Improvements, FG-K-5600	4,282
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Debt Service Fund Transfer (5900008) 45,718

Total Parks & Recreation Capital Project Fund **\$847,935**

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), and Tax Incremental District No. 7 Fund (Yellowstone Industrial Park)**, were established to receive tax increments resulting from the increased valuation of 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 debt that were 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 TIF districts.

Appropriations to these budgets are as follows:

Capital Projects Summary

TID #3 (Tower Hall – Fund #425)

Audit/TIF Review Services & WI DOR Fee	\$364
Transfer to Debt Service Fund	<u>20,530</u>

TOTAL **\$20,894**

TID #2 (Purdy Project – Fund #426)

Audit/TIF Review Services & WI DOR Fee	\$364
Transfer to Debt Service Fund	<u>106,230</u>

TOTAL **\$106,594**

TID #4 (Downtown – Fund #428)

Audit/TIF Review Services & WI DOR Fee	\$507
Central Ave. – Arnold to Harrison	18,000
Chestnut Ave. – 1 st to 7 th and Side Streets to Central	2,462,701
Chestnut Ave. – 1 st to 7 th and Side Streets to Central – Storm Sewer,	457,600
Chestnut Ave – 1 st to 7 th and Side Streets to Central – Water Main	47,018
Debt Issue Expense	31,500
Transfer to Debt Service Fund	<u>743,724</u>

TOTAL **\$3,761,050**

TID #6 (Figi's Project = Fund #429)

Audit/TIF Review Services & WI DOR Fee	\$364
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TOTAL **\$364**

TID #5 (Mill Creek Business Park – Fund #430)

Audit/TIF Review Services & WI DOR Fee	\$507
Financial Incentives	200,000
Transfer to Debt Service Fund	<u>\$324,589</u>

TOTAL **\$525,096**

TID #7 (Yellowstone Industrial Park – Fund #432)

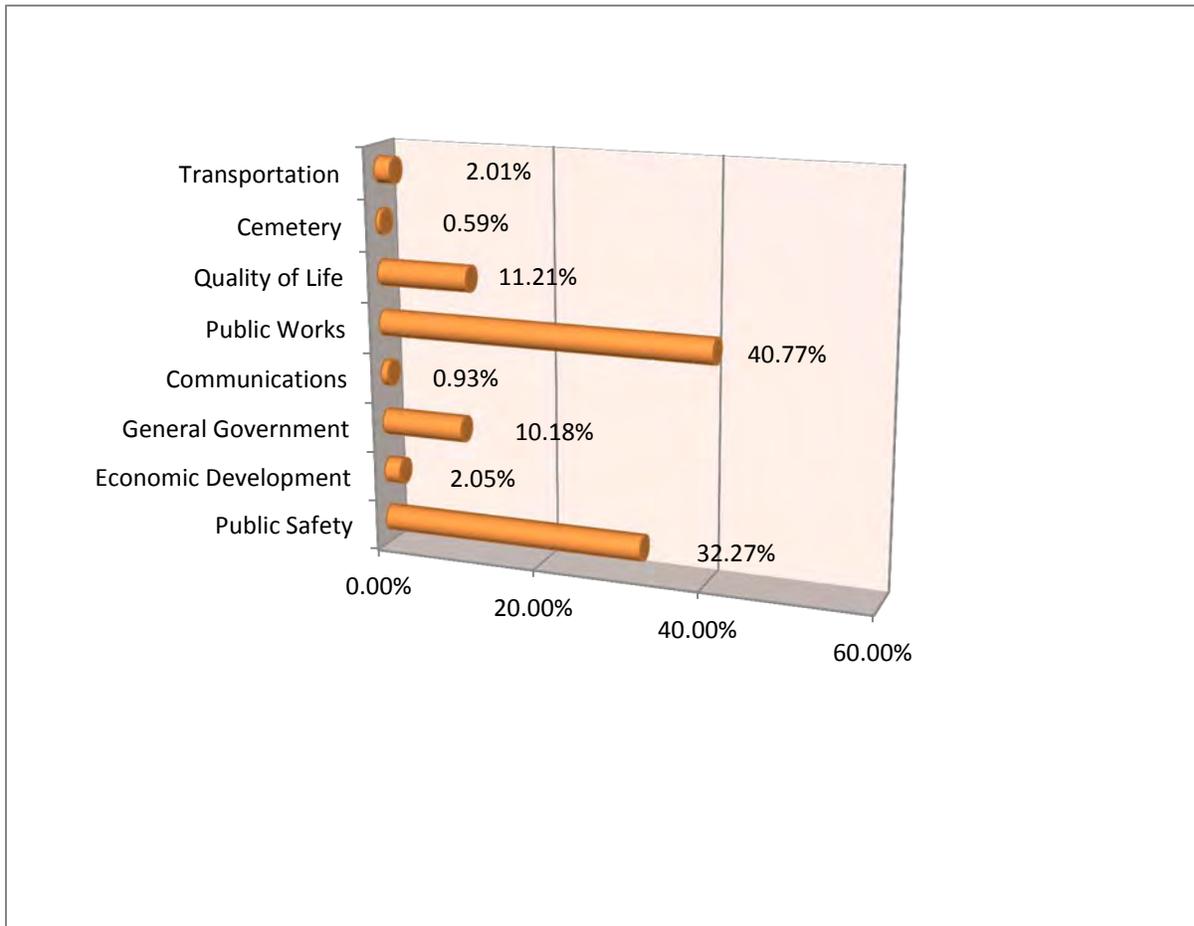
Audit/TIF Review Services & WI DOR Fee	\$507
Transfer to Debt Service Fund	<u>596,496</u>

TOTAL **\$597,003**



Public Works

The backbone of any City's quality of service is its infrastructure. Although these services are often taken for granted, they are vital to maintain a sound infrastructure. The Public Works Department is tasked with providing and maintaining the infrastructure of the City. Safe and efficient streets, reliable storm sewer and sanitary sewer systems, effective and competitive wastewater treatment, and sound municipal buildings are essential to creating and maintaining a vibrant and economically growing community.



Public Works

The Department of Public Works is responsible for the installation, maintenance, and operation of a broad range of infrastructure and facilities, including 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; Engineering; Street; and the Wastewater Utility.

Summary of Services Provided	
Public Works Administration	
	Plans, directs, and administers the Public Works Department activities and work programs.
	Directs preparation of all operating and capital budget requests and 5-year Capital Improvement Program requests for the Department of Public Works.
	Serves on the management team that provides information and recommendations to the Mayor and Common Council, regarding orderly residential, commercial, industrial, and public facility growth and development.
	Serves as a resource to City staff, city residents, general public, developers, state and federal agencies, and others with regard to a wide variety of public works related issues.
	Participates as a member of the Plan Commission, Industrial Park Authority, the Mill Creek Business Park Covenant Committee, and MACCI Transportation Committee to represent the interests of the City and the Department of Public Works.
Building Services Division	
	Completes plan reviews and issues permits for new buildings or additions to existing buildings.
	Completes plan reviews and issues permits for remodeling projects for existing buildings or structures.
	Provides inspections and code enforcement for plumbing, electrical, heating, air conditioning, gas piping, and structural systems installed in buildings throughout the City of Marshfield.
	Provides code enforcement regarding design, quality of materials, location, use and/or occupancy, maintenance of all buildings, or similar structures throughout the City of Marshfield.
	Provides the technical information needed by the public regarding State of Wisconsin building standards and codes.
	Provides inspection services and local enforcement to mitigate public nuisances to assure public health, safety, and welfare.
	Supplies technical support for police and fire departments on issues regarding building uses.
	Supplies technical support and help on bid documents for other city departments on their construction plans and maintenance issues for their respective buildings.
Engineering Division	
	Provides for the professional engineering, design, planning, budgeting, surveying, construction and management of the City's infrastructure; including streets, sidewalks, drainage ways, storm sewers, sanitary sewers, utility coordination and traffic signals.
	Administers the City's storm water management plan in conformance with the requirements of the Wisconsin Department of Natural Resources and secures permits needed for public construction.
	Calculates estimated and final special assessments for assessable projects.
	Holds informational meetings to engage the public and solicit input from citizens regarding projects undertaken by the public works department.

Public Works

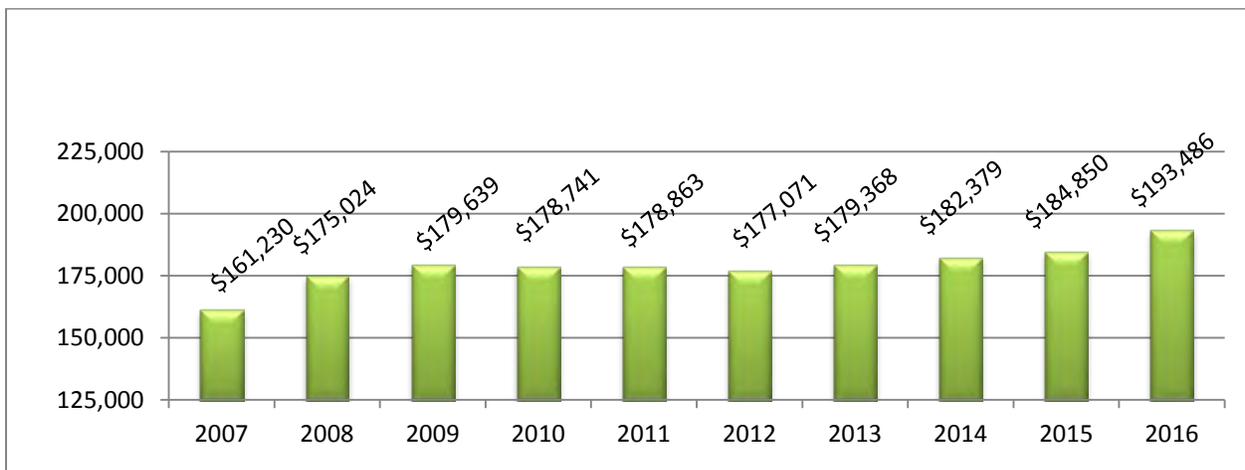
Provides support to other City departments and government agencies.
Reviews individual and large scale developments for compliance with City codes and standards.
Administers a permit system for work in the public right-of-way as well as issues permits for curb cuts, road closures oversize/overweight vehicles and other permits as needed.
Maintains public works records.
Wastewater Utility
Treats liquid wastewater generated within the City to meet or exceed discharge parameters and rules set forth by federal and state regulatory agencies.
Maintains treatment facilities, lift stations, the collection system and other equipment to protect the City's investment in wastewater treatment.
Inspects properties and structures to identify sources of clearwater infiltration into the sanitary sewer system. Issues corrective orders when necessary.
Provides documentation to regulatory agencies regarding treatment plant performance and compliance with discharge parameters.
Maintains the sanitary sewer collection system through regular cleaning, closed circuit TV inspections, manhole inspections and other techniques.
Manages a mercury, copper, phosphorus and chloride monitoring and abatement program.
Manages a grease and sand trap inspection program.
Maintains backflow preventers in city facilities.
Maintains "Sewer Only" meters for properties not connected to municipal water supply.
Provides information and education to the public and elected officials regarding the importance of wastewater treatment, clearwater elimination, new regulations and other matters related to operation of the wastewater treatment plant.
Street Division
Undertakes highway, street and alley maintenance and construction.
Undertakes sanitary and storm sewer maintenance and construction.
Performs snow and ice control and removal.
Performs urban forestry planning, operations, maintenance, reforestation and grant writing.
Performs traffic control and related signage and marking operations.
Manages Machinery and Equipment programs, which include the purchase, repair and maintenance of the city-owned fleet vehicles and equipment, and operation of the City's fueling depot.
Manages recycling and refuse pickup and disposal contracts, public relations and education programs and grant writing.
Maintains public parking facilities, greenways, detention basins, and conservancy areas.
Maintains various buildings and grounds related to Street Division operations.
Provides other public services including but not limited to: Dairyfest activities, Hub City Days activities, fairgrounds maintenance, Christmas decoration/American flag/banner installations and removals.
Enforces the City's noxious weed ordinance through the office of Weed Commissioner.
Assists and supports other city departments and divisions as requested.
Vehicle and Equipment Internal Service Fund
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.

Public Works Administration Budget Summary

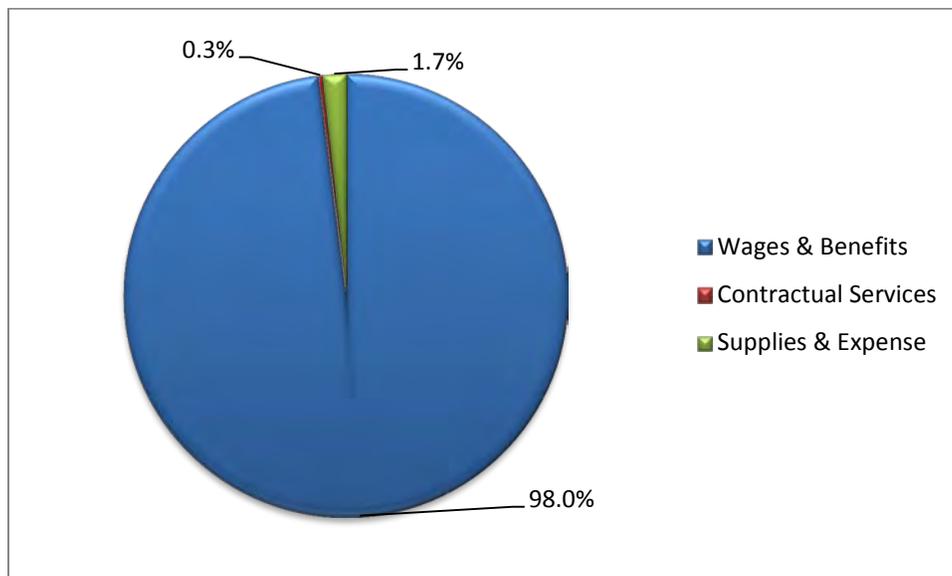
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	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$178,863</u>	<u>\$177,070</u>	<u>\$177,071</u>	<u>\$179,368</u>
Full-Time Positions	2	2	2	2

Expenditures History/Projections



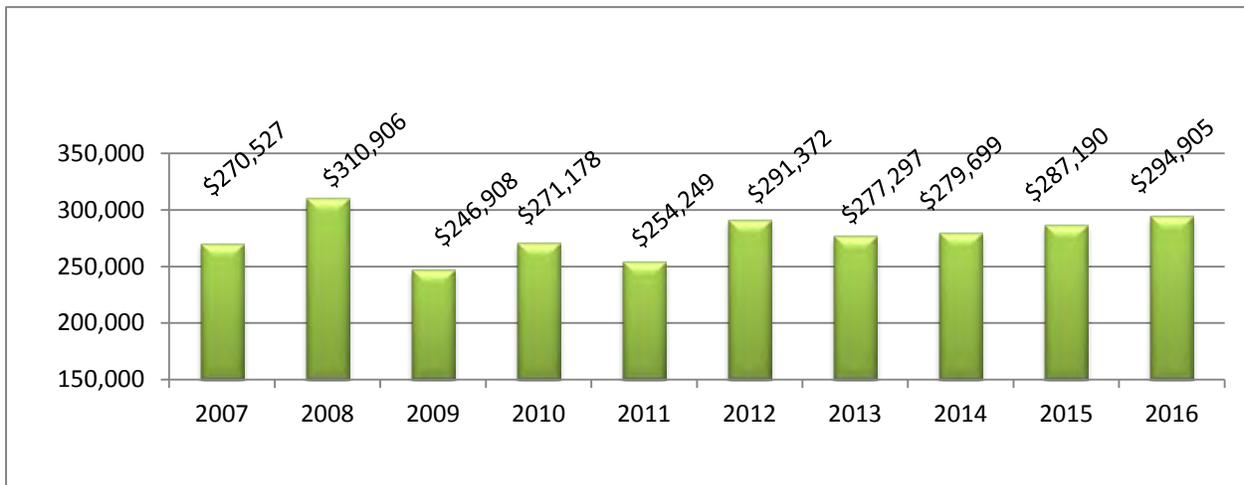
2013 Recommended Budget



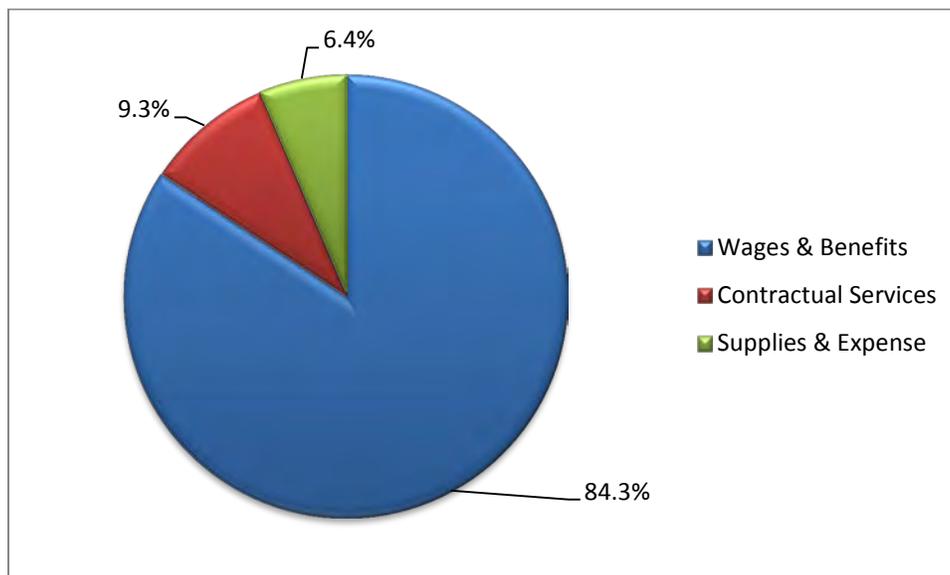
Engineering Budget Summary

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Engineering Administration, 1015312031	\$233,806	\$245,375	\$243,530	\$247,179
New Sidewalk O/L W/O St Recon, 1015343231	<u>20,443</u>	<u>47,907</u>	<u>47,842</u>	<u>30,118</u>
Operating Expenditure Total	<u>\$254,249</u>	<u>\$293,282</u>	<u>\$291,372</u>	<u>\$277,297</u>
Full-Time Positions	6	6	6	6

Expenditure History/Projections



2013 Recommended Budget

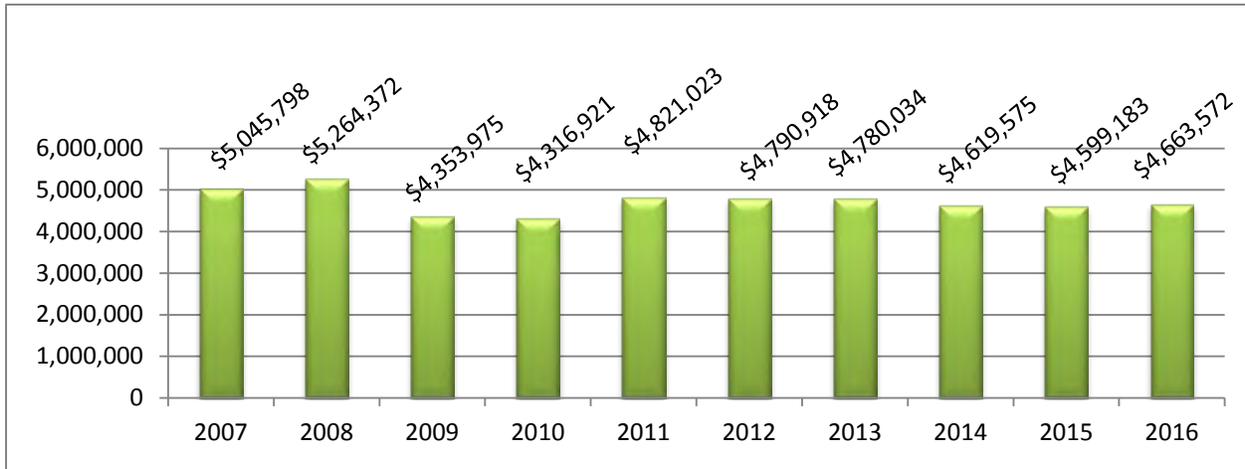


Street Division Budget Summary

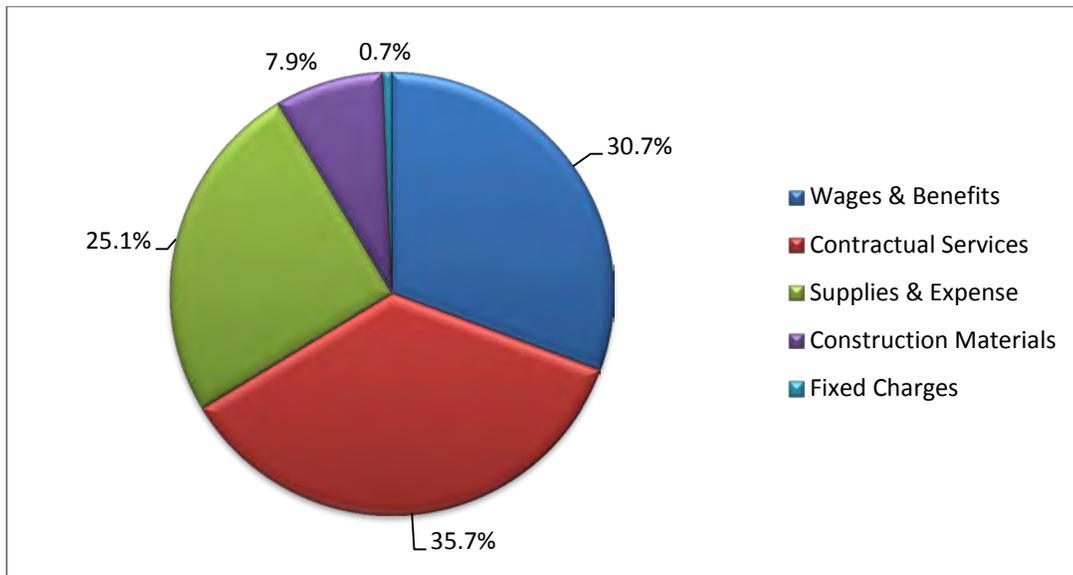
	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Estimated 2012</u>	<u>Recommended 2013</u>
Street Div. Administration, 1015315032	\$121,163	\$119,154	\$119,154	\$112,218
Hwy/Street Main., 1015331132	1,508,447	1,373,206	1,347,949	1,326,321
Snow & Ice Control, 1015331232	900,549	1,066,167	766,166	846,200
Hwy/Street Cleaning, 1015331332	168,178	193,781	189,940	188,879
Traffic Control O & M, 1015331432	157,606	153,506	151,847	152,926
Street Lighting, 1015342030	196,205	205,000	205,000	205,000
Sidewalk Maint. & Rpr w/St Recon., 1015343132	76,944	93,105	92,118	91,952
Storm Sewer Management, 1015344132	620,008	687,729	662,730	664,022
Parking Facilities, 1015345032	85,121	89,617	89,506	88,110
Pits & Quarries, 1015358032	-43,949	85,647	85,251	0
Refuse/Garbage Pickup/Disposal, 1015362032	476,143	495,193	495,193	511,620
Recycling, 1015363532	372,190	359,429	359,376	368,461
Christmas Decorations, 1015534132	15,312	24,150	23,698	24,070
Parades, Holidays & Signs, 1015534232	8,432	12,870	12,773	11,893
Forestry, 1015690532	<u>158,674</u>	<u>192,551</u>	<u>190,217</u>	<u>188,362</u>
Operating Expenditure Total	<u>\$4,821,023</u>	<u>\$5,151,105</u>	<u>\$4,790,918</u>	<u>\$4,780,034</u>
Full-Time Positions	31	31	31	31

Street Division Budget Summary

Expenditures History/Projections



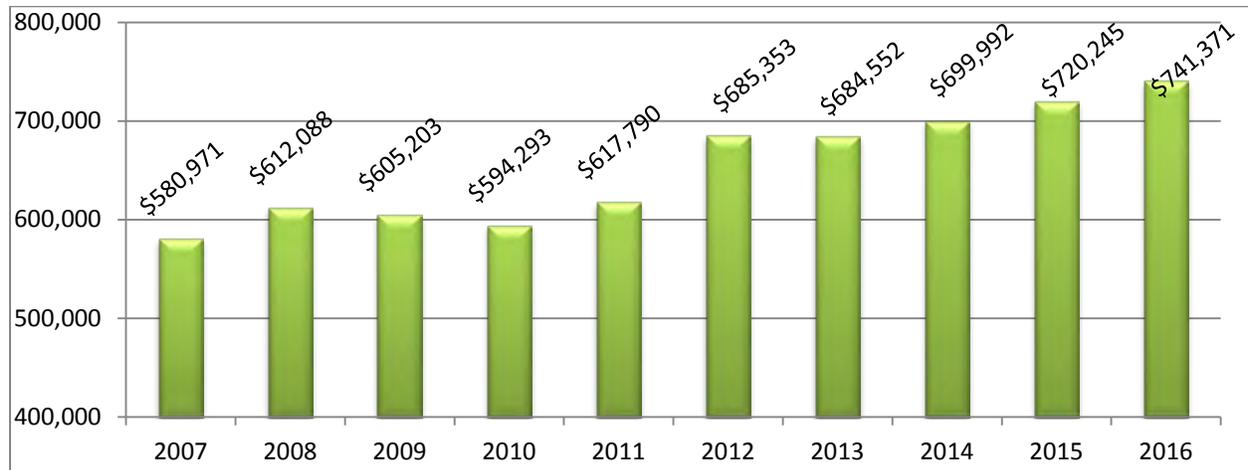
2013 Recommended Budget



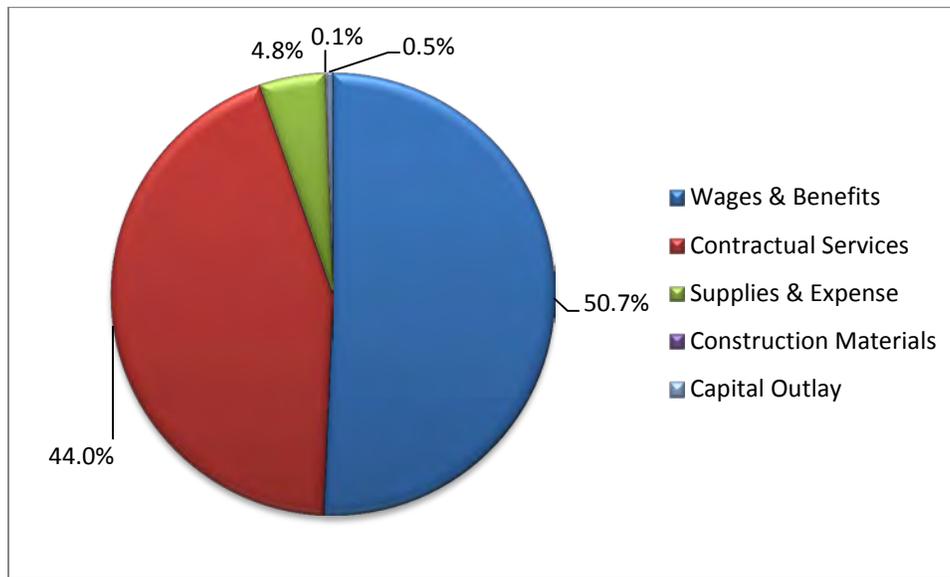
Building Services Division Budget Summary

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Building Services, 1015241023	\$251,953	\$301,571	\$306,571	\$304,750
Plumbing Inspector, 1015241135	\$67,180	\$44,716	\$45,023	\$36,954
City Hall Plaza, 1015162023	<u>\$298,657</u>	<u>\$343,506</u>	<u>\$333,759</u>	<u>\$342,848</u>
Operating Expenditure Total	<u>\$617,790</u>	<u>\$689,793</u>	<u>\$685,353</u>	<u>\$684,552</u>
Full-Time Positions	5	5	5	5

Expenditure History/Projections



2013 Recommended Budget

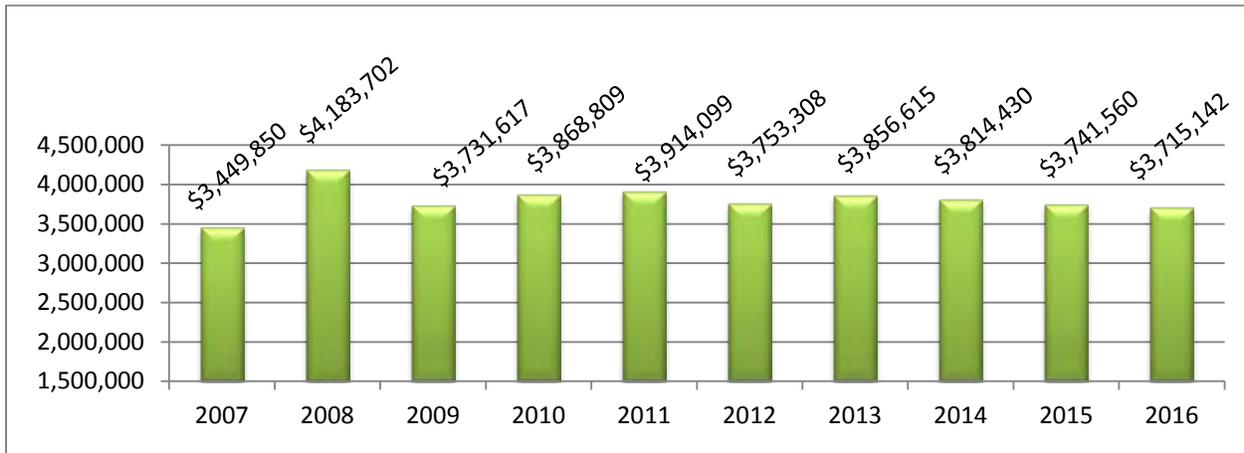


Public Works Wastewater Budget Summary

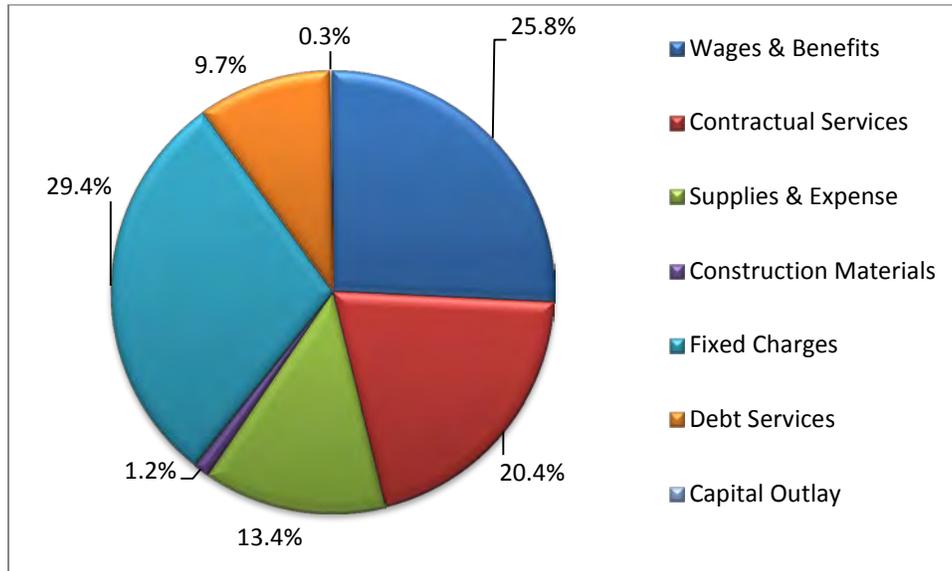
All 601 funds

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$3,914,099</u>	<u>\$3,783,995</u>	<u>\$3,753,308</u>	<u>\$3,856,615</u>
Full-Time Positions	10.5	10.5	10.5	10.5

Expenditures History/Projections



2013 Recommended Budget

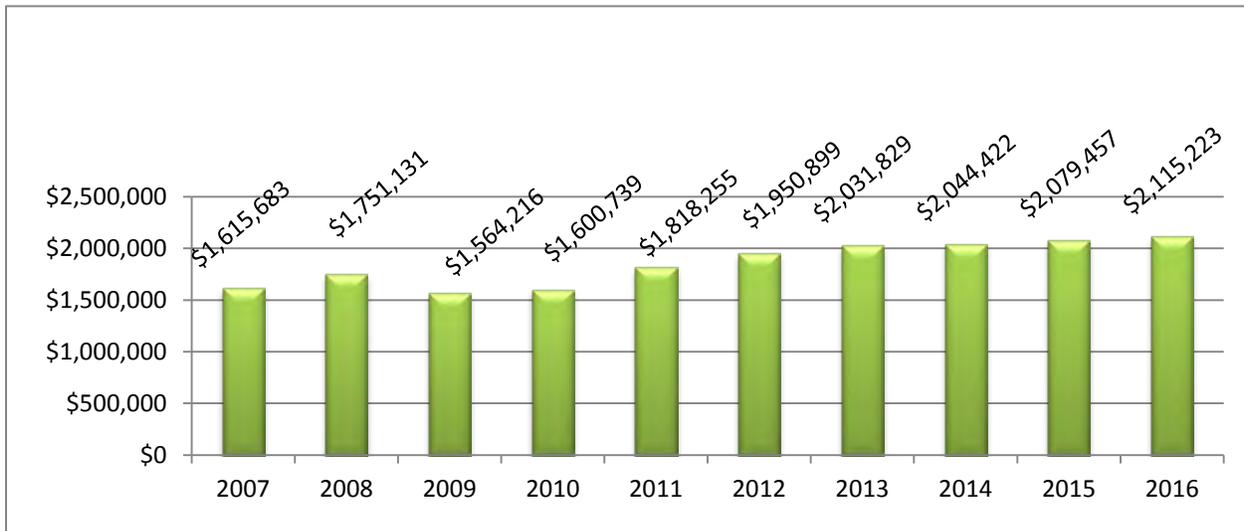


Capital Outlays are noted in Appendix A

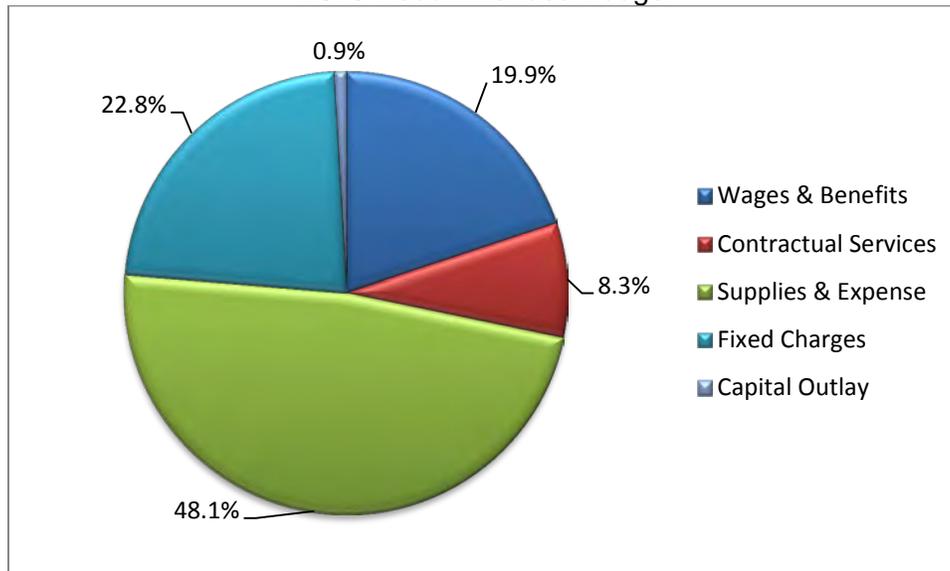
Vehicle & Equipment Internal Service Fund Budget Summary

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Building and Shop Operations, 7015149137	\$111,627	\$181,492	\$168,336	\$181,108
Machinery Operations, 7015149237	971,600	1,017,071	1,001,570	989,937
Gas and Diesel Fuel, 7015149337	433,126	427,734	427,734	433,884
Depreciation, 7015366508	300,644	371,700	352,600	426,900
Interest, Long-term Notes, 7015823008	<u>1,258</u>	<u>659</u>	<u>659</u>	<u>0</u>
Operating Expenditure Total	<u>\$1,818,255</u>	<u>\$1,998,656</u>	<u>\$1,950,899</u>	<u>\$2,031,829</u>

Expenditure History/Projections



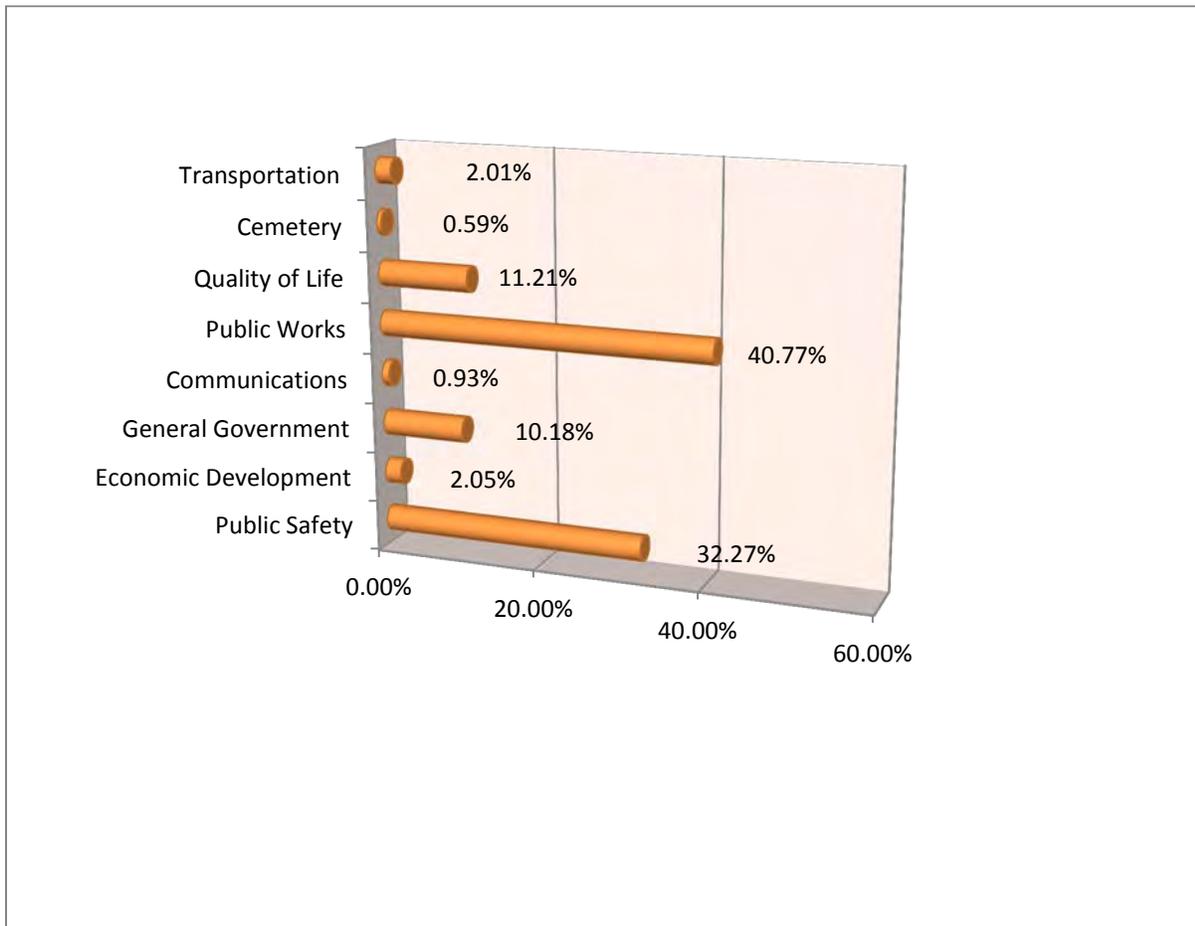
2013 Recommended Budget



Capital Outlays are noted in Appendix A

Public Safety

One of the top priorities of municipal government is to serve and protect its citizens, businesses, and visitors of the City. Marshfield has first-class police and fire and Rescue Departments that fulfill this mission on a daily basis. Staffed with the finest, highly-trained personnel and the latest technology, the City's public safety is second to none. In addition, the Municipal Court was established in 1997 to provide the citizens a court structure that better meets the community's needs.



Police

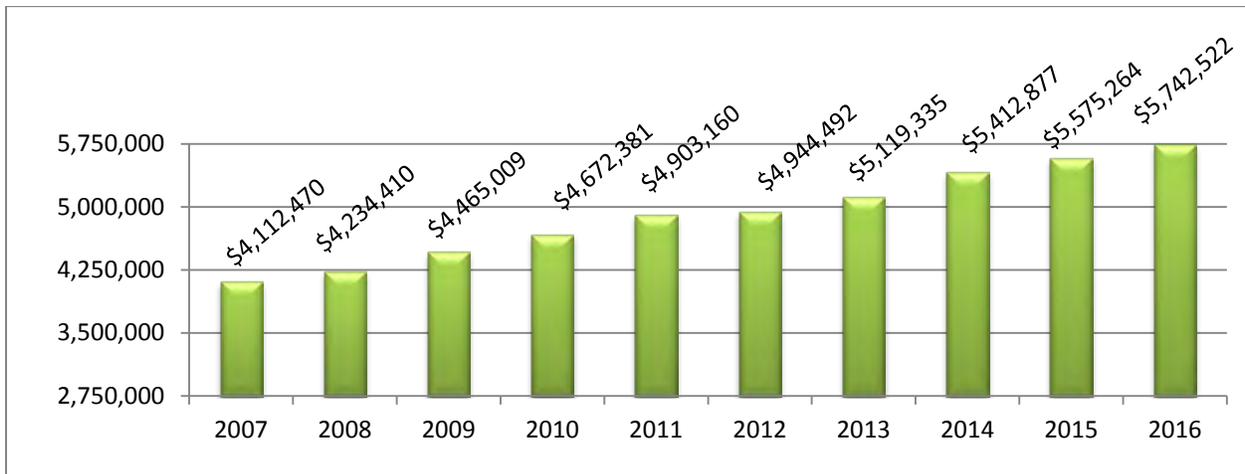
The Marshfield Police Department is a professional law enforcement organization committed to providing the community the most modern and efficient crime prevention, detection services, ordinance enforcement, emergency management, and school crossing guard program possible.

Summary of Services Provided	
Law Enforcement	
	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
	Separate organization components into Police Operations (uniform patrol, investigative personnel, policy school liaison officers, crime prevention/traffic safety officer) and Staff Service supervision/management (secretarial/central records).
Ordinance Control	
	Provides the citizens of Marshfield with an efficient, effective, and humane manner of monitoring and controlling animals. Additionally, ordinance personnel provide an equitable system for the enforcement of vehicle parking and other miscellaneous municipal code violations.
School Crossing Guards	
	Provides maximum safety to school children who are traveling to or from school areas at designated school crossings. Crossing guards provide protection and safety for students as they cross at hazardous intersections.

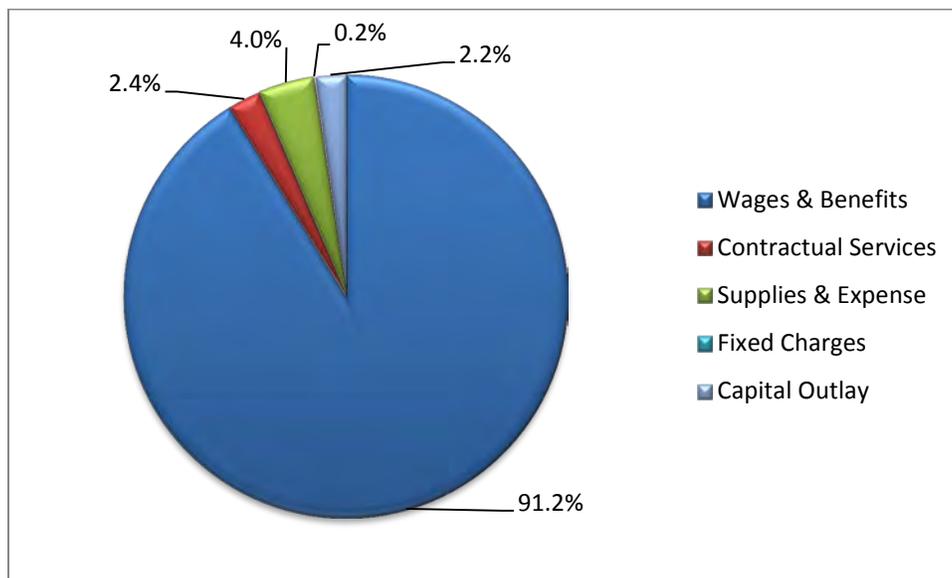
Police Budget Summary

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Law Enforcement, 1015211020	\$4,689,395	\$4,808,688	\$4,714,236	\$4,878,791
Ordinance Control, 1015213020	152,662	162,012	166,910	177,841
School Crossing Guards, 1015214020	<u>61,103</u>	<u>62,090</u>	<u>63,346</u>	<u>62,703</u>
Operating Expenditure Total	<u>\$4,903,160</u>	<u>\$5,032,790</u>	<u>\$4,944,492</u>	<u>\$5,119,335</u>
Full-time Positions	47	47	47	47

Expenditures History/Projections



2013 Recommended Budget



Fire & Rescue Department

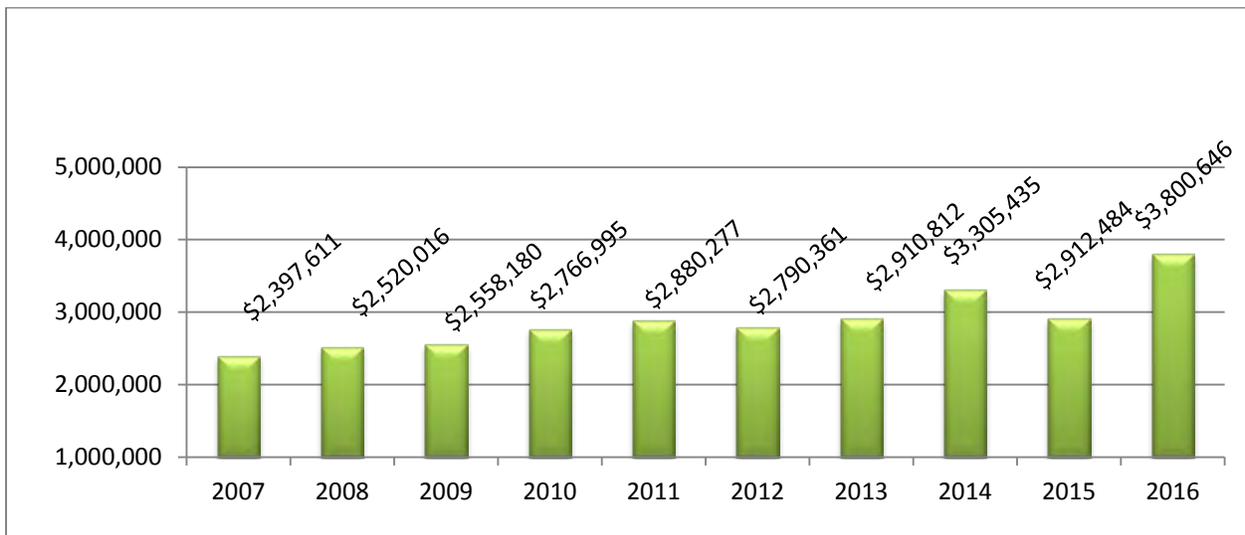
The Fire and Rescue Department's responsibilities include emergency response for the purpose of rescuing endangered persons, combatting and suppressing fires, and the mitigation/intervention of hazardous material release for all who live, work, visit or invest in the City of Marshfield and surrounding areas. In addition, the department educates the public in an effort to reduce fire-related deaths and human suffering, as well as minimizing property loss due to fires.

Summary of Services Provided	
Fire Prevention	Includes fire inspections for city businesses and multifamily residents, approximately 2,500 annually; fire prevention perspective of development plan reviews for new construction; fire prevention education; juvenile fire safety program; fire investigation services for Marshfield and Wood County; underground and above ground storage tank program (UST/AST) coordination; sprinkler plan review; and emergency site plan development and updating for local businesses.
Fire Protection	Includes fire suppression for the City of Marshfield (13.3 square miles); hazardous materials response for the northern half of Wood County; fire protection education/internship for students from three technical college districts; fire protection for special events; special response rescue for Central Wisconsin (Confined space, trench collapse, elevated extrication, and collapse); and 4 foam suppression units for Central Wisconsin flammable liquid fires/releases

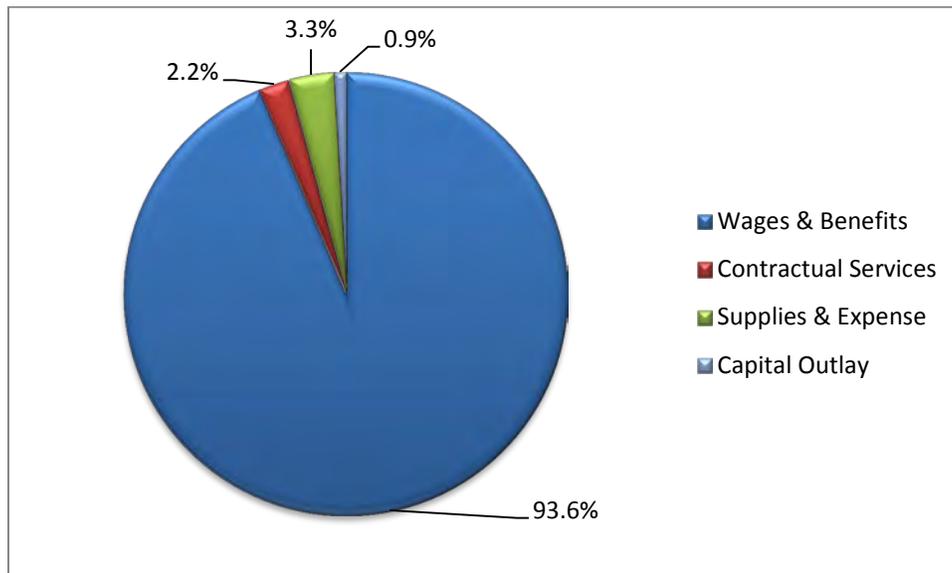
Fire and Rescue Department Budget Summary

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Fire Protection, 1015221021	\$2,204,130	\$2,247,108	\$2,136,215	\$2,242,254
Fire Prevention, 1015225021	<u>676,147</u>	<u>667,895</u>	<u>654,146</u>	<u>668,558</u>
Operating Expenditure Total	<u>\$2,880,277</u>	<u>\$2,915,003</u>	<u>\$2,790,361</u>	<u>\$2,910,812</u>
Full-time Positions	28.3	28.3	28.3	28.3

Expenditure History/Projections



2013 Recommended Budget



Emergency Medical Services

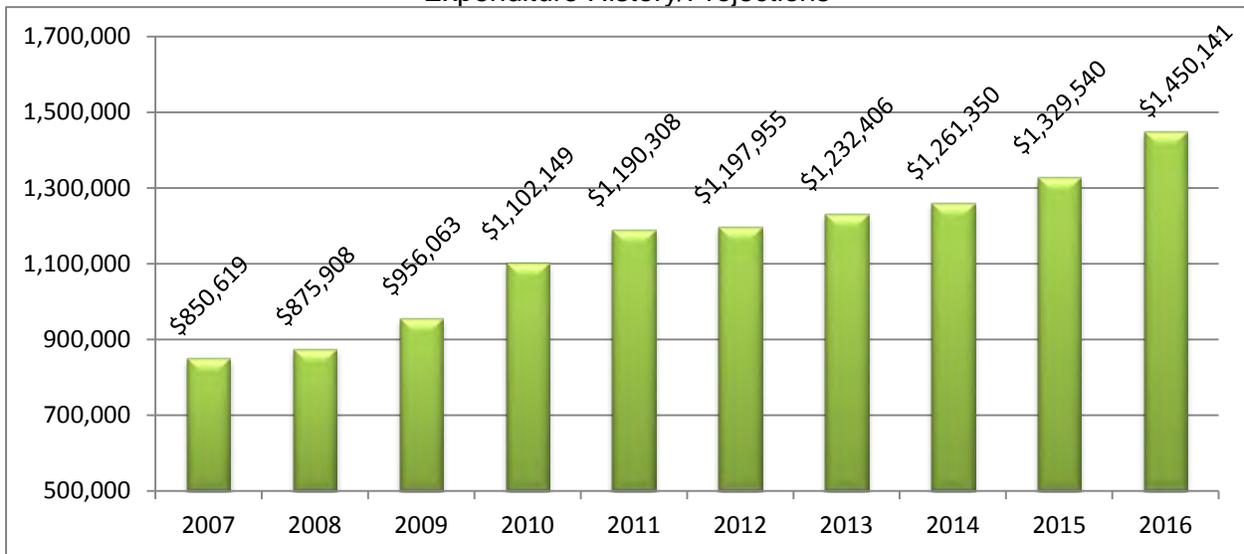
The Emergency Medical Services Division provides quality pre-hospital emergency medical care to sick or injured persons in the City of Marshfield and 13 surrounding towns and villages. They provide emergency and non-emergency transports, neo-natal transports, special pediatric transports and citizens' assists.

Summary of Services Provided	
Emergency Medical Services	
	Includes advanced life support (ALS) and basic life support (BLS) services for the City of Marshfield and thirteen Townships and Villages in the Central Wisconsin Area (314 Square Miles); neonatal transports, pediatric transports, and paramedic intercepts for St. Joseph's Hospital Spirit of Marshfield program; emergency medical service education/internship for students from three technical college districts.

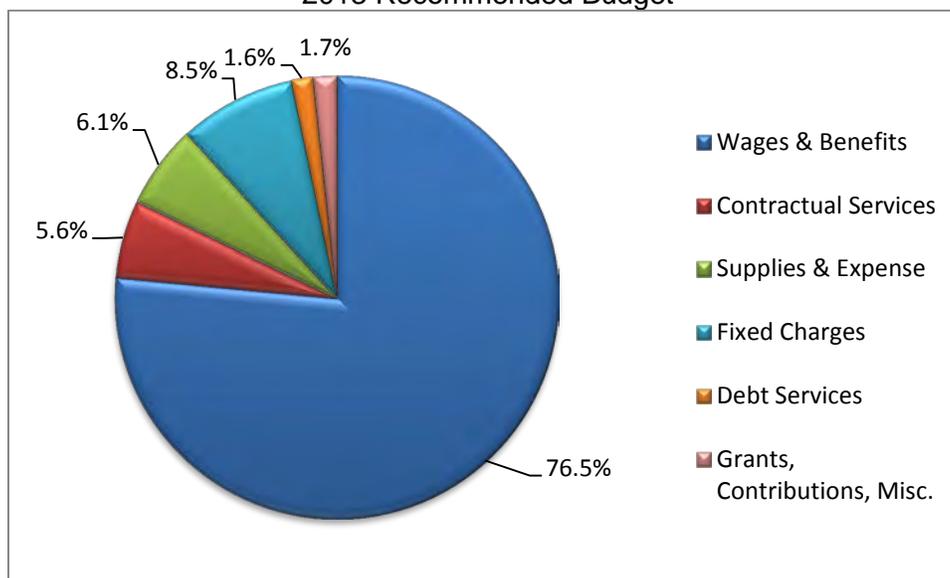
Emergency Medical Services Budget Summary

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Billing and Collection, 6055151008	\$94,993	\$102,552	\$106,362	\$108,798
Emergency Medical Services, 6055231022	1,010,155	1,009,262	991,690	1,010,360
Depreciation, 6055366508	64,647	79,800	79,700	93,800
Interest on Debt, 6055821008	<u>20,513</u>	<u>20,203</u>	<u>20,203</u>	<u>19,448</u>
Operating Expenditure Total	<u>\$1,190,308</u>	<u>\$1,211,817</u>	<u>\$1,197,955</u>	<u>\$1,232,406</u>
Full-time Positions	9.7	9.7	9.7	9.7

Expenditure History/Projections



2013 Recommended Budget



Capital Outlays are noted in Appendix A

Emergency Management

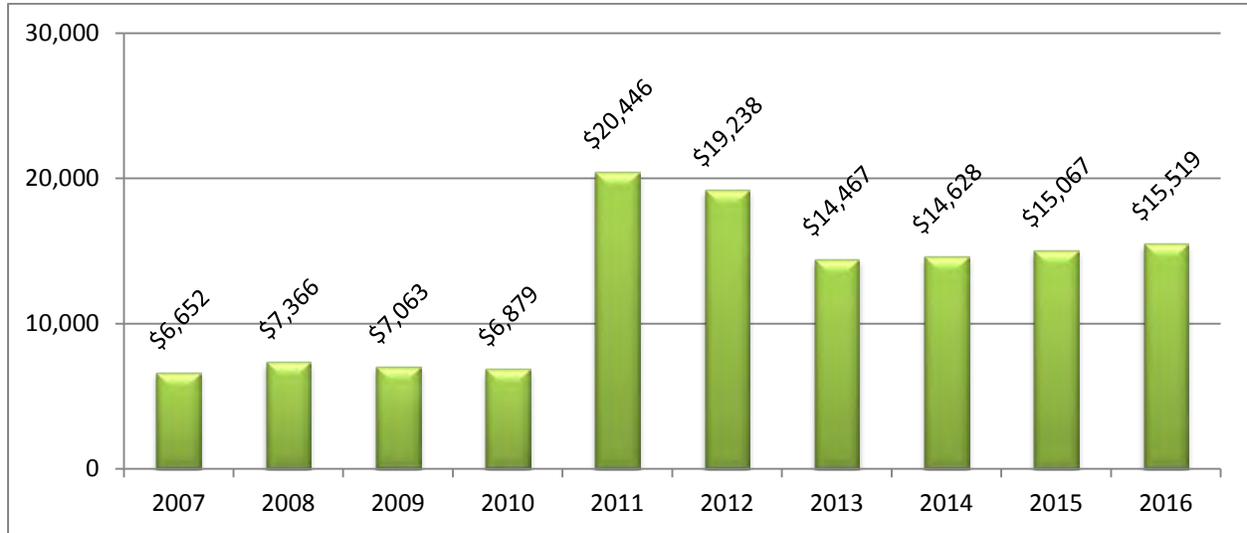
Emergency Management coordinates preparedness and warning of potential disasters for the City of Marshfield. In the event of an emergency, Emergency Management will assist the Fire and Police Departments in obtaining the required resources to resolve the emergency. Emergency Management prepares for and 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, fires, floods, or any other natural or man-made disasters.

Summary of Services Provided	
Emergency Management	
	Maintain an updated plan for emergency preparedness of the City of Marshfield
	Coordinate participation of the municipality in Emergency Management training programs and exercises as required
	Performing administrative duties necessary for the rendering of reports and procurement of federal funds
	Coordinate the activities of the City's Emergency Management Operation in case of a "state of emergency" proclaimed by the Governor
	Attend training sessions under the Federal Emergency Management Agency (FEMA) and National Incident Management System (NIMS) mandates and other appropriate training
	National Incident Management System (NIMS) mandates and other appropriate training
	Responsible for coordinating emergency efforts between the City's and County's Emergency Management
	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

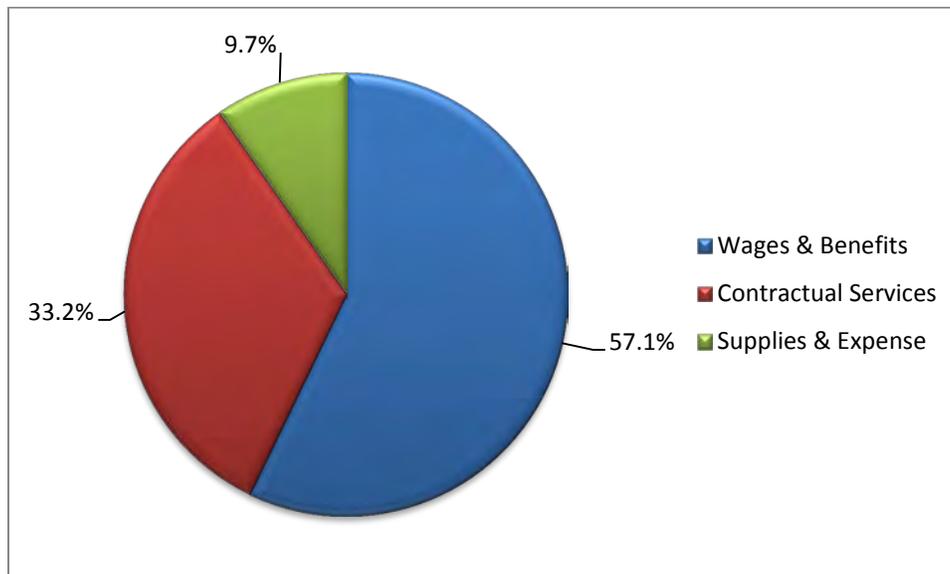
Emergency Management Budget Summary
1015291020

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$20,446</u>	<u>\$19,476</u>	<u>\$19,238</u>	<u>\$14,467</u>

Expenditures History/Projections



2013 Recommended Budget



Municipal Court

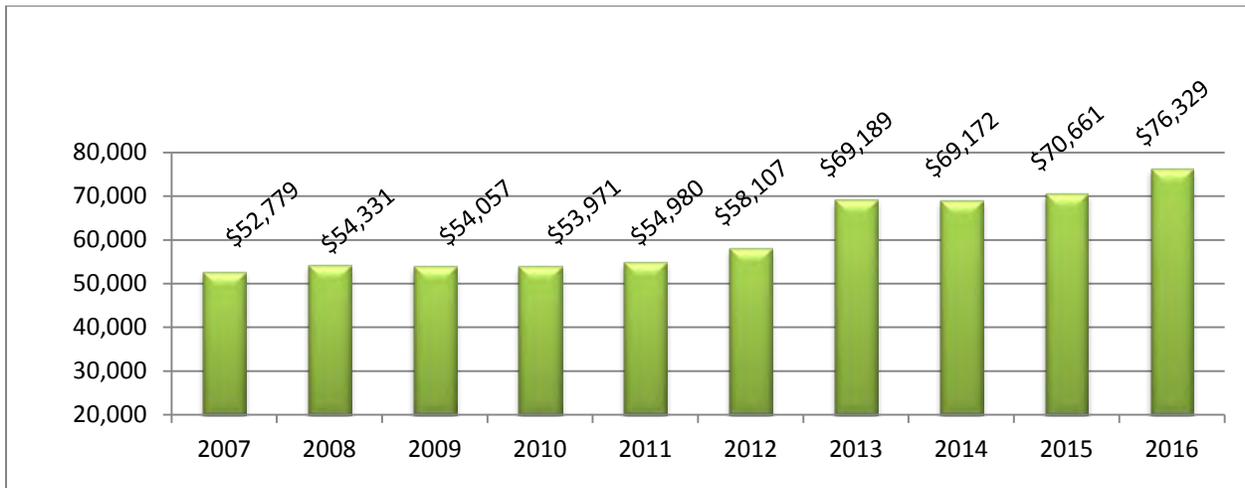
The Marshfield Municipal Court system was established to recover revenues and fees currently retained by the Wood County Circuit Court system for the service they provide. The Municipal Court system will further relieve the need for a fourth judge within the Wood County Circuit Court System and is intended to provide local control for Marshfield judicial actions.

Summary of Services Provided	
Municipal Court	Provides day and night court sessions appropriate to the needs of the Marshfield area community. The Municipal court also provides for a community-based court system through which municipal proceedings such as search warrants, inspection warrants, arrest warrants, property condemnation, health and fire inspection or other ordinance related concerns can be judicially addressed. In addition, the program provides in lieu of forfeitures for juveniles (i.e. smoking diversion program, community services, and alcohol diversion program). The Juvenile Court remedies to curb truancy.

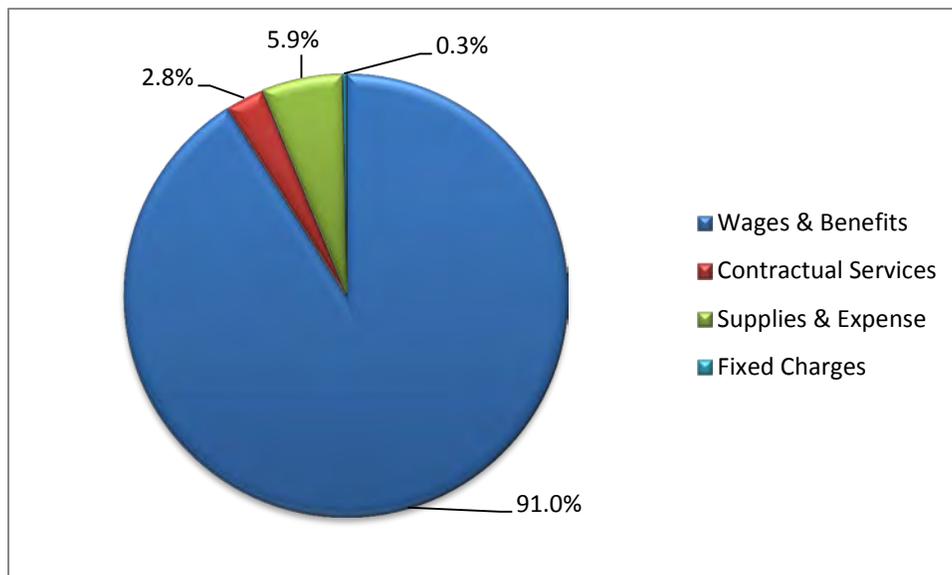
Municipal Court Budget Summary
1015121002

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	\$54,980	\$64,752	\$58,107	\$69,189
Full-time Positions	.75	.75	.75	.75

Expenditures History/Projections



2013 Recommended Budget



Public Safety Funds

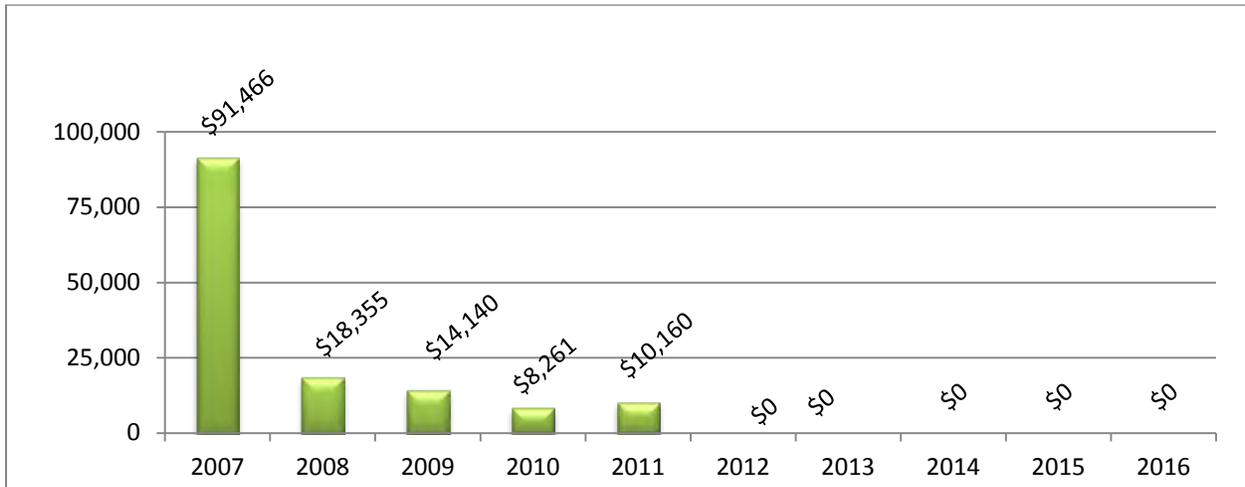
This fund accounts for eligible grants for Law Enforcement and Fire and Rescue service operation. This also includes federal and state drug seizure funds and miscellaneous donations.

Public Safety Funds Budget Summary

2065211020

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Estimated 2012</u>	<u>Recommended 2013</u>
Operating Expenditure Total	<u>\$10,160</u>	<u>\$12,179</u>	<u>\$0</u>	<u>\$0</u>

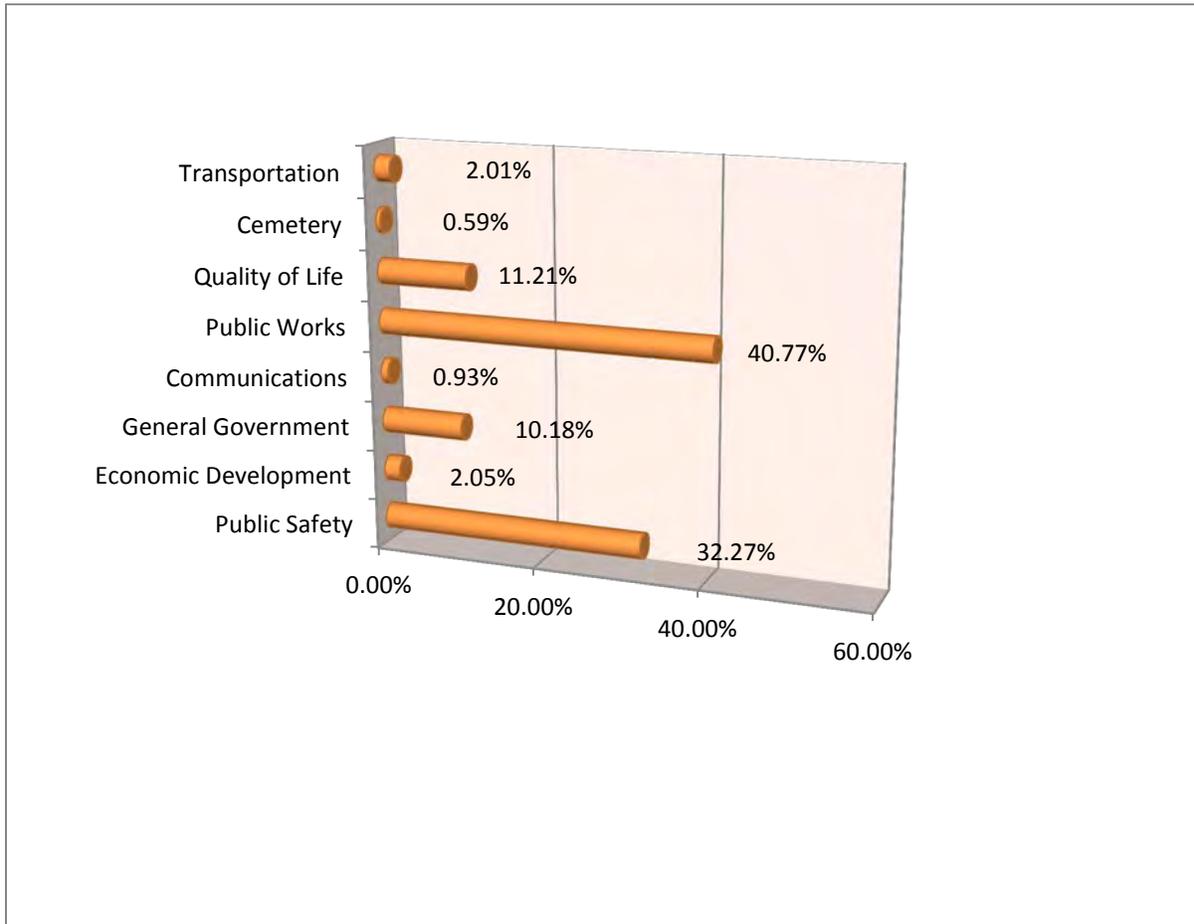
Expenditure History/Projections





Quality of Life

Every community is judged on its quality of life. This does not happen by accident. Careful and consistent planning, execution and commitment ensure the community is balanced – economically, leisurely, and culturally.



Parks and Recreation

The Parks and Recreation Department’s mission is to provide 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 that enhance the City of Marshfield and meet the recreational needs of the community.

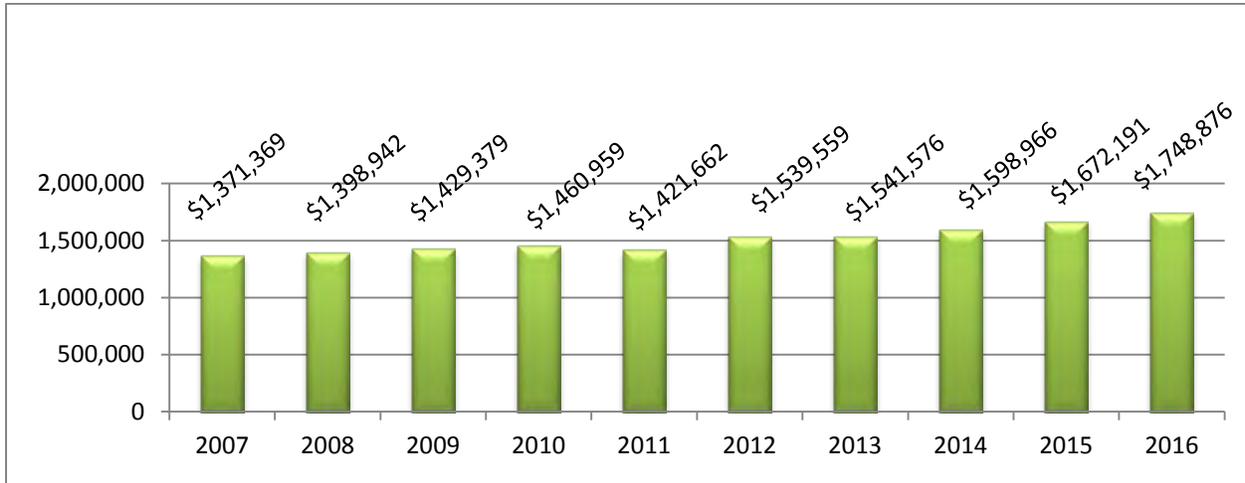
Summary of Services Provided	
Parks and Recreation	
	Manages and maintains the Wildwood Zoo, Oak Avenue Community Center, Wildwood Station Building, Marshfield Skate Park, Hefko Swimming Pool, Tennis/Racquetball Center, community athletic fields, 280 acres of park land in 19 parks, over twelve miles of pedestrian/bicycle trails and high quality community athletic facilities including six soccer fields, three softball fields, four baseball fields, and eight tennis courts.
	Provides management and maintenance services for the City owned facilities at the Marshfield Fairgrounds Park and works cooperatively with the Central Wisconsin State Fair Association and Marshfield Fair Commission to improve the facilities and increase utilization of the Marshfield Fairgrounds Park.
	Provides activities for all ages in aquatics, athletics, trips, instructional programs, and special events. Provides support services and program assistance to a variety of non-city recreation organizations whose programs serve the citizens of Marshfield.
	Provides management and maintenance services for the Marshfield Senior Center and works cooperatively with the Marshfield Senior Citizens Council, Marshfield Committee on Aging, Senior Citizens Employment and Training, and the Aging and Disability Resource Center of Central Wisconsin to provide activities and services for older adults including social recreation activities, educational programs, and special events.

Parks and Recreation Budget Summary

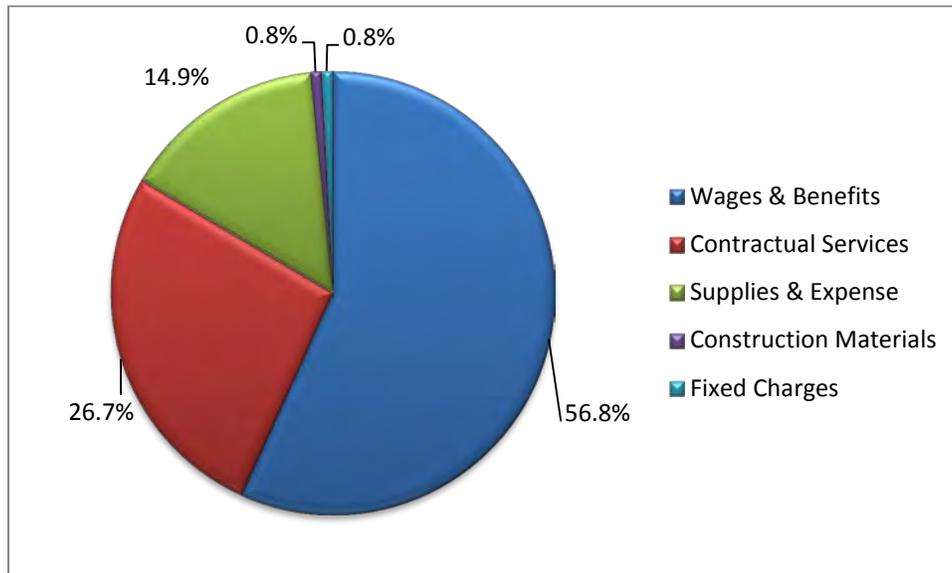
	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Estimated 2012</u>	<u>Recommended 2013</u>
Parks/Recreation Administration, 1015531062	\$255,279	\$248,967	\$254,911	\$257,627
Oak Avenue Community Center, 1015519162	29,283	31,113	31,594	37,340
Parks Operation/Maintenance, 1015521061	654,756	758,205	753,527	733,528
Recreation Programs, 1015532162	47,114	52,122	47,738	52,228
Tennis/Racquetball, 1015532762	32,972	35,074	35,118	33,861
Adult Athletic League, 1015532862	11,389	13,721	13,753	11,561
Zoo Operation/Maintenance, 1015541063	231,716	210,103	210,103	231,386
Aquatic Facilities, 1015542062	77,771	88,653	84,959	88,610
Special Recreation Programs, 1015532662			2,500	450
Fairgrounds, 1015548062	<u>81,382</u>	<u>105,357</u>	<u>105,356</u>	<u>94,985</u>
Operating Expenditure Total	<u>1,421,662</u>	<u>1,543,315</u>	<u>1,539,559</u>	<u>1,541,576</u>
Full-Time Positions	10	9	9	9

Parks and Recreation Budget Summary

Expenditures History/Projections



2013 Recommended Budget



Library

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.

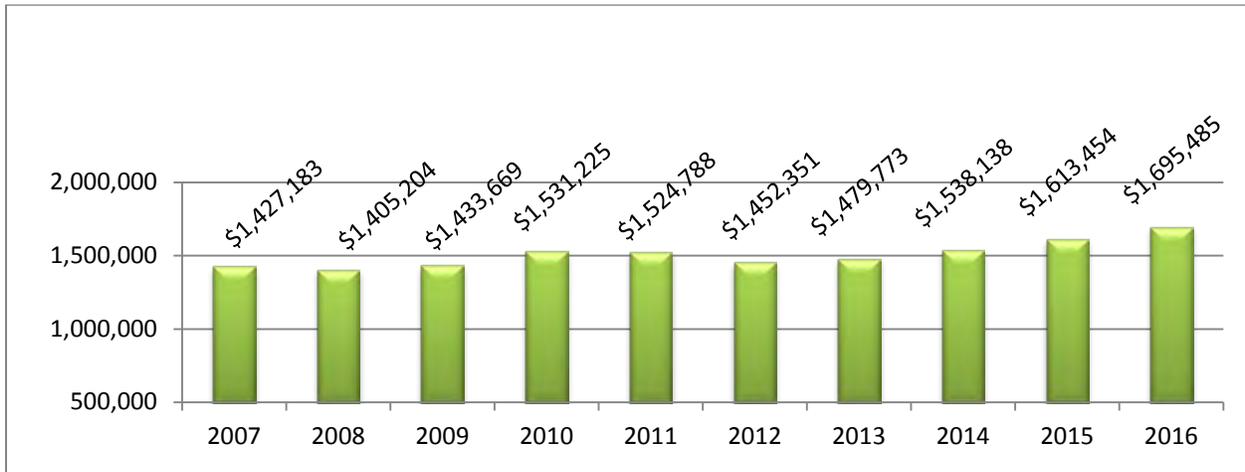
Summary of Services Provided	
Library	
	Popular materials center provides current, high-demand, high-interest materials of recognized quality to persons of various ages in all desired formats. 432,278 items were borrowed in 2011.
	Reference Center provides library users with convenient, timely access to information needed for daily living and decision-making. The service is provided via any communication mode - on-site, electronic and telephone. 27,129 questions were answered in 2011.
	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 computers were used to access the Internet 44,123 times in 2011.
	As a Children's door to learning, the Library provides materials, child and parent services, and programs to enhance interest in learning. 2011 attendance at children's program exceeded 6,350.
	In 2011 as a community center, the Library welcomed 212,000 visitors. 582 people crossed the threshold each day and Library meeting rooms were used 1,163 times.

Library Budget Summary

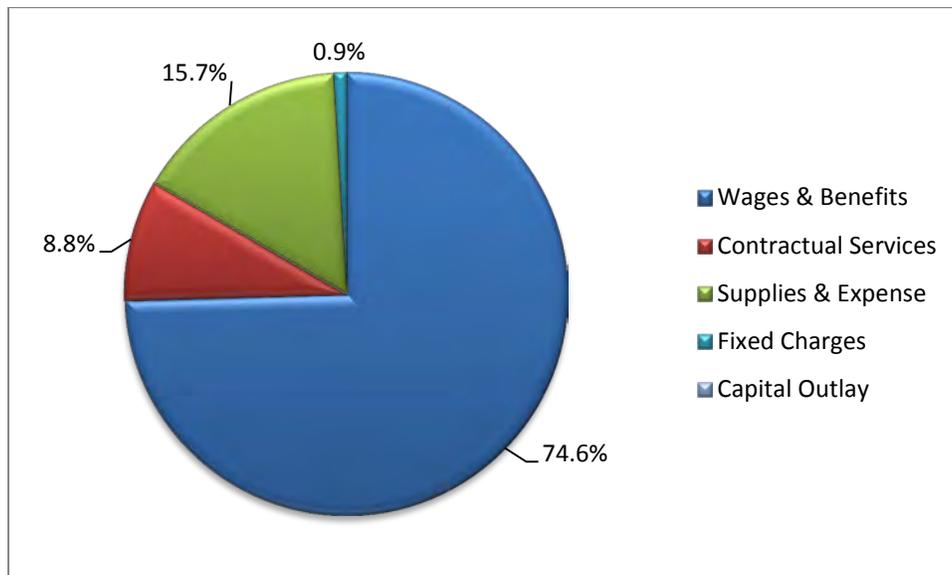
1015511060

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$1,524,788</u>	<u>\$1,478,767</u>	<u>\$1,452,351</u>	<u>\$1,479,773</u>
Full-Time Positions	19.48	19.48	19.31	19.31

Expenditure History/Projections



2013 Recommended Budget



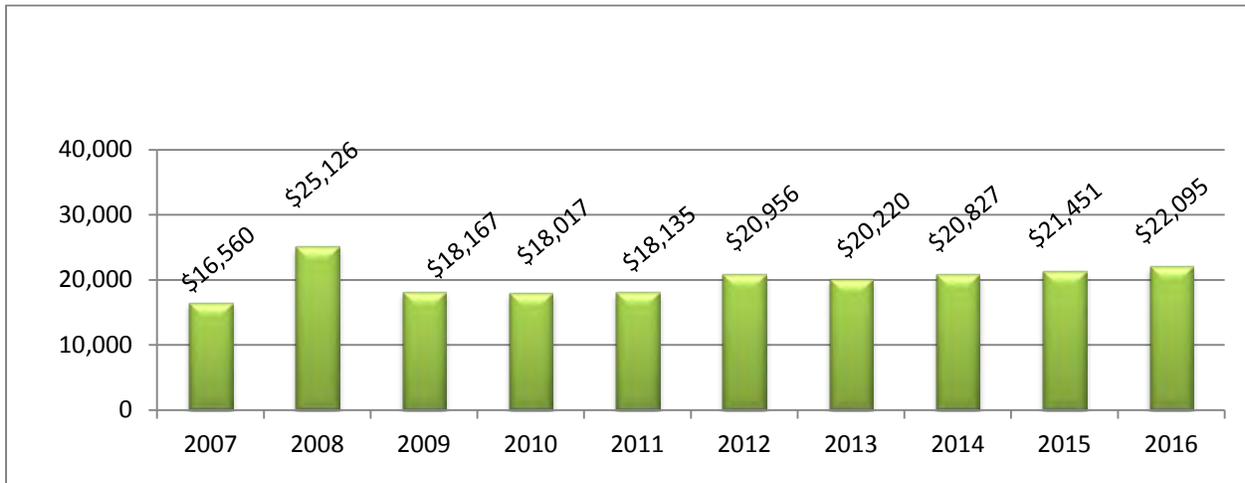
Aging/Senior Center

Summary of Services Provided	
Aging/Senior Center	Provides management and maintenance services for the Marshfield Senior Center and works cooperatively with the Marshfield Senior Citizens Council, Marshfield Committee on Aging, Senior Citizens Employment and Training, and the Aging and Disability Resource Center of Central Wisconsin to provide activities and services for older adults including social recreation activities, educational programs, and special events.

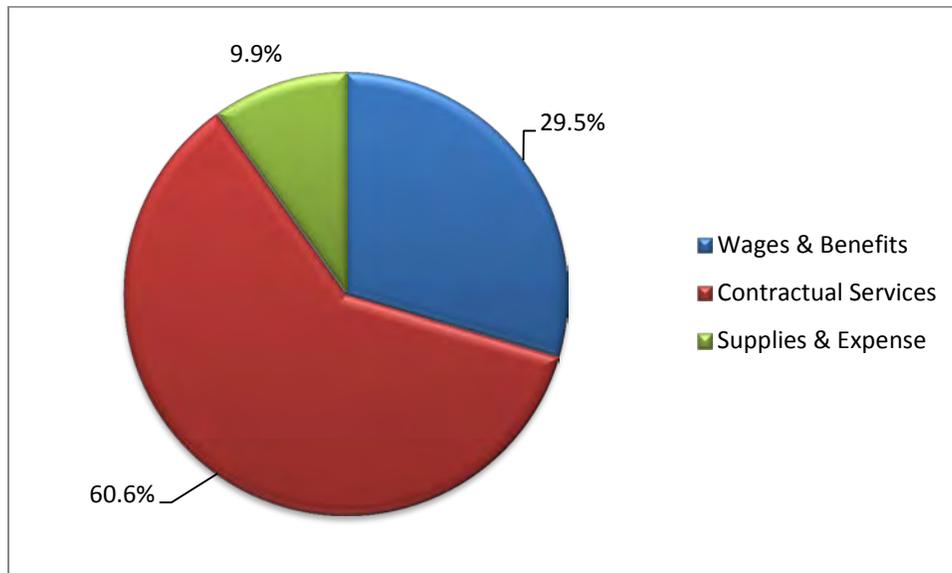
Aging/Senior Center Budget Summary
1015461050

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$18,135</u>	<u>\$20,891</u>	<u>\$20,956</u>	<u>\$20,220</u>

Expenditures History/Projections



2013 Recommended Budget



UW Marshfield/Wood County

UW Marshfield/Wood County is one of 13 locally-owned campuses, which, collectively, are the UW Colleges, the liberal arts transfer institution of the University of Wisconsin System. The campus was built and is maintained by the City of Marshfield and Wood County.

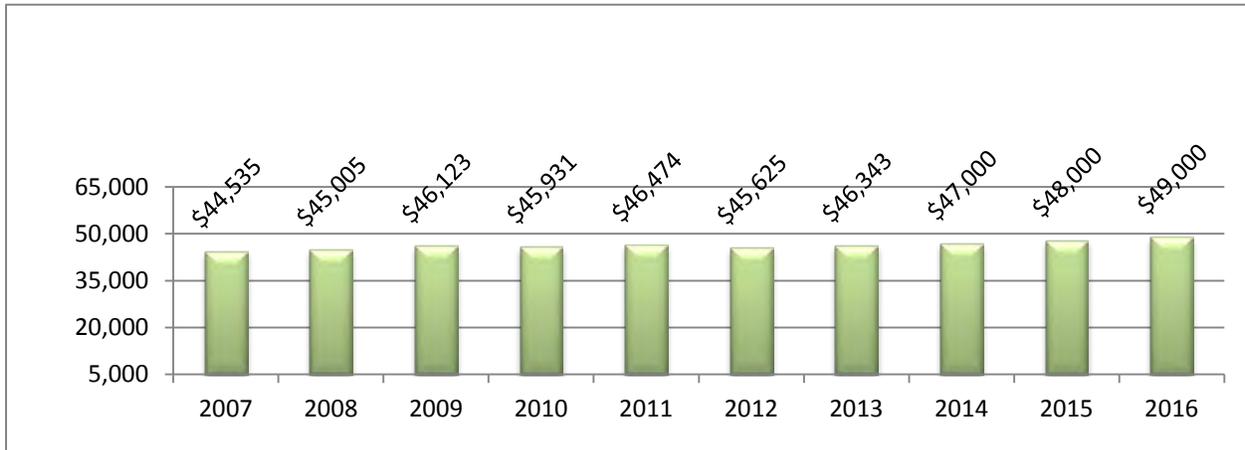
Summary of Services Provided	
UW Marshfield/Wood County	
	UW-Marshfield/Wood County's vision reflects the Wisconsin Idea, a philosophy embraced by the University of Wisconsin System, which holds that the boundaries of the university should be the boundaries of the state, and that research conducted at the University of Wisconsin System should be applied to solve problems and improve health, quality of life, the environment and agriculture for all citizens of the state.
	The University of Wisconsin College is a multi-campus institution that prepares students for success at the baccalaureate level of education, provides the first two years of a liberal arts general education that is accessible and affordable, and advances the Wisconsin Idea by bringing resources of the University to the people of the state and the communities that provide and support its campuses.

UW Marshfield/Wood County Budget Summary

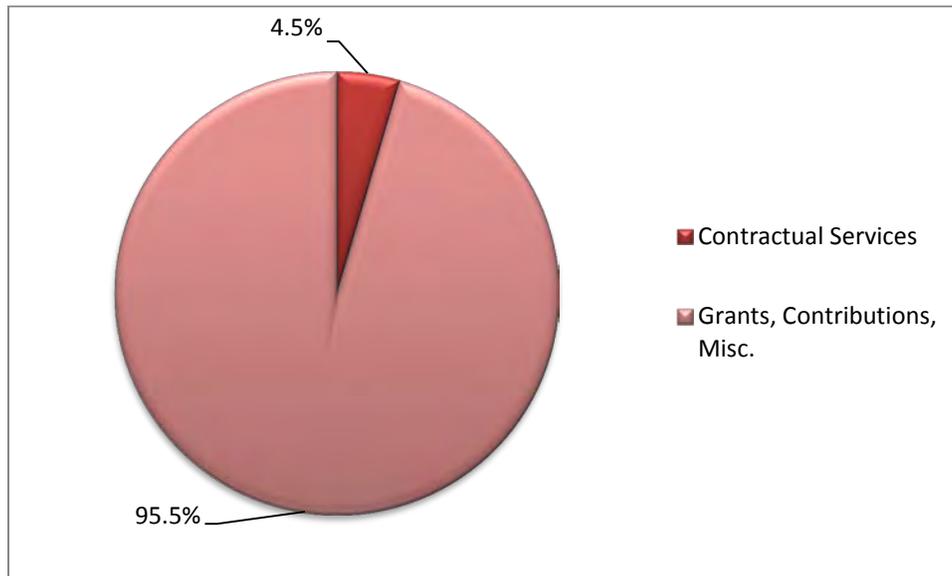
1015561064

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$46,474</u>	<u>45,925</u>	<u>\$45,625</u>	<u>\$46,343</u>

Expenditure History/Projections



2013 Recommended Budget



Convention and Visitors Bureau

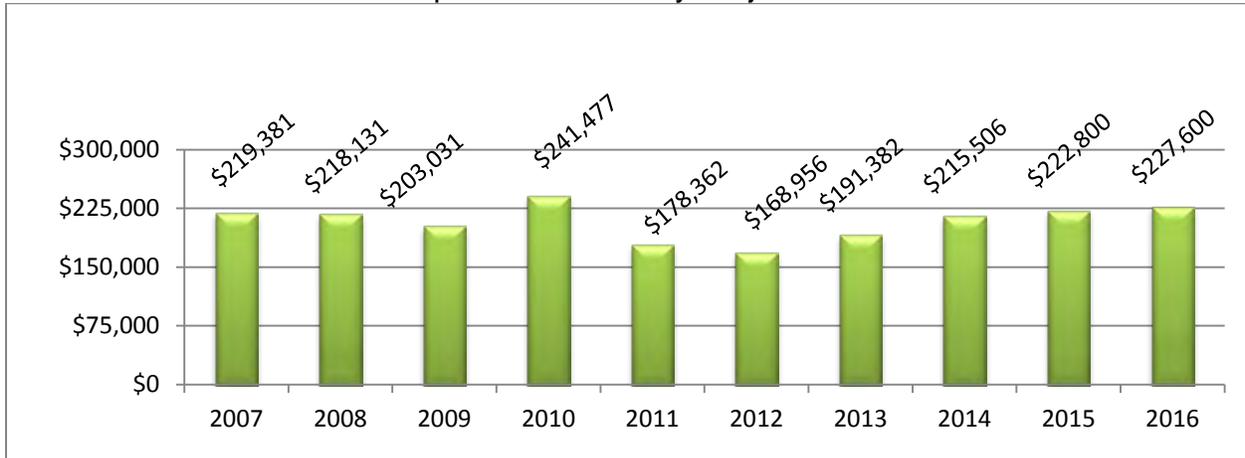
The Bureau is authorized and funded under Section 4-38(3)(b) of the Municipal Code of the City of Marshfield. The Bureau is not permitted to influence legislation, to support political parties, or to endorse candidates for public office. No part of the funds can be used for the direct benefit of the Bureau.

Summary of Services Provided	
Convention and Visitors Bureau	
	The Convention and Visitors Bureau leads the development of Marshfield's hospitality industry through aggressive marketing of its attractions, assets and facilities.
	The Convention and Visitors Bureau sponsors the annual Maple Fall Fest, Dance and Romance Weekend, Amish and Mennonite Tours, and Motor Coach tours

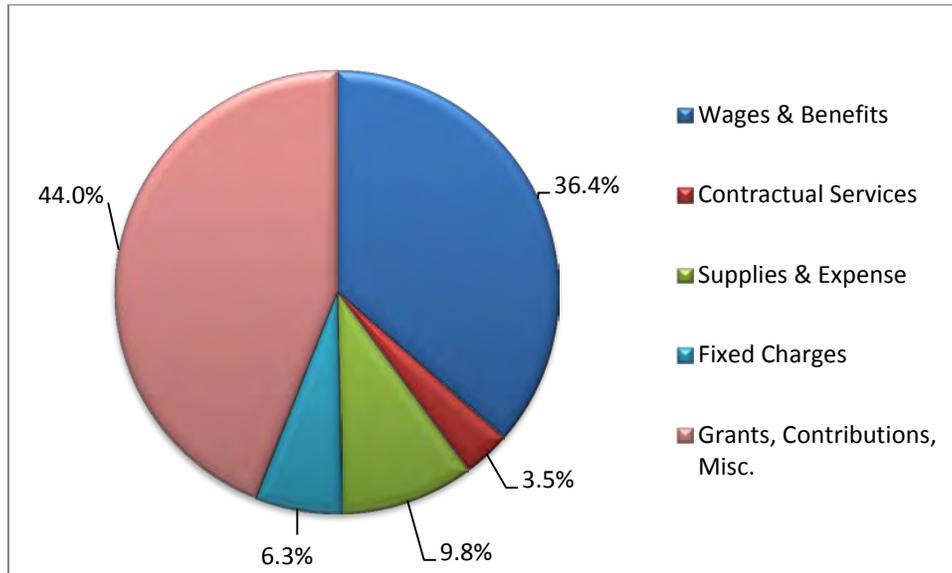
Convention & Visitors Bureau Budget Summary
2035519065

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$178,362</u>	<u>\$189,700</u>	<u>\$168,956</u>	<u>\$191,382</u>

Expenditures History/Projections



2013 Recommended Budget



Room Tax

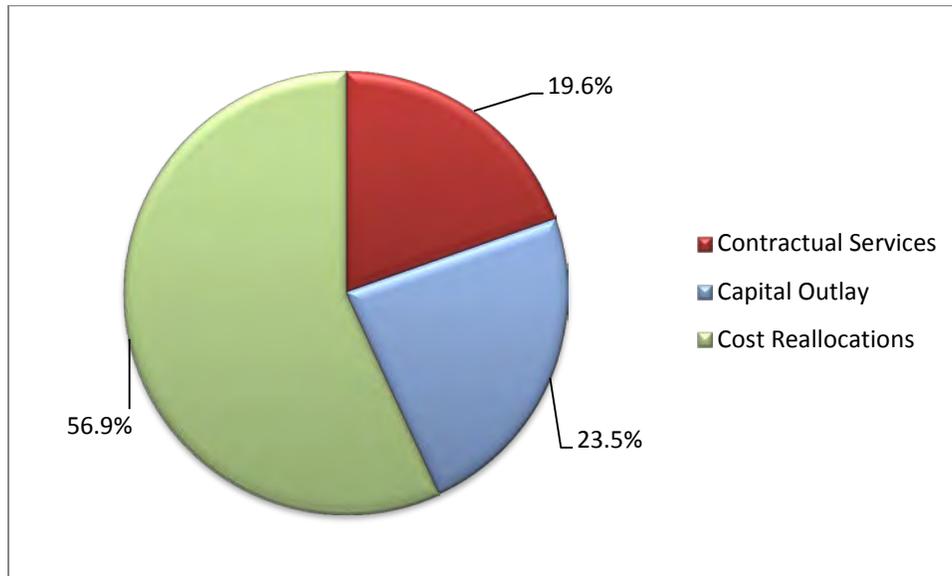
Room tax funds are generated by lodging facilities and submitted to the City for supporting tourism and promotion. Currently, a majority of the funds are given to the Marshfield Convention & Visitors Bureau, who conducts various special events and activities designed to bring people to our community. Some of the monies are kept by the City for designated uses related to parks and recreation, including amenities such as the Wildwood Zoo, sporting facilities, and park/trail improvements.

Summary of Services Provided	
Room Tax	
	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.

Room Tax Summary

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Estimated 2012</u>	<u>Recommended 2013</u>
Park Operations/Maintenance, 20255211061	\$57,242	\$70,000	\$70,000	\$80,000
Zoo Operation & Maintenance, 2025541063	19,101	50,000	50,000	30,000
Other Financing Uses, 2025900008	<u>288,336</u>	<u>175,000</u>	<u>175,000</u>	<u>145,000</u>
Operating Expenditure Total	<u>\$364,679</u>	<u>\$295,000</u>	<u>\$295,000</u>	<u>\$255,000</u>

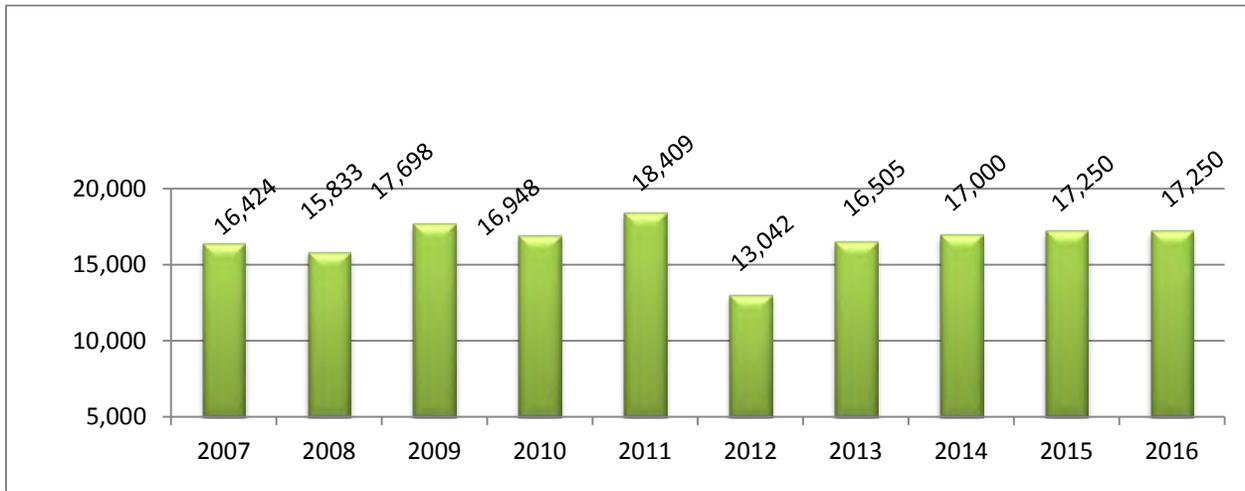
2013 Recommended Budget



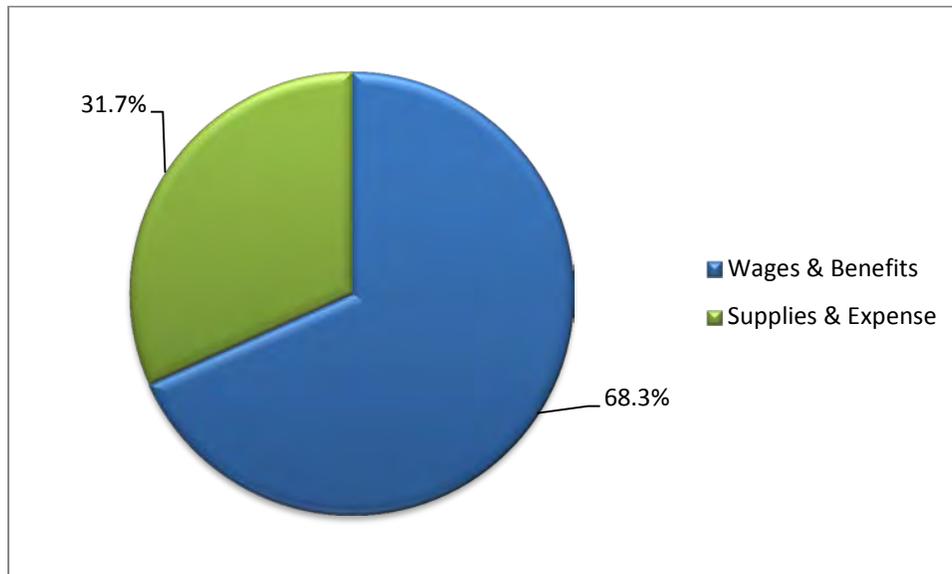
Dairyfest Budget Summary
1015534504

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$18,409</u>	<u>\$17,957</u>	<u>\$13,042</u>	<u>\$16,505</u>

Expeniture History/Projections



2013 Recommended Budget

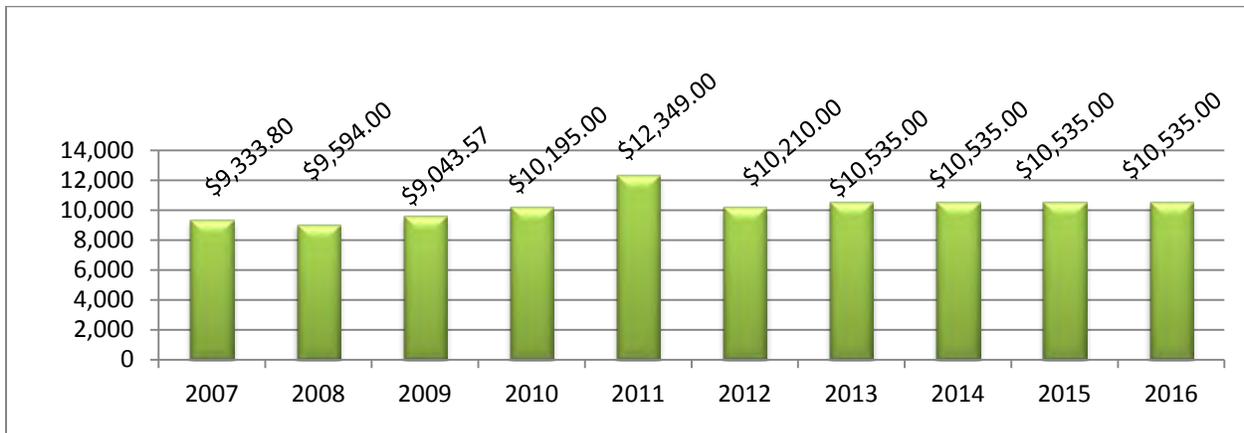


Celebrations and Entertainment Budget Summary

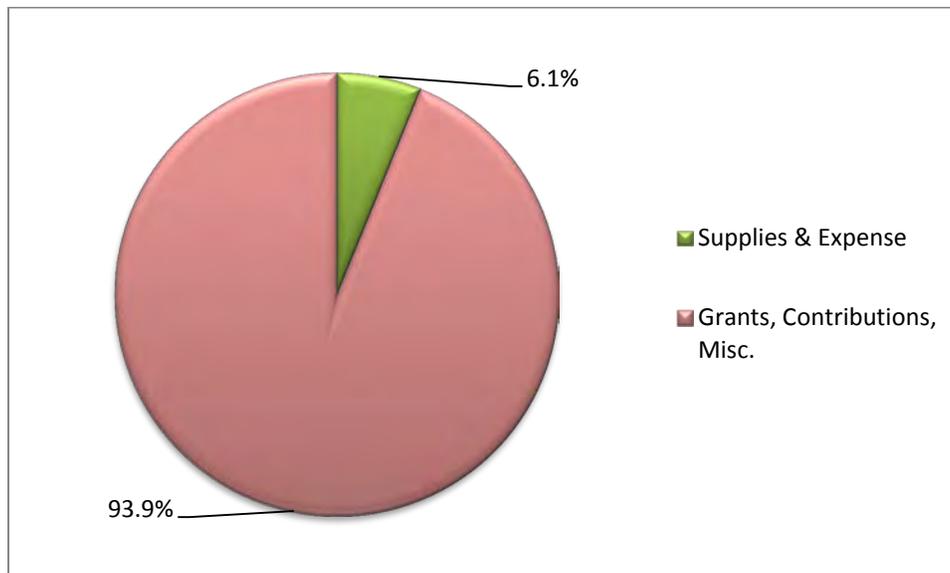
1015534908

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Palm Sunday Chorus	\$750	\$750	\$750	\$750
School Patrol	6,474	4,340	4,340	4,340
Civic Band	4,800	4,800	4,800	4,800
ASCAP License	<u>325</u>	<u>729</u>	<u>320</u>	<u>645</u>
Operating Expenditure Total	<u>\$12,349</u>	<u>\$10,619</u>	<u>\$10,210</u>	<u>\$10,535</u>

Expenditure History/Projections



2013 Recommended Budget

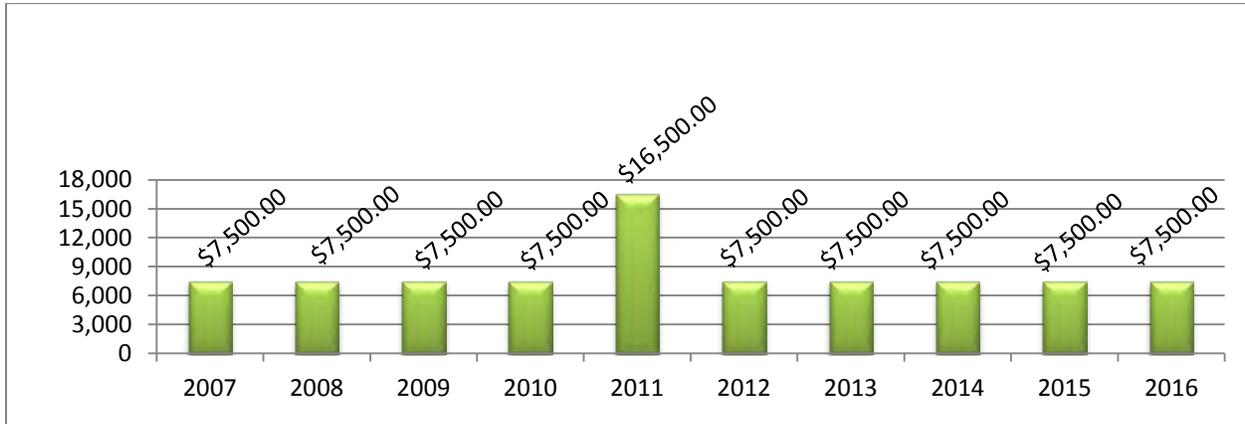


Upham Mansion Budget Summary

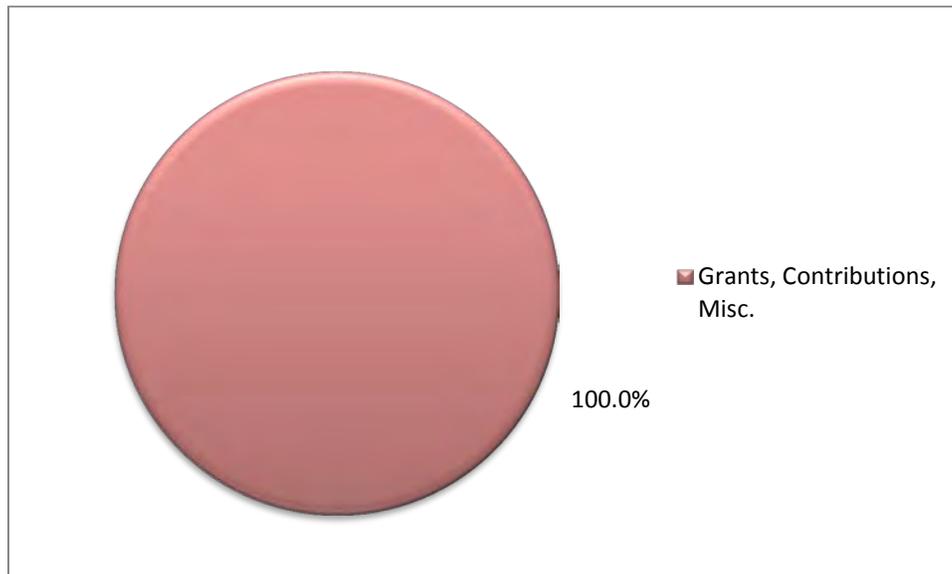
1015512008

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$16,500</u>	<u>\$7,500</u>	<u>\$7,500</u>	<u>\$7,500</u>

Expenditure History/Projections



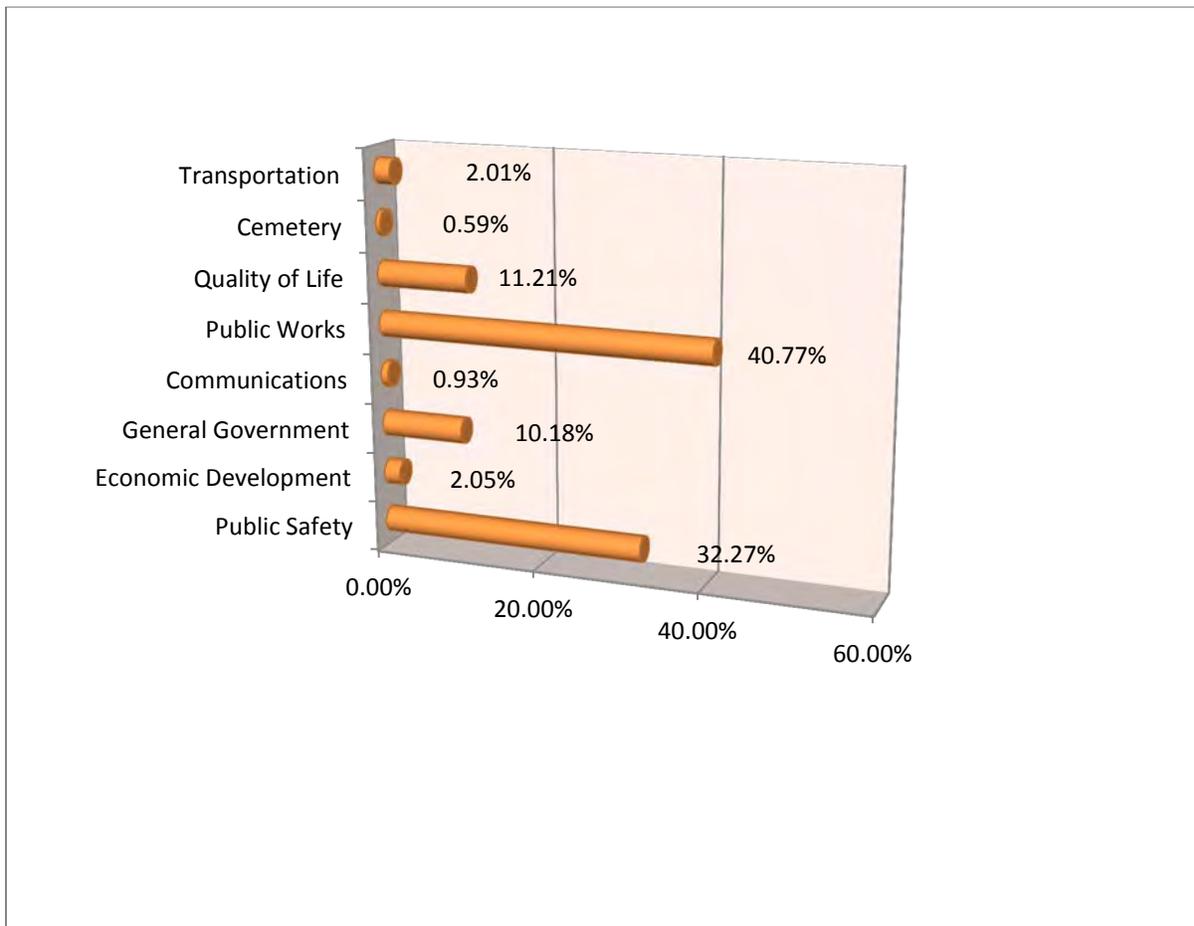
2013 Recommended Budget





General Government

While the Common Council is charged with setting city policies, integral to a consistent flow of city operations are those who carry out these policies, provide legal advice, and support vital recordkeeping functions. Their contributions are usually behind the scenes, but they provide key elements to the efficient functions of the City.



Mayor

The Mayor, elected for a two-year term in even-numbered years, serves as liaison between city government and citizens.

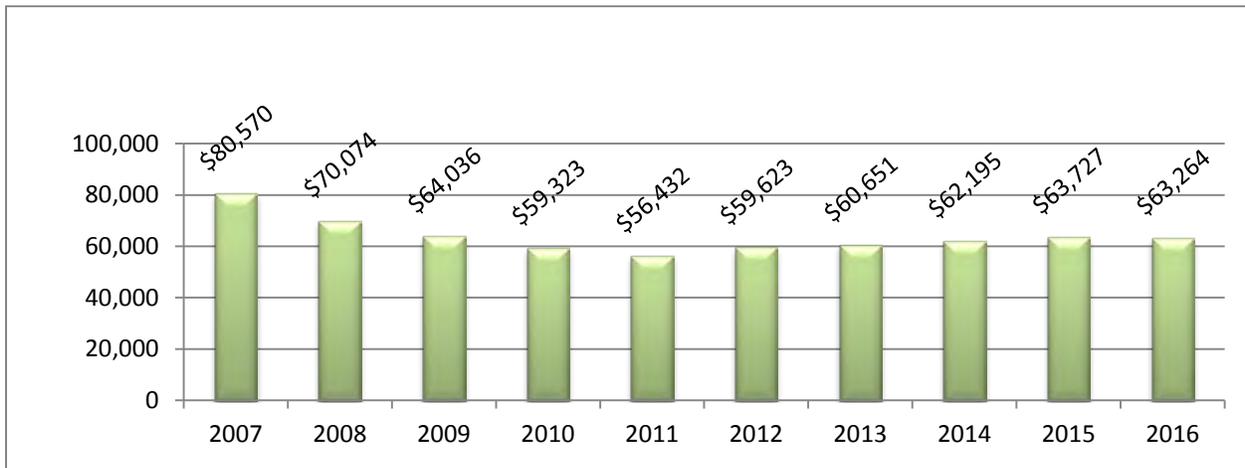
Summary of Services Provided	
Mayor	
	Chief executive officer of the city and represent the citizens of Marshfield at government, business, and social functions.
	Presides at meetings of the Common Council; serves as chairman of the Plan Commission and Industrial Park Authority.
	Signs all documents and contracts for the city
	Issues proclamations for special events as requested
	Hears citizen comments and complaints
	Appoints members to council and citizen committees and boards with the confirmation of the Common Council

Mayor Budget Summary

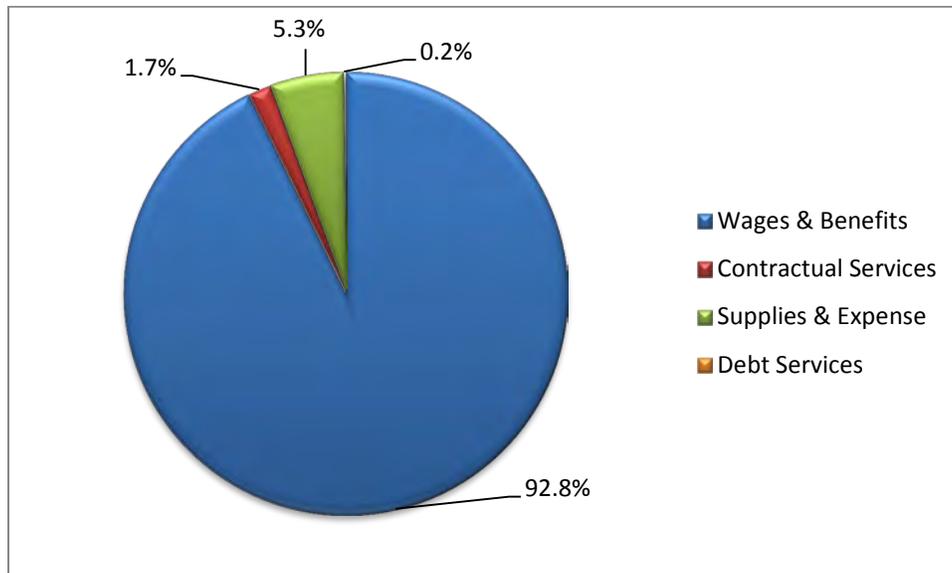
1015141104

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$56,432</u>	<u>\$70,482</u>	<u>\$59,623</u>	<u>\$60,651</u>
Full-Time Positions	1.0	1.0	1.0	1.0

Expenditure History/Projections



2013 Recommended Budget



Common Council

The Common Council provides the City of Marshfield the highest quality, cost effective municipal services for residents and customers in a professional and responsive manner. 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.

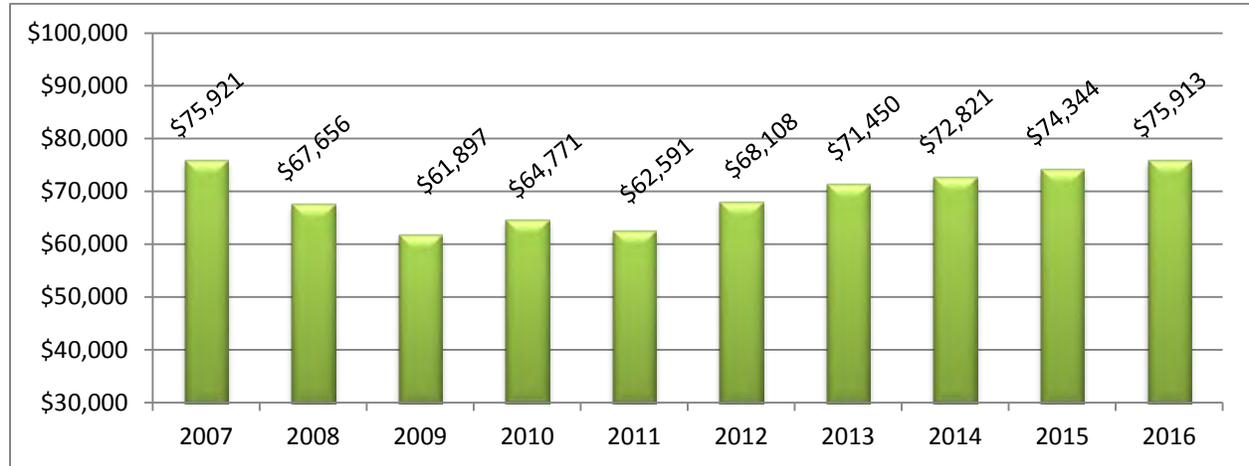
Summary of Services Provided	
Common Council	
	Is the policy making and governing body of the City of Marshfield.
	Has the management and control of city property, finances, highways and other facilities, and acts for its commercial benefit and powers to license, regulate, borrow money, levy taxes, appropriate funds, fine, imprison, and confiscate.
	Appoints the City Administrator and City Attorney

Common Council Budget Summary

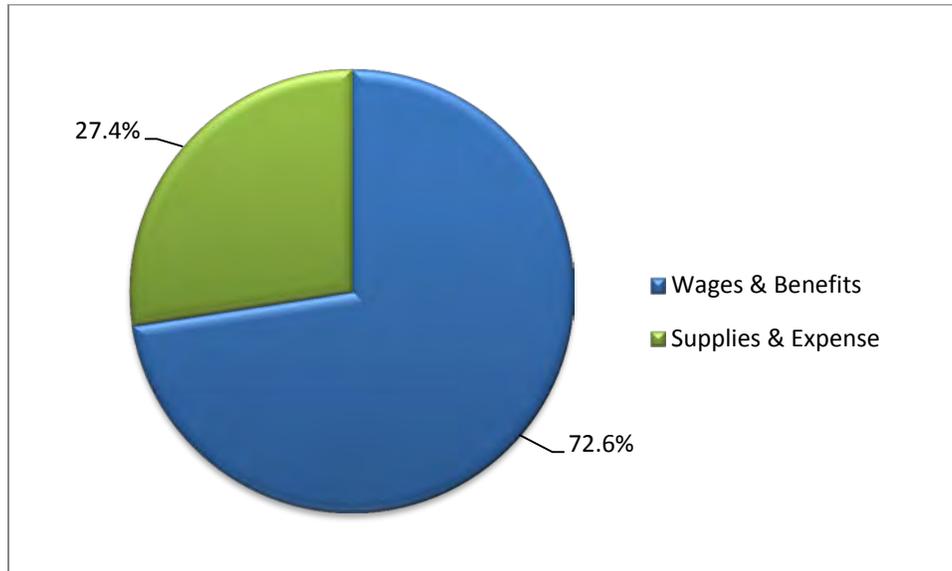
1015111006

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$62,591</u>	<u>\$71,388</u>	<u>\$68,108</u>	<u>\$71,450</u>

Expenditures History/Projections



2013 Recommended Budget



City Administrator

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) Hill Cemetery; and 7) Human Resources.

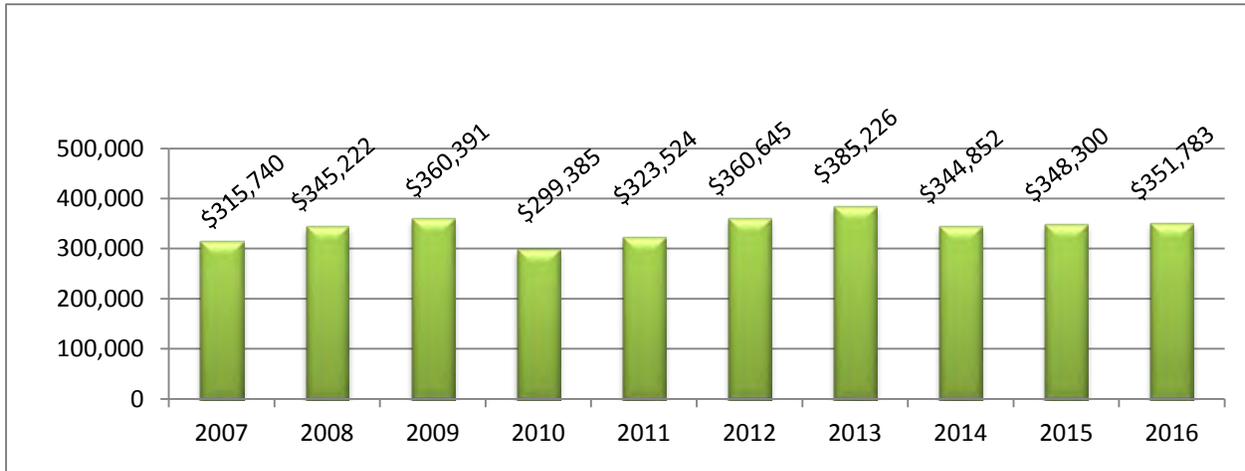
Summary of Services Provided	
City Administrator	
	Develops and recommends alternative solutions to community programs for Council consideration; prepares meeting agendas and appropriate background materials for the Common Council, Council committees, and other city committees.
	Represents the city before legislative or intergovernmental bodies, and negotiates with outside parties on behalf of the Common Council.
	Directs preparation and administration of the annual budgets.
	Administers a system of human resources management to fulfill the requirements of federal, state, and local laws governing employment.
	Interprets the city's Personnel Policies and Procedures and/or labor agreements to define appropriate personnel actions.

City Administrator Budget Summary

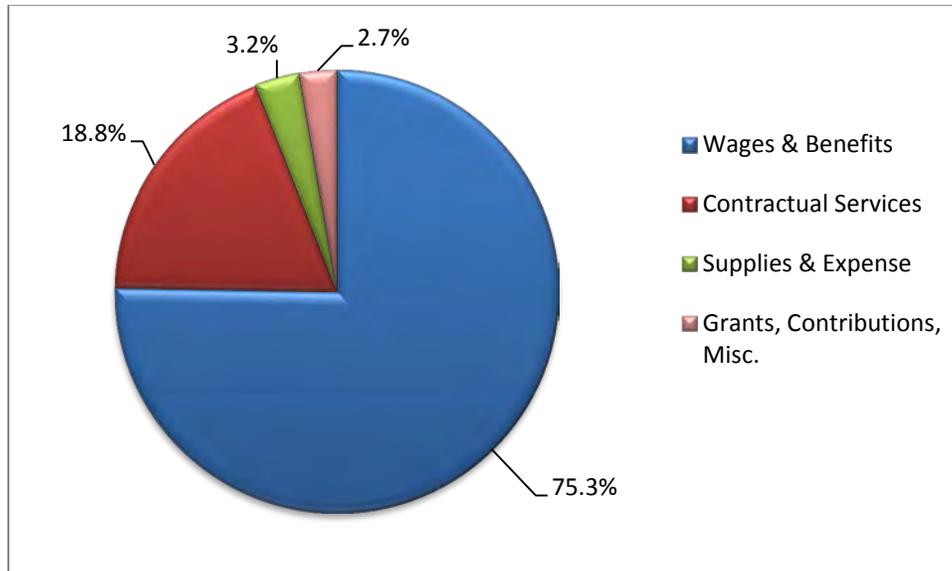
1015141205

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$323,524</u>	<u>\$369,339</u>	<u>\$360,645</u>	<u>\$385,226</u>
Full-Time Positions	2.5	2.5	2.5	2.5

Expenditure History/Projections



20123 Recommended Budget



City Attorney

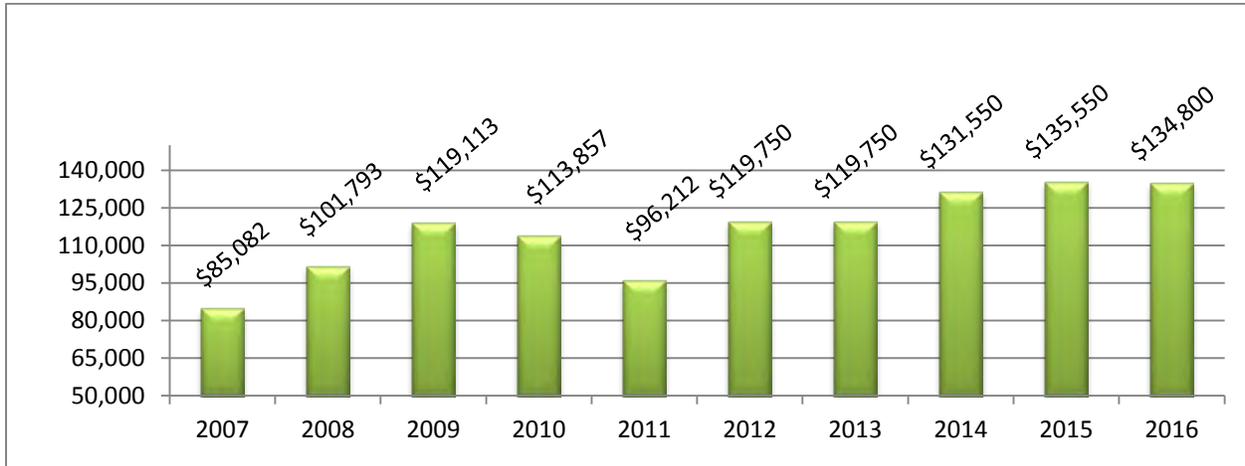
The City Attorney provides legal services concerning civil matters to the Mayor, Common Council, and all other city elected officials, City Administrator, department and division heads, and city boards, commissions, and committees. The City Attorney is appointed by a vote of the Common council for a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

Summary of Services Provided	
City Attorney	
	Drafts ordinances, bonds, and other instruments as may be required by city officers. Also draft pleading, documents, and briefs relating to litigation. Drafts contracts, resolutions, and municipal codes
	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.
	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.
	Researches and writes legal opinions for the Mayor, the City Administrator and city departments.
	Acts as parliamentarian at Common Council meetings and advises the Common Council at all Council meetings.
	Represents the city in traffic violation cases and other ordinance violation cases.

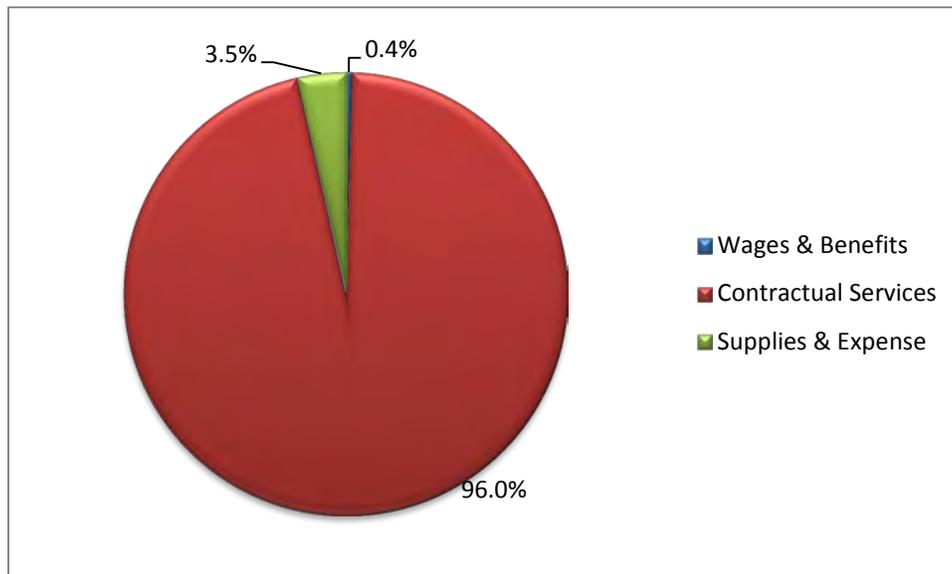
City Attorney Budget Summary
1015131003

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>96,212</u>	<u>\$129,350</u>	<u>\$119,750</u>	<u>\$119,750</u>

Expenditures History/Projections



2013 Recommended Budget



City Clerk

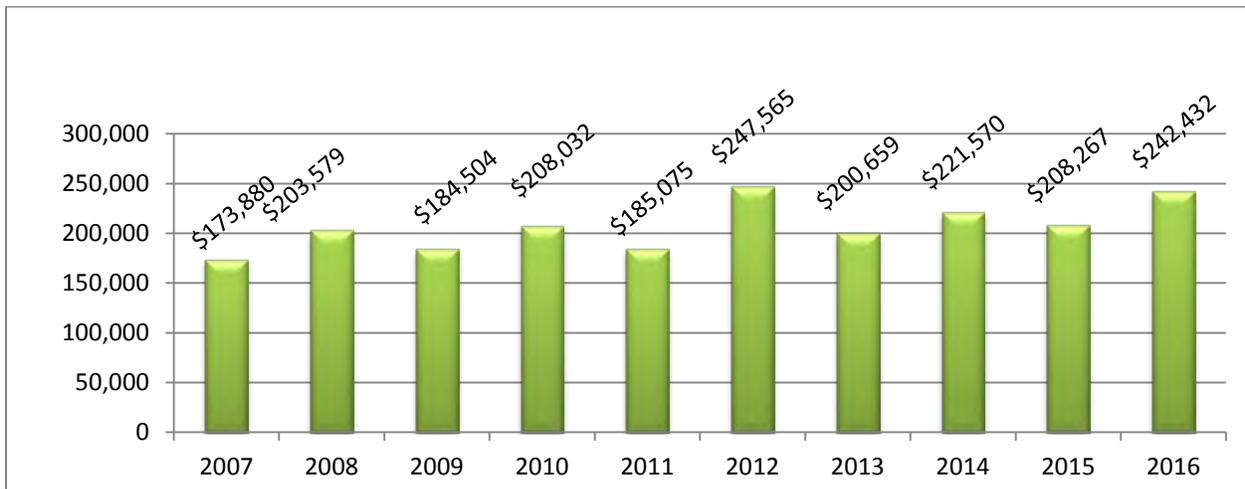
The Office of the City Clerk is responsible for a myriad of services and is comprised of three core functions: official records, elections, and purchasing. The mission of the City Clerk’s office is to maintain care and custody of the corporate seal and all papers and records of the City. The City Clerk is elected every four years.

Summary of Services Provided	
City Clerk	
	Acts as secretary and distributes agenda information for Judiciary, License and Cemetery; Finance, Budget and Personnel; Cable TV; Zoning Board of Appeals; Board of Review; Common Council; and Board of Health. In addition, this office develops the agenda for Judiciary, License, and Cemetery; Cable TV; Zoning Board of Appeals; Board of Review; and Board of Health.
	Licensing – Issuance of numerous city licenses. (Liquor, Food, Cigarette, Electrical, Transient Merchants, Carnival, Room Tax, Mobile Home Courts, Wastehaulers, etc.)
	Elections – conducts and administers all elections in compliance with State Statutes
	Special Assessments – Responsible for invoicing the property owners for special assessments and keeping track of the loans. Also responsible for placing the outstanding payments on the property owner’s tax bill each year until it is paid in full.
	Official Documents – updates and maintains Ordinances, Resolutions and Budget Resolutions. Prepares official legal notices for posting and publication. Maintains official city records and acts as official keeper of the City Seal. Notary Public.
	Procures office supplies and payer for city offices
	Claims – Processes claims filed against the City of Marshfield

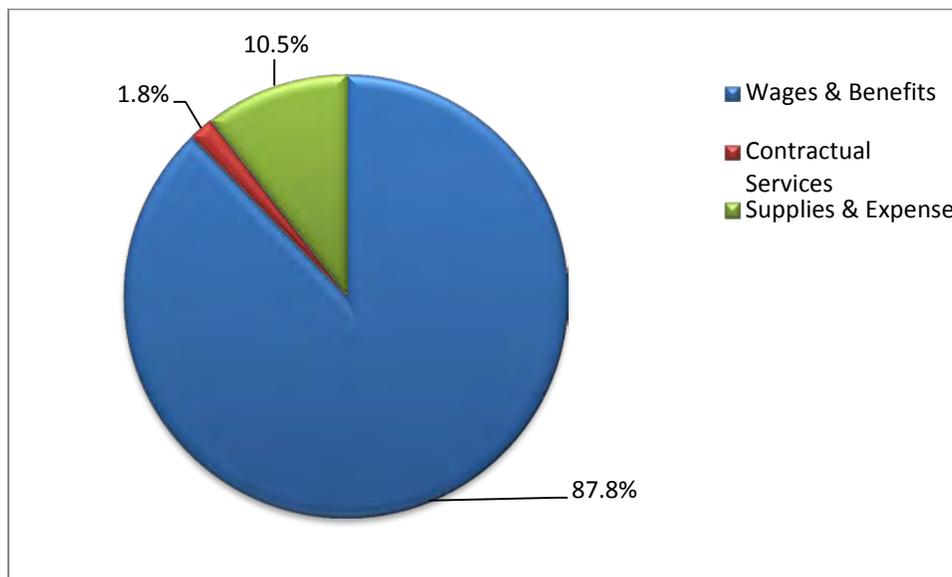
City Clerk Budget Summary

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Clerk's Office, 1015142006	\$162,112	\$162,259	\$160,309	\$166,463
Elections, 1015144006	19,088	76,757	79,256	26,626
Purchasing, 1015155006	<u>3,875</u>	<u>9,180</u>	<u>8,000</u>	<u>7,570</u>
Operating Expenditure Total	<u>\$185,075</u>	<u>\$248,196</u>	<u>\$247,565</u>	<u>\$200,659</u>
Full-Time Positions	2	2	2	2

Expenditure History/Projections



2013 Recommended Budget



Finance Department

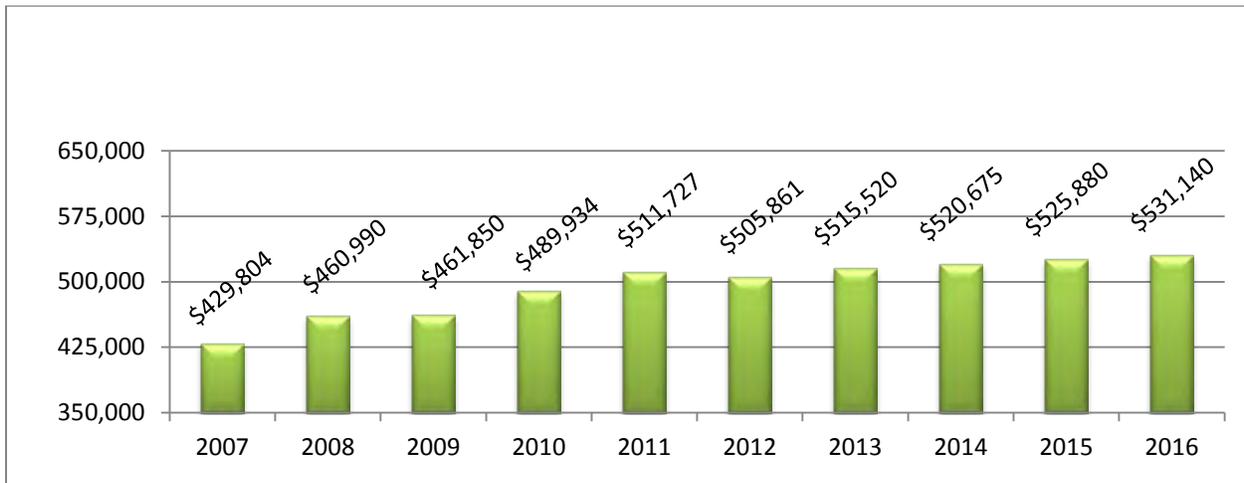
The Finance Department provides administrative support and financial information services to the public and city departments, maintains financial information in accordance with generally accepted accounting principles, and to ensures compliances to legal and prudent fiscal requirements in all financial 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.

Summary of Services Provided	
Finance Department	
	Responsible for all accounting and financial reporting, including general ledger, payroll, accounts payable/disbursements, fixed assets management, debt management, direct fund surveillance, taxi service, and compiling the Comprehensive Annual Financial Report (CAFR).
	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.
	Monitors and reviews the condition of all city budgets and recommends remedial or corrective budget action when necessary.
	Reviews, analyzes, and presents findings on a wide range of city and legislative issues, as well as city management, financial, personnel and administrative policies to the City Administrator and Common Council.
	Responsible for all internal and external audits
	Collects and deposits all general city revenues, dog and cat license fees, as well as taxes for Wood County and Marathon Counties.
	Coordinates all city insurance programs

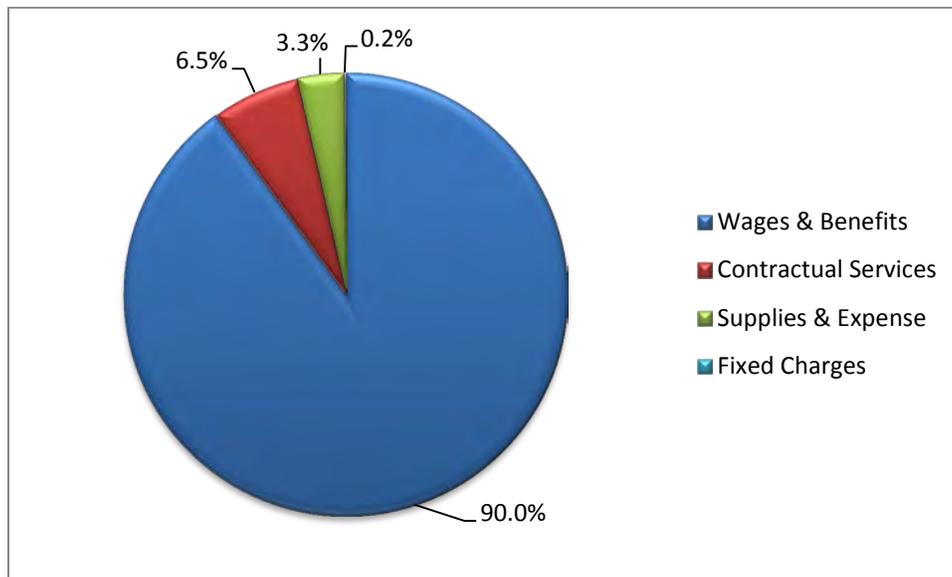
Finance Budget Summary
1015151008

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$511,727</u>	<u>\$509,798</u>	<u>\$505,861</u>	<u>\$515,520</u>
Full-Time Positions	5.3	5.3	5.3	5.3

Expenditure History/Projections



2013 Recommended Budget



Technology Department

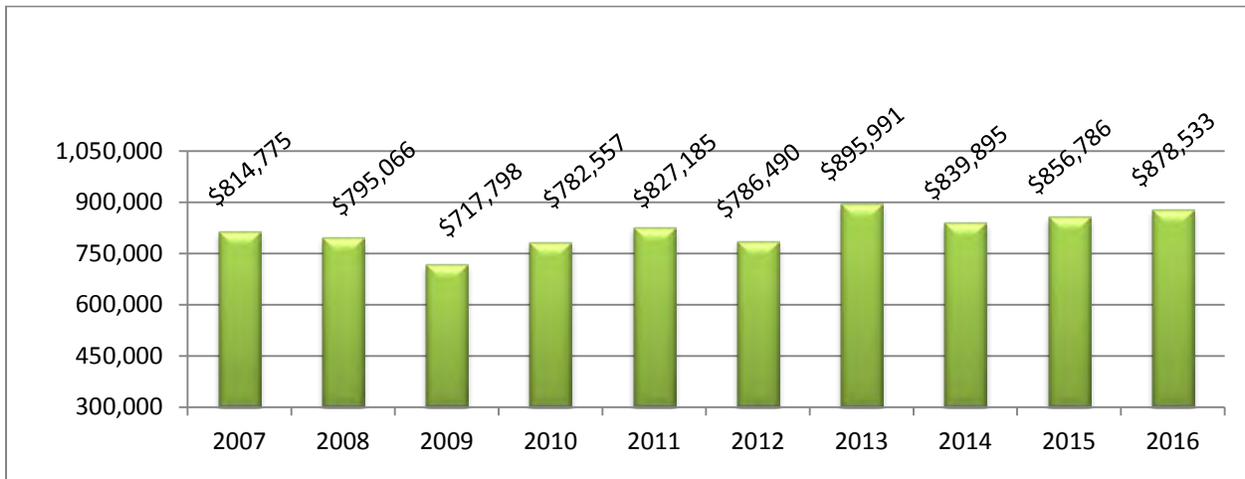
The Technology Department provides for the highest quality cost effective information services for customers in a professional and responsive manner. The department collaboratively provides access to high-quality knowledge system and strives to facilitate cutting edge technologies to exceed customer expectation.

Summary of Services Provided	
Technology Department	
	Provide reliable technological services as cost effectively as possible. Assure uninterrupted service and continuity of business operations including emergency and protective services
	Define and resolve technology problems, and recommend preventative measure whenever possible. Develop and recommend long-term planning addressing technological advances and needs to individual users as well as inter/intra-City departments.
	Suggest improvements in productivity through the use of technology.
	Provide sound technology policies and procedures; ensure compliance with all pertinent regulations and initiatives and State and Federal technology guidelines.
	Plan, organize, manage and control all use of technology throughout entire city.
	Provide training to improve user technology skills, and to increase City user productivity and accuracy on City systems whenever possible.

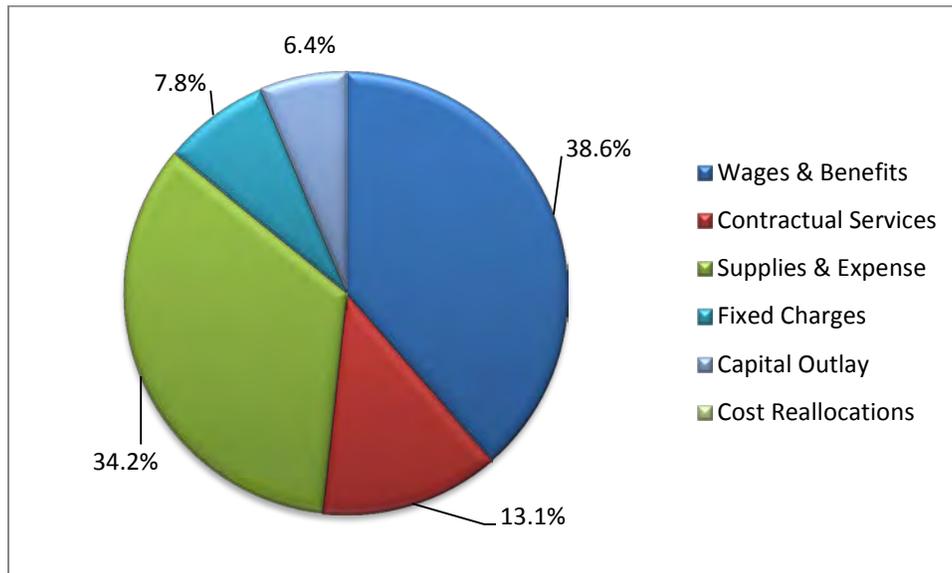
Technology Department Budget Summary
1015145007

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$827,185</u>	<u>\$824,150</u>	<u>\$786,490</u>	<u>\$895,991</u>
Full-Time Positions	3	3	3	3

Expenditure History/Projections



2013 Recommended Budget



Assessor's Department

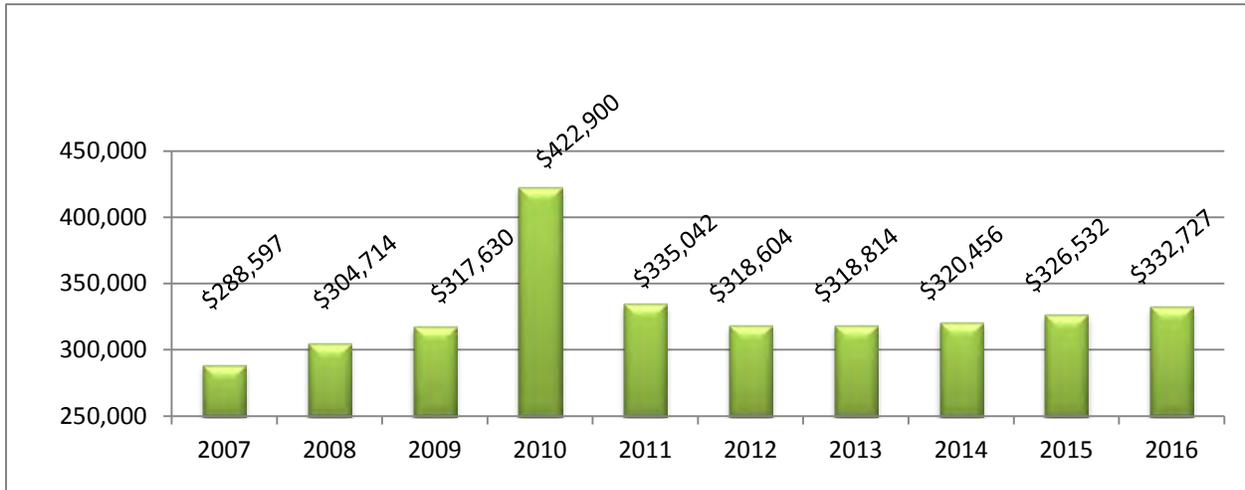
The Assessor's Department prepares the annual assessment roll (the official record of all taxable and exempt property within the City of Marshfield) while providing the best possible service. Assessed values determine the amount of general property tax charged to each property owner, while the information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

Summary of Services Provided	
Assessor's Department	
	Establish assessed values for the real estate and personal property assessment rolls in compliance with Chapter 70, Wisconsin Statutes, the Wisconsin Property Assessment Manual, and the Uniform Standards of Professionally Acceptable Appraisal Practices.
	Work directly with property owners throughout the year and especially during open book conference, providing efficient service and accurate information for customers.
	In addition to field inspections for new construction and remodeling, inspect an estimated 1,500 more homes each year within a rotation cycle to field all properties.
	Defend the assessed values during the appeals process
	Work with sales and assessment statistical analysis annually to help determine the need for citywide revaluations
	Incorporate new requirements from the Wisconsin Department of Revenue into standardized procedures.
	Take a proactive approach in working with legislators on proposed legislation affecting the assessment process.

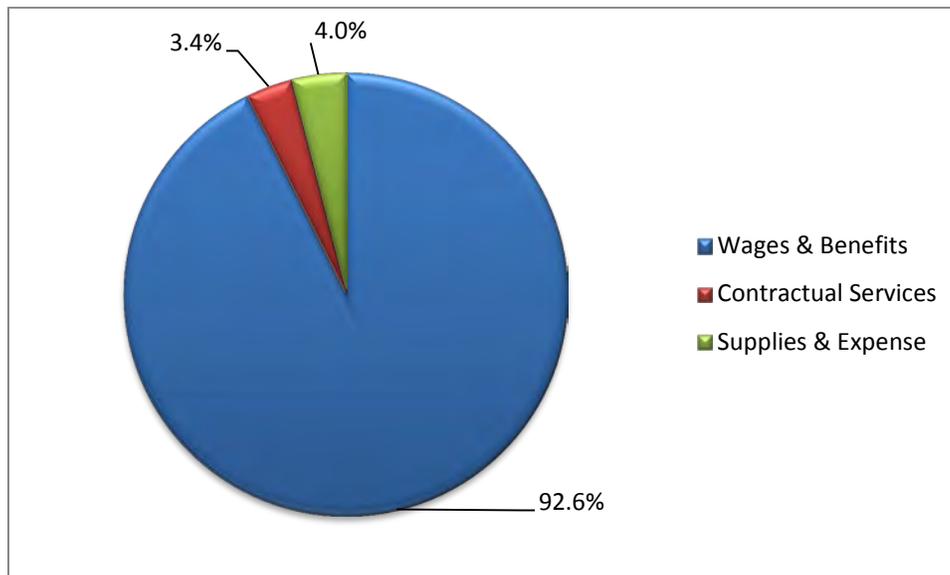
Assessor's Department Budget Summary
1015153009

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$335,042</u>	<u>\$335,189</u>	<u>\$318,604</u>	<u>\$318,814</u>
Full-Time Positions	4	4	4	4

Expenditure History/Projections



2013 Recommended Budget



Various Non-Departmental Budgets

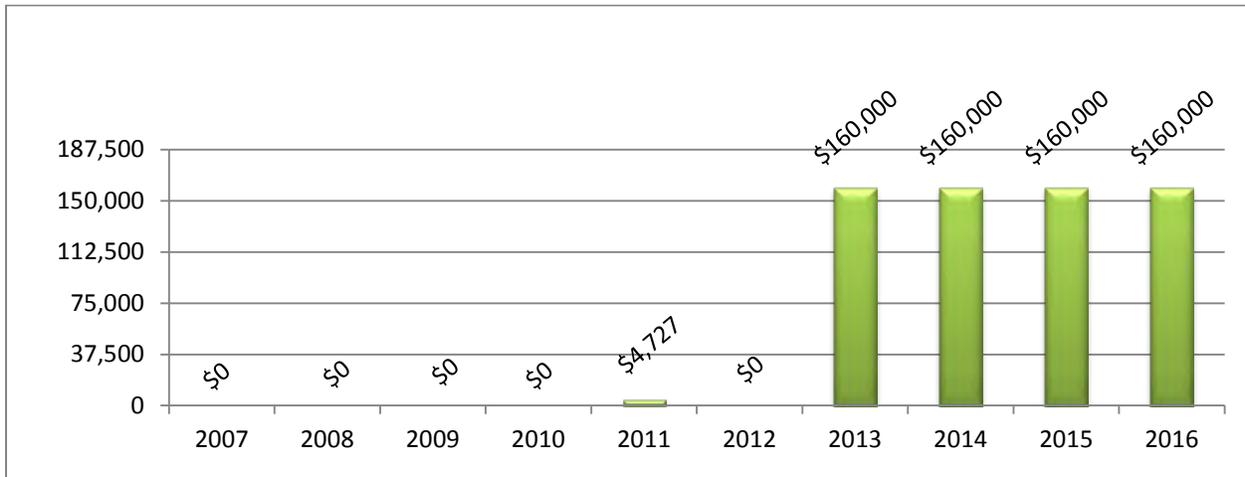
Non-departmental accounts are budgets that do not relate specially to any one department. They are summarized below:

Summary of Services Provided	
Contingency Account	This budget includes provisions for unallocated funds to cover unforeseen general operating costs not recognized when the budget was prepared
Illegal Taxes, Tax Refunds and Uncollectible Taxes, Special Assessments and Receivables	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 WI Statutes. This account also covers the cost of collection, collection agency fees, and the actual amounts approved to be written off as uncollectible for taxes, special assessments, and receivables.
Non-Departmental Insurance and Bonds	This account includes premiums on general, umbrella, professional and automobile liability insurance; fire, theft, general and comprehensive insurance; boiler insurance; volunteer's insurance, and employee bonds

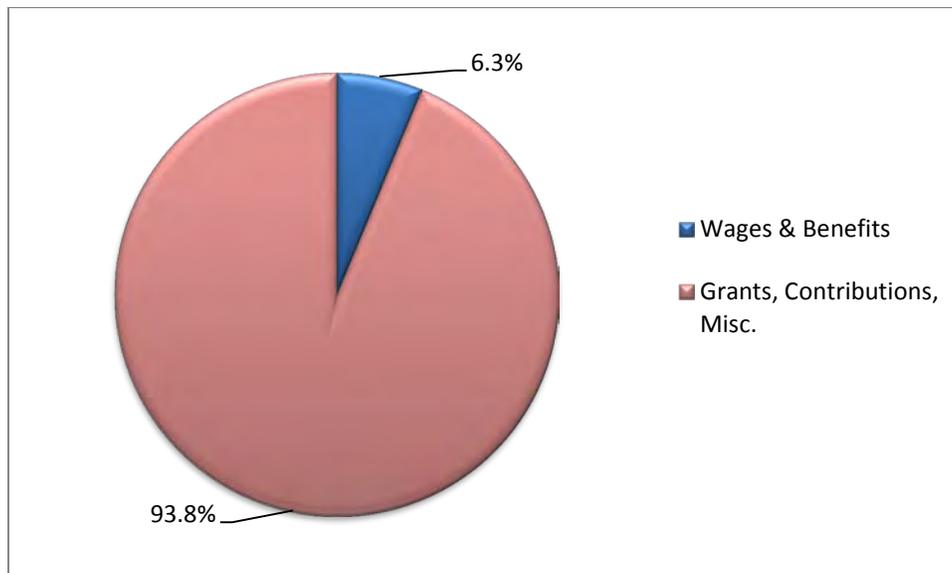
Contingency Budget Summary
1015156008

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$4,727</u>	<u>\$99,264</u>	<u>\$0</u>	<u>\$160,000</u>

Expenditures History/Projections



2013 Recommended Budget

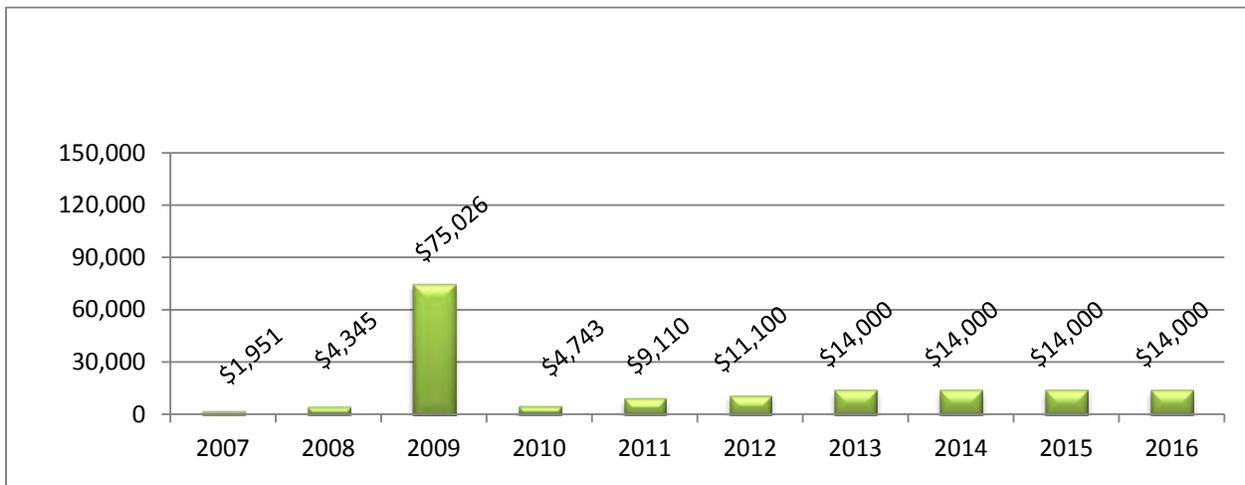


Illegal Taxes, Tax Refunds and Uncollectible Taxes, Special Assessments and Receivables Budget Summary

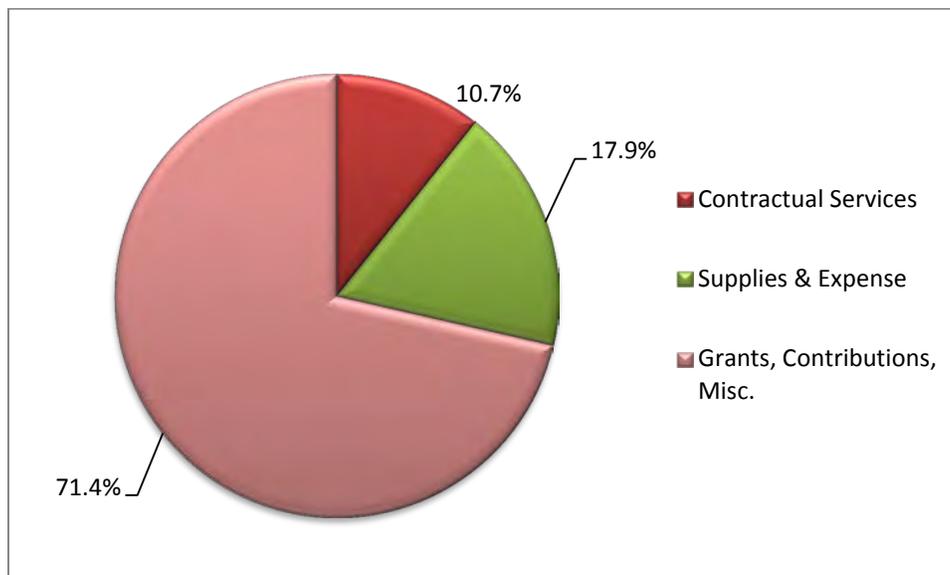
1015191008

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$9,110</u>	<u>\$14,000</u>	<u>\$11,100</u>	<u>\$14,000</u>

Expenditures History/Projections



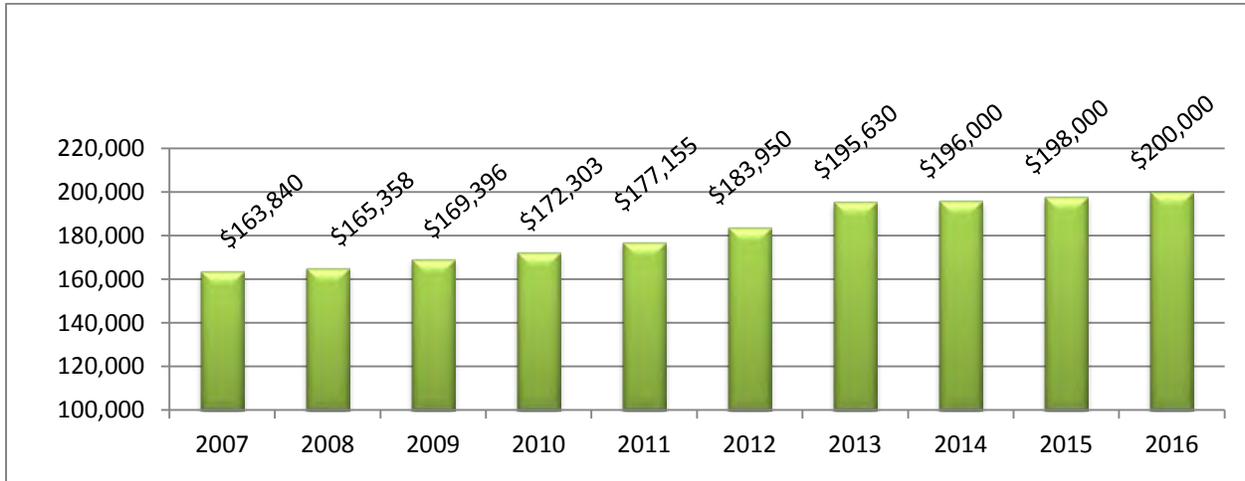
2013 Recommended Budget



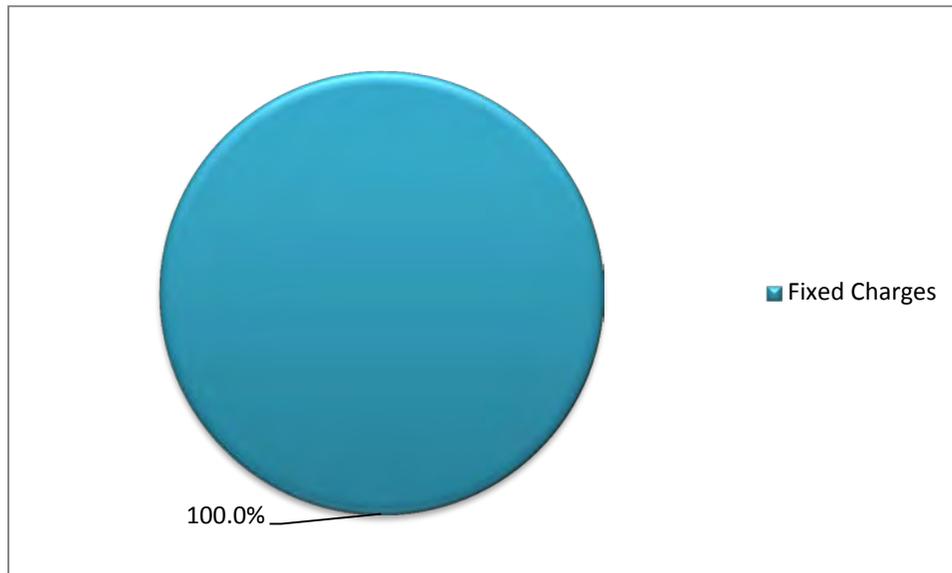
Non-Departmental Insurance and Bonds Budget Summary
1015193008

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$177,115</u>	<u>\$185,760</u>	<u>\$183,950</u>	<u>\$195,630</u>

Expenditures History/Projections



2013 Recommended Budget



Community Committees

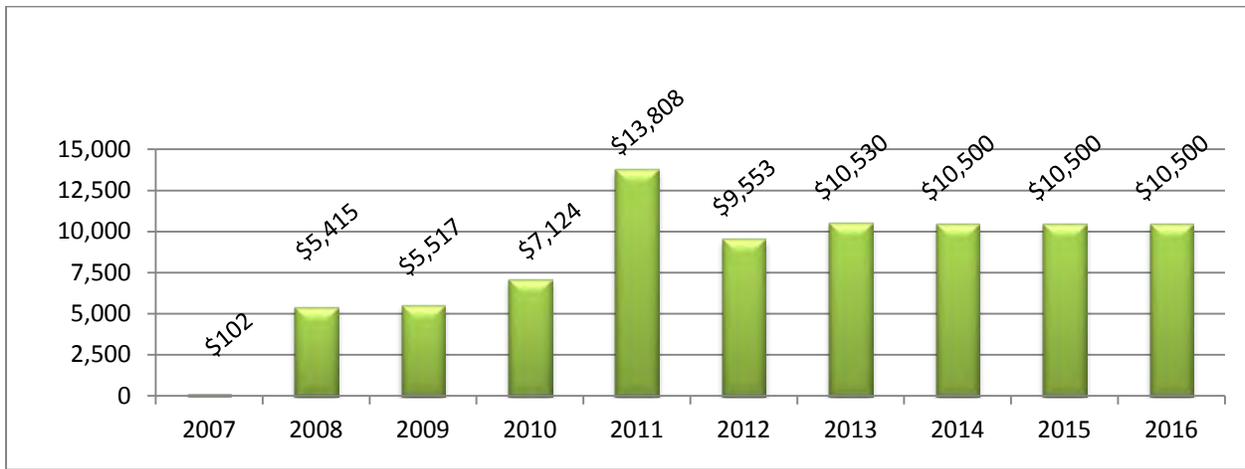
One of the key elements to a successful community is the willingness of its citizens to volunteer their time and be active in local decision making. The City of Marshfield has several Community Committees whose members donate hundreds of hours of time to help our community thrive.

Summary of Services Provided	
Sustainable Marshfield Committee	
	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 to apply these principles in its decision-making, planning, policy-making and municipal practices to achieve an ecologically, economically and socially healthy city.
Historic Preservation Committee	
	The Historic Preservation Committee was established by ordinance in 1993 to 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.
Committee on Youth	
	The Committee on Youth was established to encourage youth participation and leadership through volunteerism and community involvement.

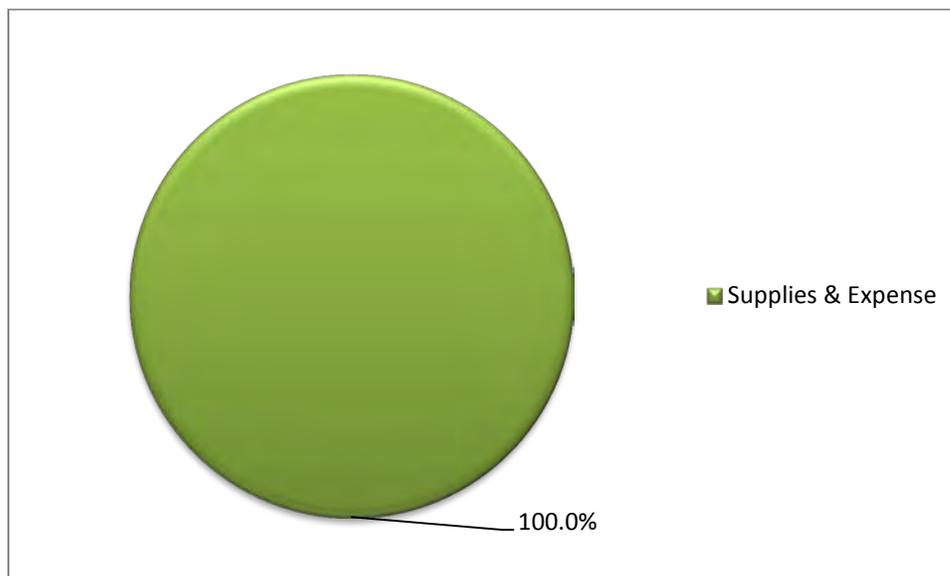
Community Committees Budget Summary

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Historic Preservation, 1015113070	\$6,882	\$3,030	\$2,725	\$4,030
Sustainable Marshfield, 1015114005	6,843	6,000	6,828	6,000
Committee on Youth, 101511006	<u>83</u>	<u>1,000</u>	<u>0</u>	<u>500</u>
Operating Expenditure Total	<u>\$13,808</u>	<u>\$10,030</u>	<u>\$9,553</u>	<u>\$10,530</u>

Expenditure History/Projections



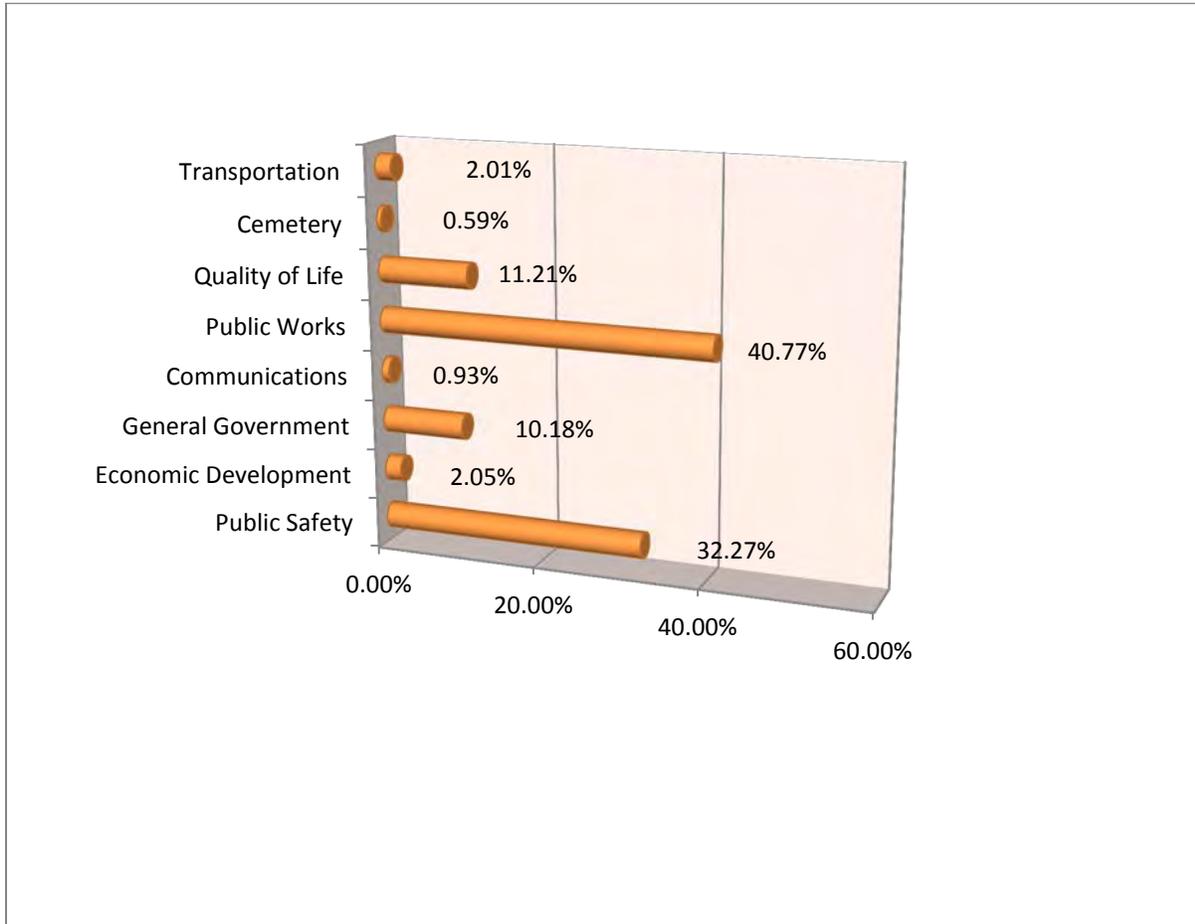
2013 Recommended Budget





Transportation

Transportation is one of the most determining factors for where economic activity can be. Residences need access to work, shopping, and education centers. Improving access will make further development possible, and interrupting it will have the opposite effect, cutting out working areas from the economy.



Taxi

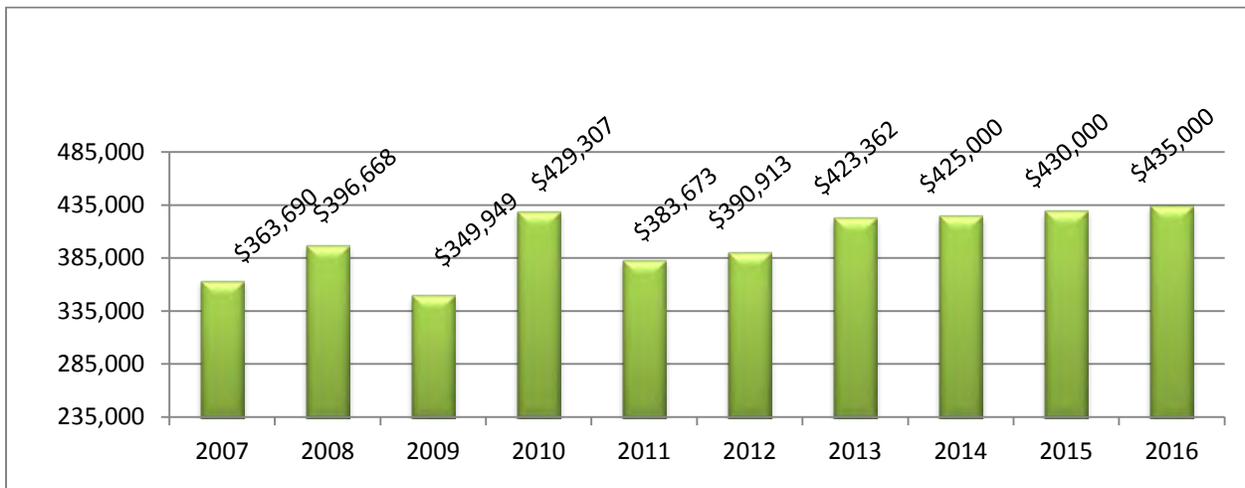
The City of Marshfield receives state mass transit operating and capital assistance aids under Section 85.20 of Wisconsin Statutes, and under Section 5311 of the Urban Mass Transportation Act. The purpose is to offer assistance to surface public transportation system operating out of urbanized areas. This is a shared-ride program.

Summary of Services Provided	
Taxi	
	Provides service for about 81,000 transports to the citizens of Marshfield by operating during the hours of 6 a.m. to 12:00 midnight Sunday through Thursday, and 6 a.m. to 3 a.m. on Friday and Saturday.
	Currently operates 12 taxis for daily service, including 2 chair lift vans for people in wheelchairs.
	Radio Cab also operates a shuttle bus to and from Tomah, WI.

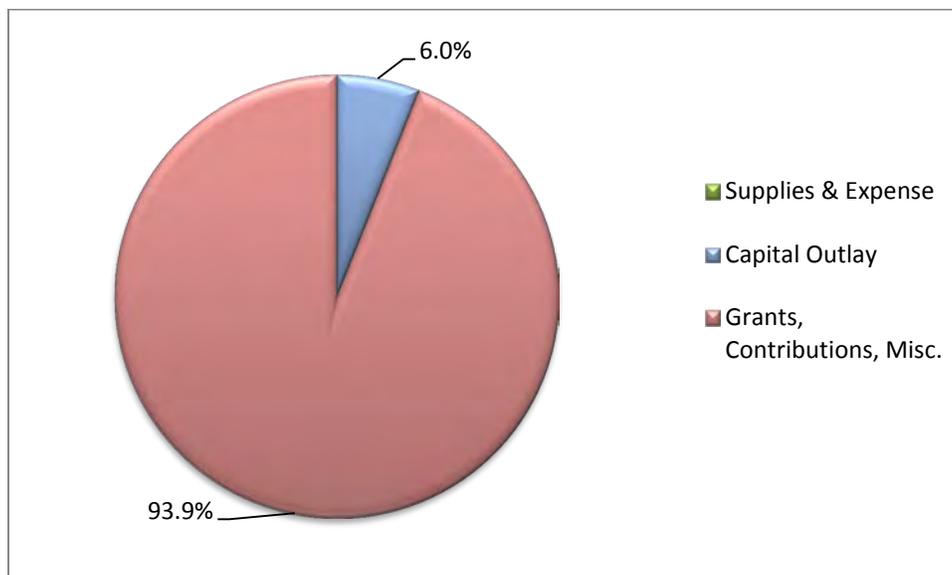
Taxi Budget Summary
2205352234

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$383,673</u>	<u>\$424,862</u>	<u>\$390,913</u>	<u>\$423,362</u>

Expenditures History/Projections



2013 Recommended Budget



Airport

Constant improvements and upkeep are not only good investments for the airport, but they 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 or relocate to our area may seek a quality airport before they even consider the City as a possible new location. The Marshfield Municipal Airport is one of the gateways to Marshfield.

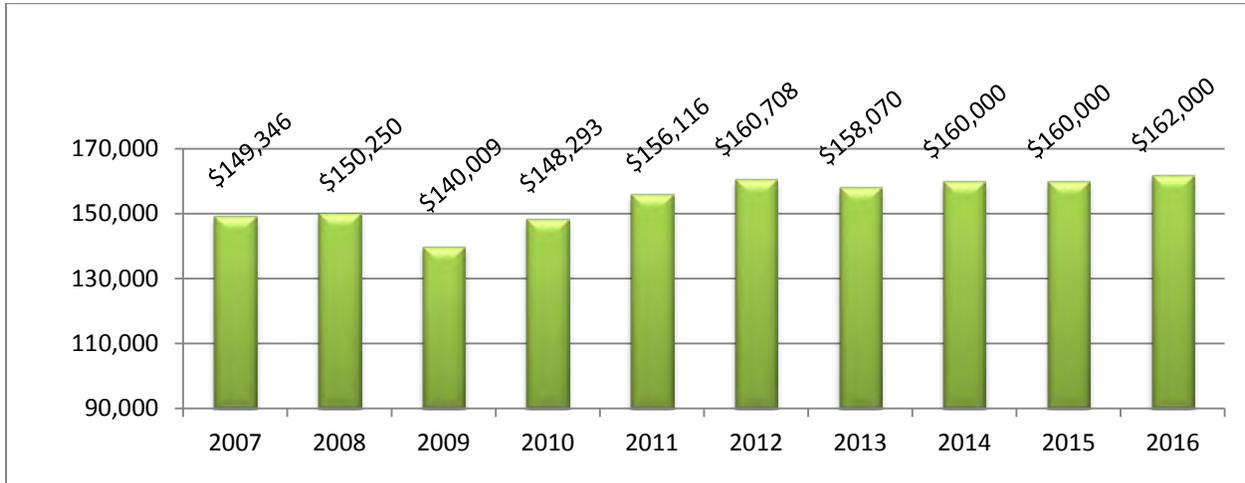
Summary of Services Provided	
Airport	
	Provide and maintain a safe, user-friendly, and well-maintained airport for both business and private aircraft.
	Maintain and improve lighting and landing system, runways, taxiways and ramps, mowing and brush control, snow removal.
	Greet and help airport visitors and users
	Work closely with governmental units and personnel to obtain maximum help and efficiency from federal, state, county, and local agencies

Airport Budget Summary

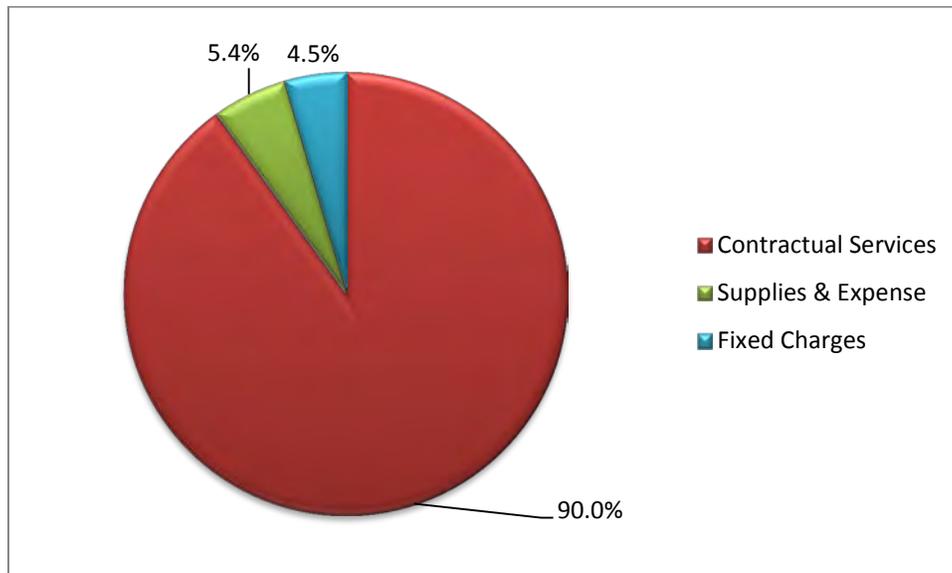
1015351033

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$156,116</u>	<u>\$163,809</u>	<u>\$160,708</u>	<u>\$158,070</u>

Expenditures History/Projections



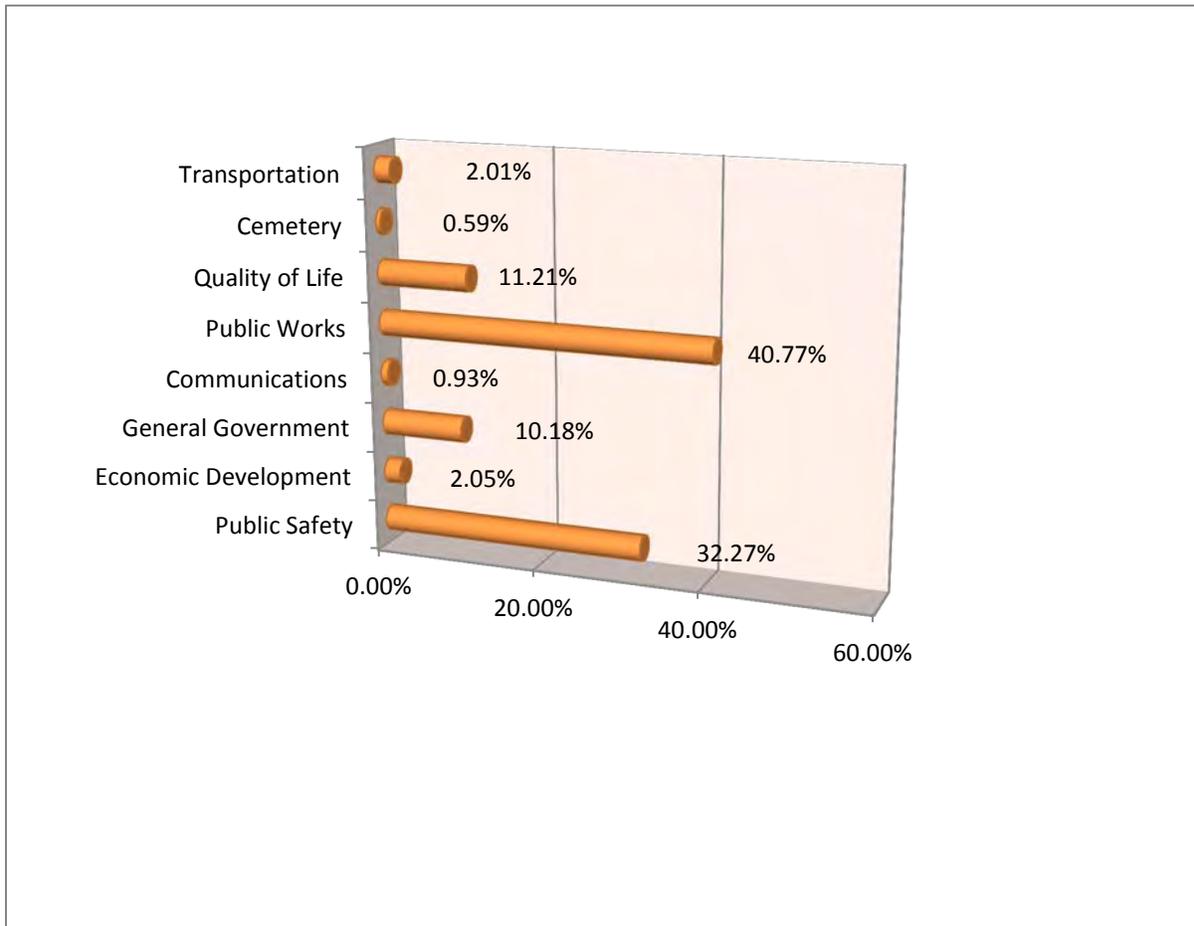
2013 Recommended Budget





Economic Development

Economic Development plays an integral part in the health of any community. It is important to encourage and promote city-wide economic development activities that help create a business climate that enhances development. The various entities in this section work closely together to promote growth in the City of Marshfield.



Planning and Economic Development

The Planning & Economic Development Department engages in and coordinates processes to ensure planned, orderly development for the City of Marshfield. To be effective, this should be accomplished in a manner that is consistent with the goals and objectives of existing plans and policies.

Summary of Services Provided	
Planning & Economic Development	
	Working in partnership with other community organizations, the Planning & Economic Development Department promotes economic development within the city by teaming in partnership with existing and proposed businesses. Marketing and promotion of City owned properties and financial assistance programs are a function of the Department.
	Utilizing GIS as the central hub of City information, assures that information is easily accessible for staff and the general public. Working with all departments to assure information is updated on a regular basis and placed in the proper location, drastically reduces the amount of time spent and trips made to city offices to gather information.

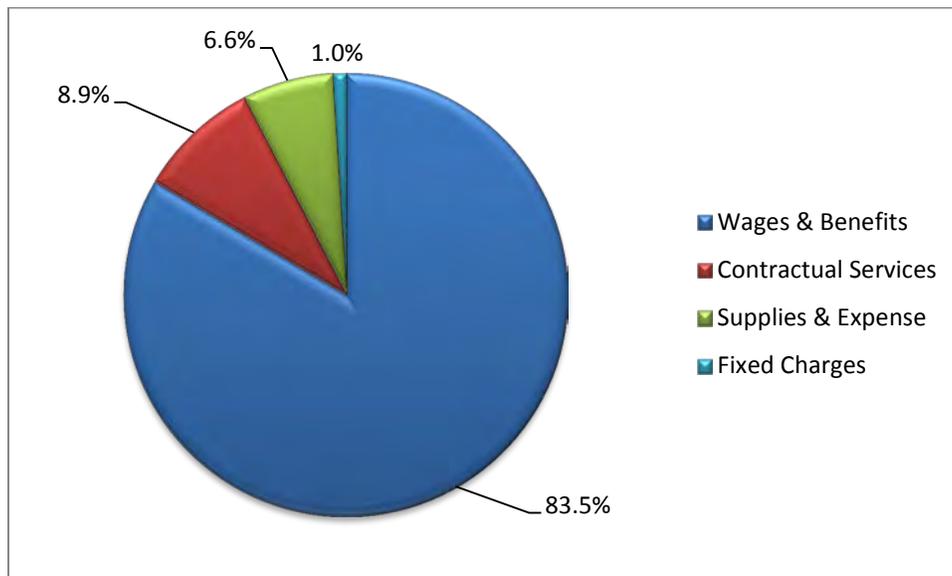
Planning and Economic Development Budget Summary
1015690170

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$381,470</u>	<u>\$340,796</u>	<u>\$336,458</u>	<u>\$350,598</u>
Full-Time Positions	3	3	3	3

Expenditures History/Projections



2013 Recommended Budget



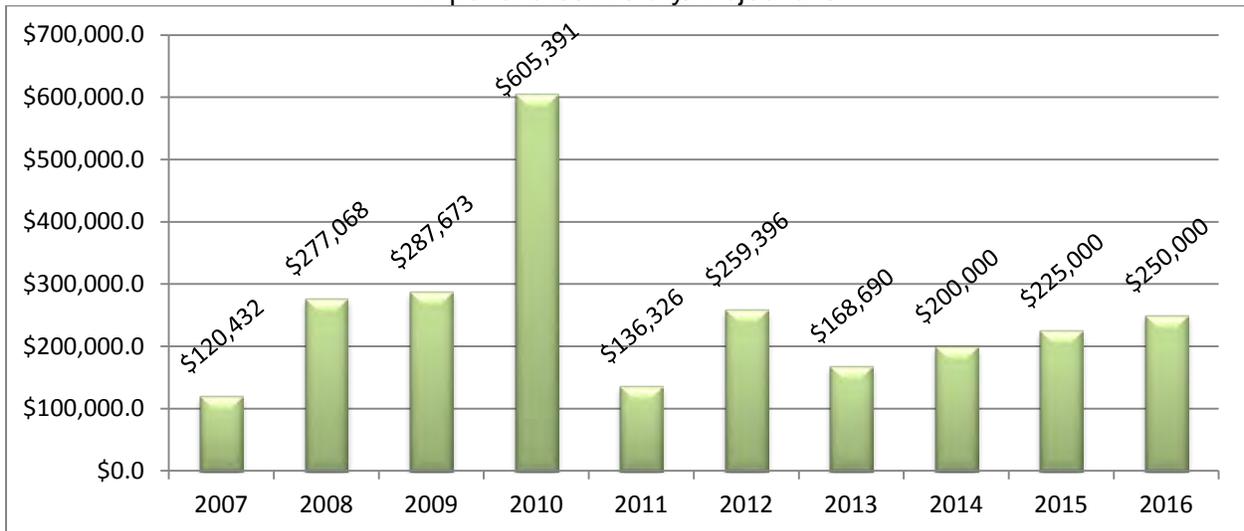
Economic Development Fund

Summary of Services Provided	
Administration of Revolving Loans	
	The Finance Department currently manages all approved commercial loans through this program.
MACCI (Business Development Director)	
	The City of Marshfield 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.
Main Street Contribution	
	Marshfield has been a Main Street community since 1990. This program was formed to offer an opportunity for projects that increase investment and tax base in the downtown area, and that encourage a broad array of service for downtown clients and customers.
Marshfield Economic Development Association (MEDA)	
	MEDA's mission is to be responsible for enhancing the quality of life in the Marshfield area through business development.

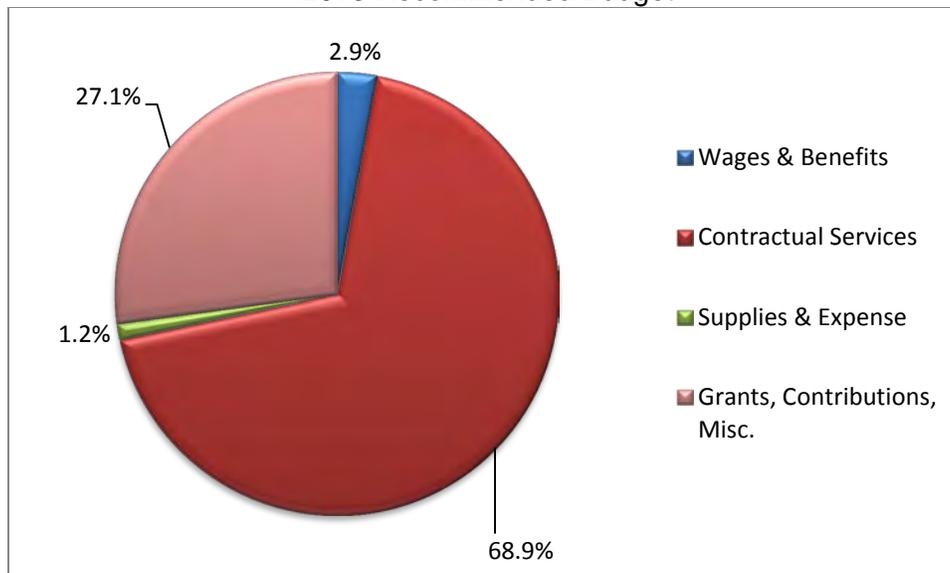
Economic Development Fund Budget Summary
2055673008

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Administration of Revolving Loans	\$9,794	\$4,820	\$4,820	\$4,916
MACCI (Bus Development Director)	50,000	50,000	50,000	52,000
Main Street	27,300	26,400	26,400	26,400
CDA Grant Writer	0	50,000	50,000	50,000
MEDA	25,000	21,000	21,000	20,375
Econ. Dev. Board	0	8,000	5,000	15,000
Transfer to Planning Budget	8,000	0	0	0
Transfer to Debt Service	72	0	0	0
Anton Ave, 5 th to Auburn	0	130,001	99,676	0
26 th St., East of Hume Ave.	<u>\$16,160</u>	<u>0</u>	<u>2,500</u>	<u>0</u>
Operating Expenditure Total	<u>\$136,326</u>	<u>\$290,221</u>	<u>\$259,396</u>	<u>\$168,690</u>

Expenditures History/Projections



2013 Recommended Budget



Business Improvement District Fund

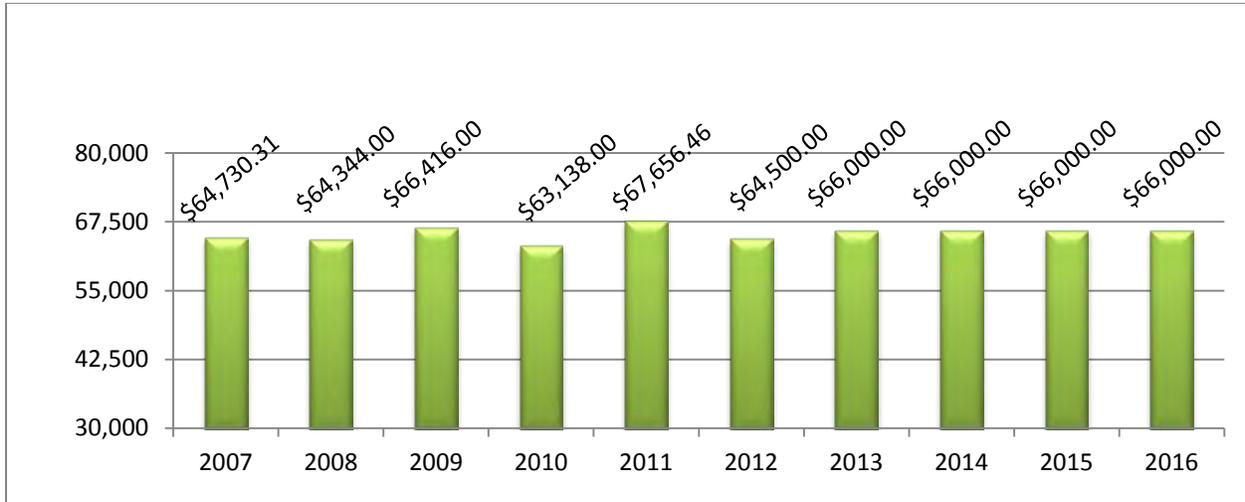
In 1990, the Common Council created the Downtown Marshfield Business Improvement District. The purpose of the district is to provide a mechanism of self-assessment to property owners within the Business Improvement District, with these funds intended for purposes that enhance and improve the downtown area. The District is governed by a 7-member board.

Business Improvement District Budget Summary

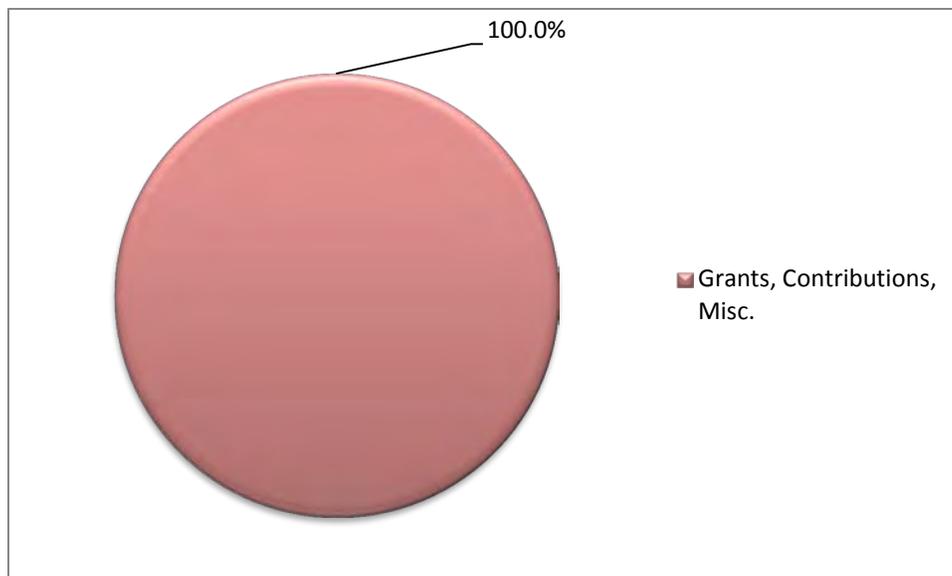
2145670108

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2013</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$67,656</u>	<u>\$64,500</u>	<u>\$64,500</u>	<u>\$66,000</u>

Expenditures History/Projections



2013 Recommended Budget



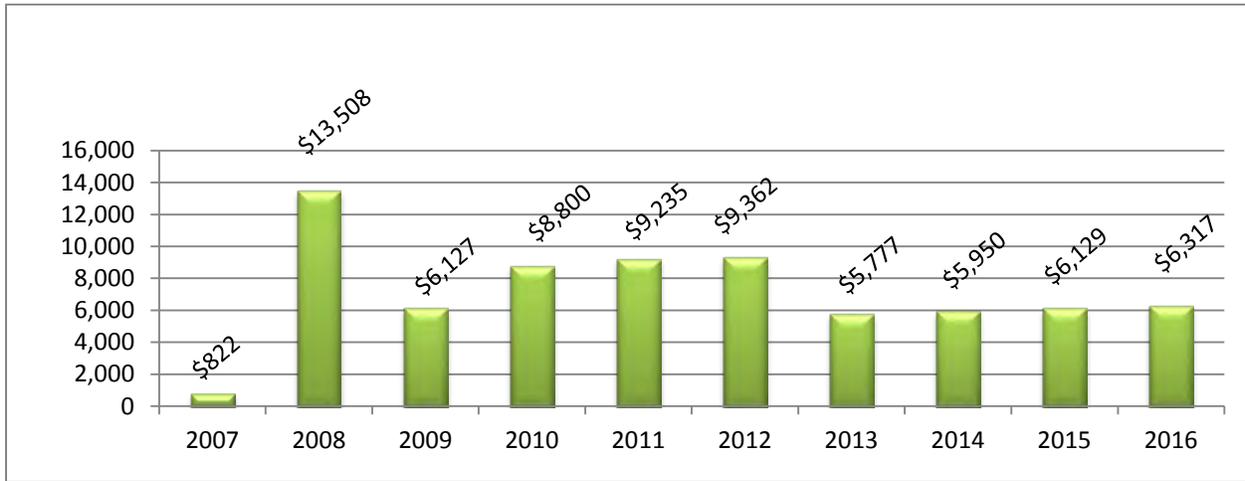
Industrial Park Authority

The Industrial Park Operating 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. This budget is not intended to be used for development of the City's industrial parks.

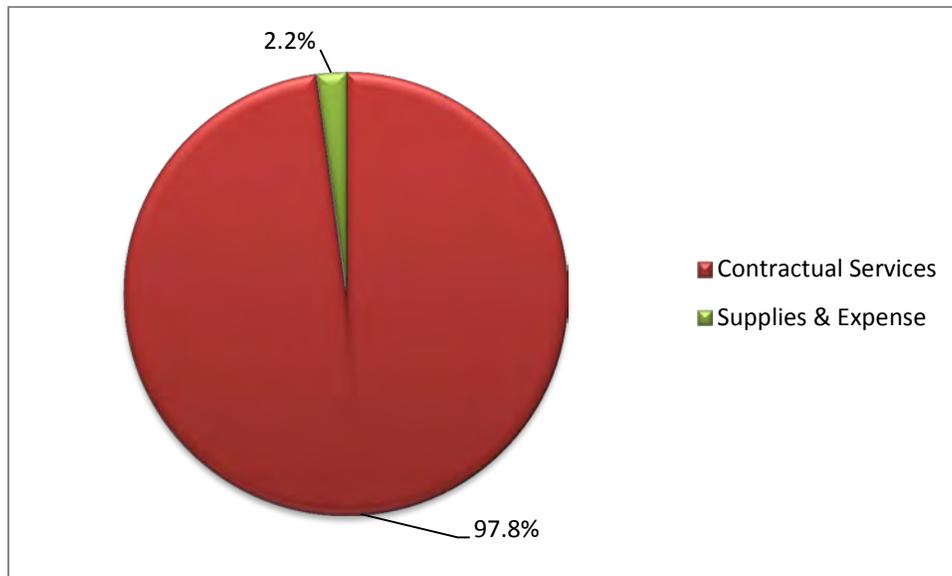
Industrial Park Authority Budget Summary
1015672030

	Actual <u>2011</u>	Budget <u>2012</u>	Estimated <u>2012</u>	Recommended <u>2013</u>
Operating Expenditure Total	<u>\$9,235</u>	<u>\$5,777</u>	<u>\$9,362</u>	<u>\$5,777</u>

Expenditures History/Projections



2012 Recommended Budget



Residential Rehabilitation

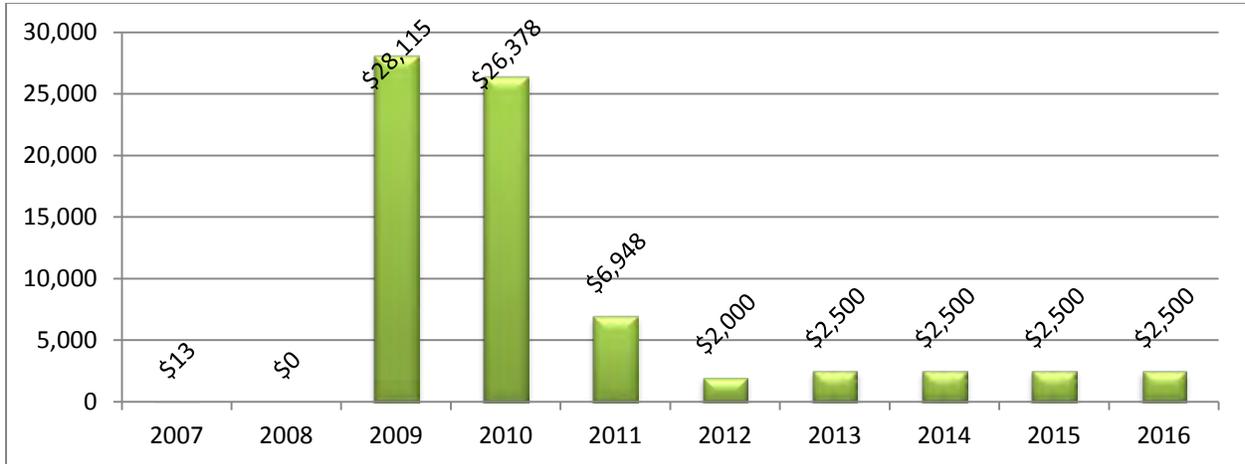
In 1992, the City of Marshfield received a Community Development Block Grant (CDBG) to assist in creating additional affordable housing units for low to moderate income (LMI) persons.

Summary of Services Provided	
Residential Rehabilitation	
	Rehabilitate and conserve the existing housing stock
	Make decent, safe and sanitary housing more affordable for LMI households
	Increase the supply of decent, safe, and sanitary housing for LMI persons
	Increase the energy efficiency of housing units occupied by LMI persons

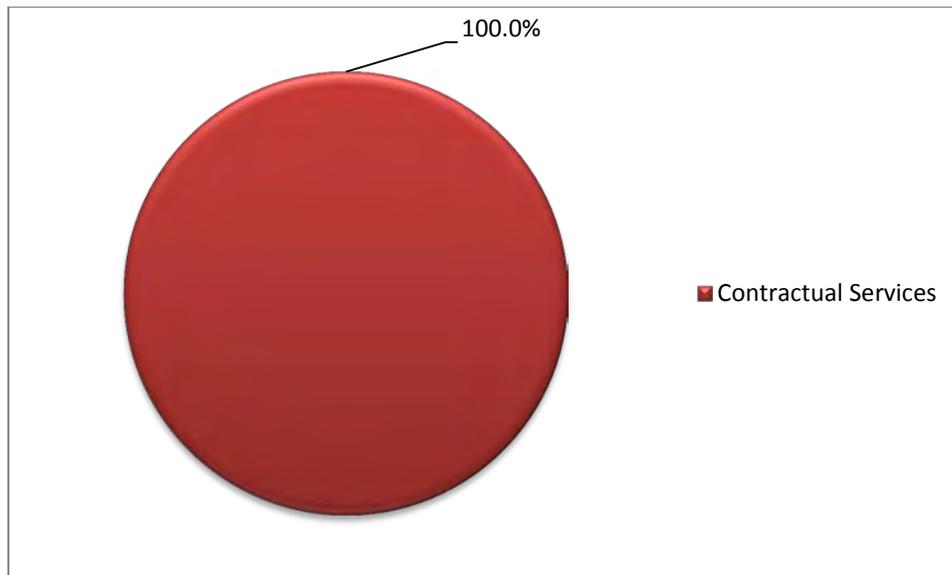
Residential Rehabilitation Budget Summary
2045661008

	<u>Actual 2011</u>	<u>Budget 2012</u>	<u>Estimated 2012</u>	<u>Recommended 2013</u>
Operating Expenditure Total	<u>\$6,948</u>	<u>\$2,500</u>	<u>\$2,000</u>	<u>\$2,500</u>

Expenditures History/Projections



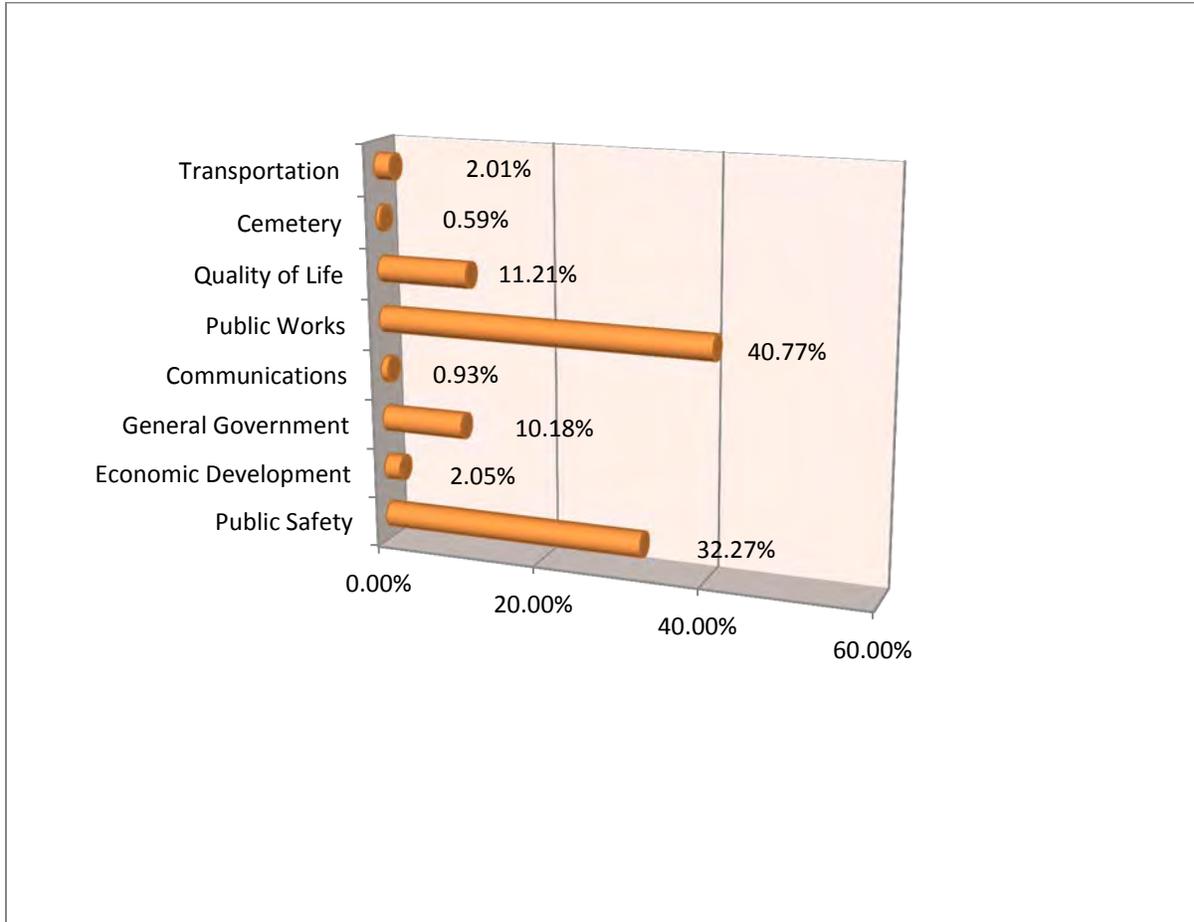
2013 Recommended Budget





Communication

One of the most important responsibilities of local government is to maintain the transparencies of its actions to the citizens. The Public Access Chanel is an important player in keeping the citizens informed as to what is happening in local politics, as well as actions of the Marshfield School Board and Wood County.



Cable Access

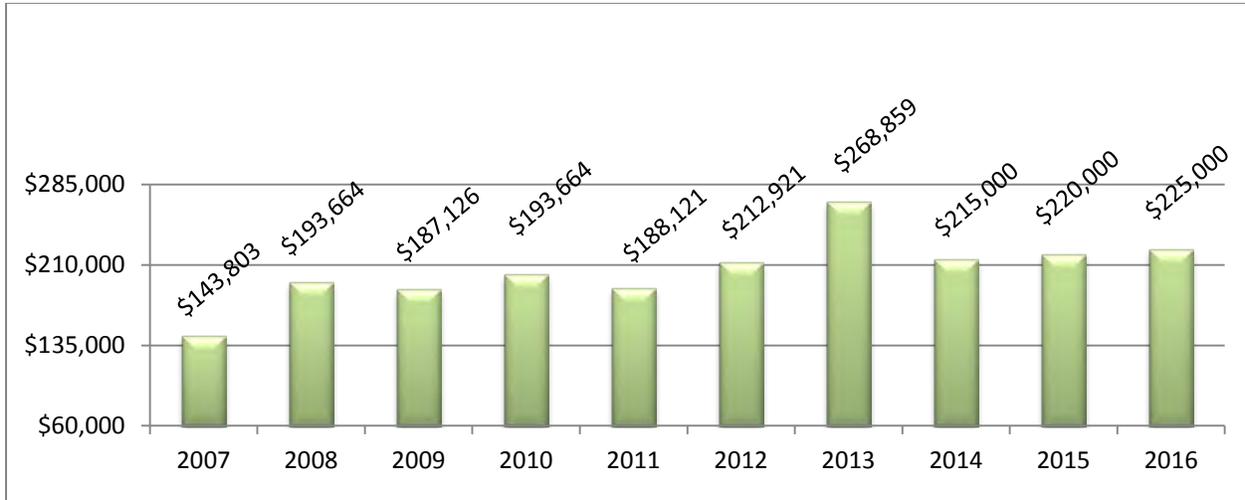
Cable Access serves the residents of the City of Marshfield that have Cable television.

Summary of Services Provided	
Cable Access	
	By producing and showing governmental bodies in action Cable Access makes the community more aware of the governing process.
	Cable Access is available for any city resident to become trained in the use of T.V. Equipment and to produce programs for public viewing.

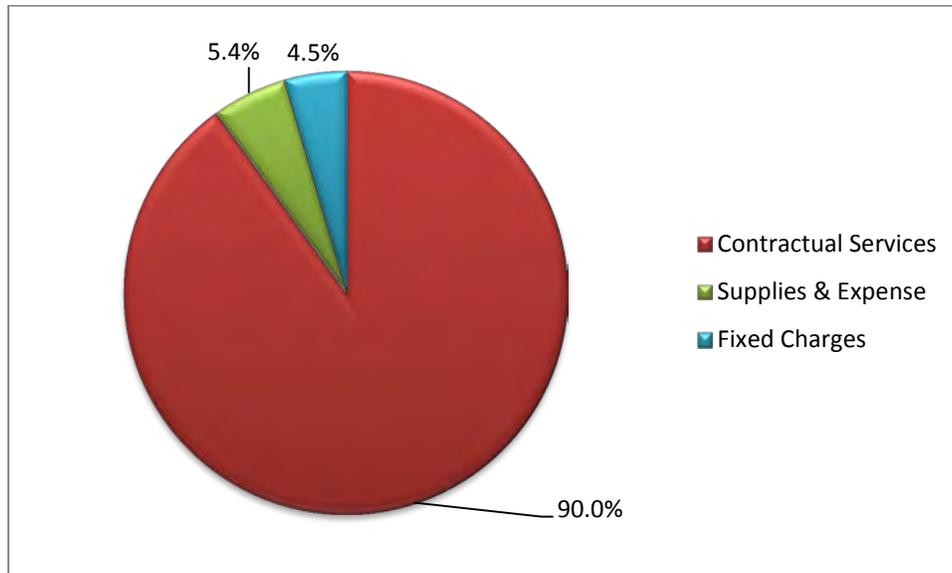
Cable Access Budget Summary
2355112001

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Operating Expenditure Total	<u>\$188,121</u>	<u>\$212,731</u>	<u>\$212,921</u>	<u>\$268,859</u>

Expenditure History/Projections



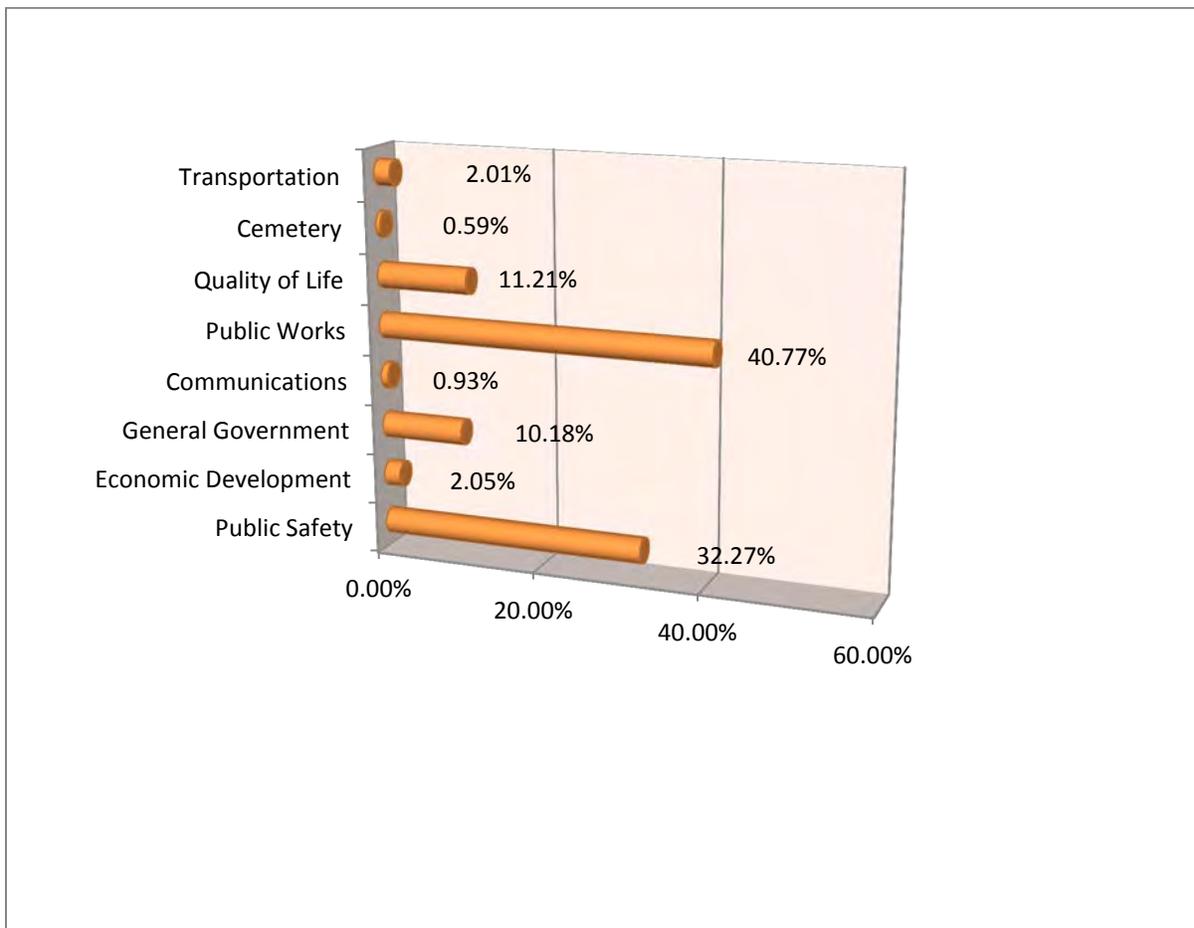
2013 Recommended Budget





Cemetery

A cemetery serves two purposes (1) the burial of the dead and (2) a place where people may visit grave sites of their loved ones. Cemeteries and their symbols guide us into the past. They are not just where the dead reside, nor are they static snapshots of old views and attitudes about death. Cemeteries are dynamic places, reflecting changing cultural institutions, social values, and regional ethnic identity. All cemeteries encode social and cultural values reflecting specific choices; therefore they provide insight into how people organized their social and physical landscape.



Cemetery

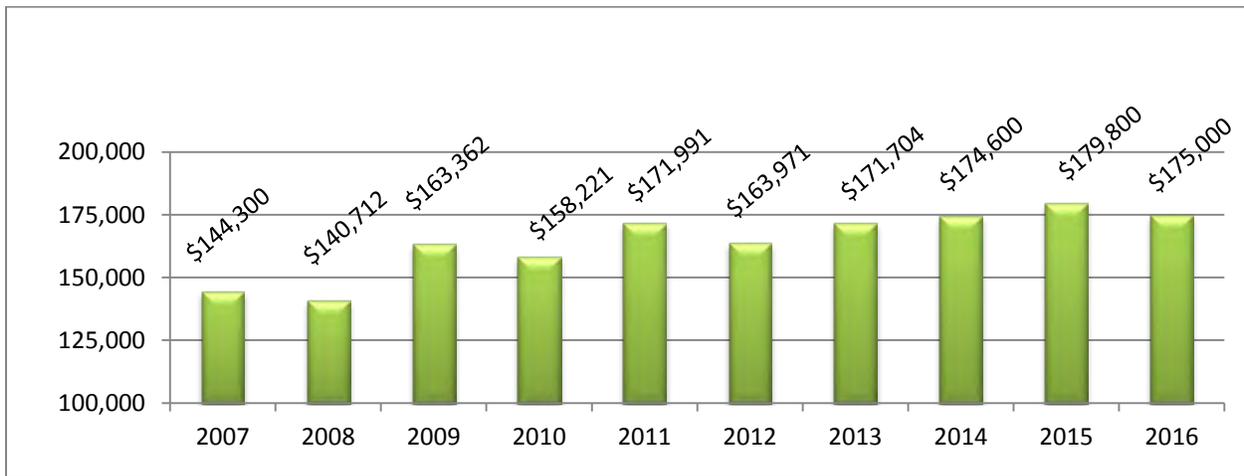
The mission of the Hillside Cemetery is to assist with interments; provide care and maintenance of the grounds and equipment; keep accurate records; and serve as a resource for individuals seeking locations of burial sites of loved ones.

Summary of Services Provided	
Cemetery	
	Clean and maintain the Vaughn-Hansen Chapel; dig graves as required and authorized; level sites and bring grounds back to original condition as soon as possible.
	Mow lawns and remove snow on roads and sidewalks, level sites, re-sod and/or re-seed as needed to maintain an attractive grass cover; prune trees and trim shrubs as needed; maintain machinery.
	Keep an accurate record of sites sold or available for sale; show and sell sites to prospective buyers; record and plant interments
	Provide information to individuals on locations of interments

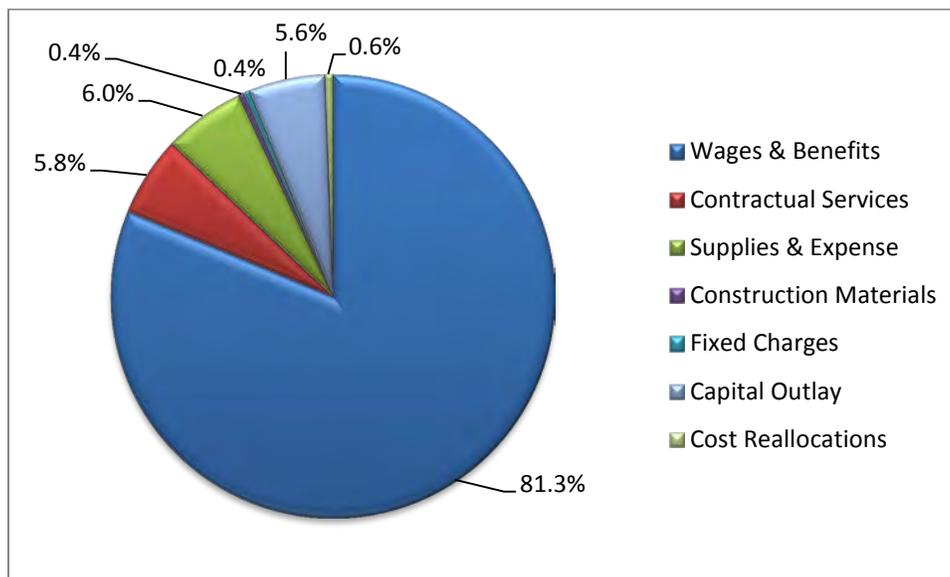
Cemetery Budget Summary

	Actual 2011	Budget 2012	Estimated 2012	Recommended 2013
Cemetery, 1015491051	\$170,764	\$163,255	\$162,971	\$170,704
Cemetery Perpetual Care Fund, 8015900008	<u>1,227</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Operating Expenditure Total	<u>\$171,991</u>	<u>\$164,255</u>	<u>\$163,971</u>	<u>\$171,704</u>
Full-time Positions	2	2	2	2

Expenditure History/Projections



2013 Recommended Budget





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.

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 2010 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 2009 will finance the 2010 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, and the Yellowstone Industrial Park project.

PROPOSED NEW ITEMS (\$2500 or more, non-CIP) INCLUDED IN BUDGET

<u>Department</u>	<u>Description</u>	<u>Amount</u>
Vehicles/Equipment	Tandem axle dump truck (Streets)	176,850
Vehicles/Equipment	Front end loader (Streets)	142,750
Capital projects	Veteran’s Parkway (McMillan-Mann)	100,000
Vehicles/Equipment	2-ton utility truck (Streets)	76,350
Storm Sewer	Popp Avenue drainage improvement	60,000
Vehicles/Equipment	1-ton dump truck (Parks & Recreation)	52,500
Information Technology	Primary/secondary disk capacity	40,770
City Administration	Employee staffing study	40,000
Information Technology	Second fiber loop across community	36,624
Information Technology	PT temporary document scanners (4)	35,209
Vehicles/Equipment	Trimble R8 GPS receiver (Engineering)	28,400
City Hall Plaza	Facility needs assessment	25,000
Information Technology	Licenses to meet CJIS requirements	24,158
Information Technology	E-mail archiving and e-Discovery system	22,960
Information Technology	Microsoft Exchange server upgrade	19,813
Fire	SCBA fire equipment	15,920
Information Technology	“Informacast – Life Safety” system	12,615
Information Technology	Uninterruptable power supply	10,977
Information Technology	Squad car laptop replacements (4)	10,688
Cemetery	Kubota dirt dump cart	9,535
Information Technology	Networking additions for Cisco phones	9,424
Vehicles/Equipment	Fueling depot software	9,200
Parks & Recreation	ActiveNet Registration software	4,700
Parks & Recreation	Oak Avenue Comm. Ctr. – stairway windows	4,500
Parks & Recreation	Oak Avenue Comm. Ctr. – gym floor	4,000
Information Technology	Networking additions for Cisco phones	9,424
City Hall	Carpet extractor (for spot carpet cleaning)	3,100

PROPOSED NEW ITEMS (\$2500 or more, non-CIP) NOT INCLUDED IN BUDGET

<u>Department</u>	<u>Description</u>	<u>Amount</u>
Vehicles/Equipment	Single axle dump truck (Streets)	\$135,650
Planning & ED	New position – Zoning Administrator (a)	61,357
Vehicles/Equipment	Tractor-mounted snowblower	14,550
Fire	Additional apparatus bay cabinets	10,562
Vehicles/Equipment	G.P.S. tracking unit	10,100
Parks & Recreation	New turf mound for Hackman Field	6,000
Upham Mansion	Increased funds for operational costs	2,500

(a) Included \$1,795 for a personal computer





City of Marshfield Memorandum

TO: Keith Strey, Finance Director
FROM: Jason Angell, Director of Planning & Economic Development
DATE: July 20, 2012

RE: NEW POSITION REQUEST

Position Title: Zoning Administrator

Department: Planning & Economic Development

Hours per week: 40 (Full-Time)

Salary:	\$34,000.00
Benefits:	\$25,562.16
Total:	\$59,562.16

Background

The role of the Department of Planning and Economic Development is to oversee the progressive development of the commercial, industrial, and residential areas of the city, thereby ensuring the planned, orderly development of the city.

The department formulates, supervises, and administers the community planning program, guided by the City of Marshfield's Comprehensive Plan. The community planning program includes short and long-range planning, land use regulations, annexations, and transportation system plans.

The Comprehensive Plan forms a framework for the city's zoning and subdivision ordinances. The Comprehensive Plan and the zoning and subdivision ordinances are approved by the Common Council, though they are first reviewed and acted upon by an advisory Plan Commission. The implementation of the ordinances rests with the planning department.

In addition to administering the planning program, the department works closely with the local business community, local utilities, governmental agencies, and other groups in connection with economic development activities

Current department make-up and roles:

Director of Planning & Economic Development

The Director initiates, develops, directs, and supervises the implementation of all matters related to planning and economic development as defined in the comprehensive plan, state regulations and the City Municipal Code. This responsibility includes a wide range of areas in the planning process including short- and long-range planning, current planning, land use regulations, annexations, TID development plans, subdivision regulation, cooperative boundary agreements, historic preservation, sign ordinance, development review team, design guidelines, and transportation system plans; including the assurance all plans are supported through the City's capital improvement program. Additionally, this position manages the citywide geographic information systems program. Economic development responsibilities include business retention, expansion, and recruitment activities, coordinating efforts between the City, the Chamber and Main Street programs, the Business Improvement District, and the Marshfield Economic Development Association. Encourage and promote city-wide economic development activities by providing professional assistance and support programs that help create a business climate that enhances and stimulates development.

Qualifications: Bachelor's degree in planning, geography or related field. Master degree in planning or public administration preferred. Minimum of 5 – 7 years' experience.

Planner/Zoning Administrator

The purpose of the Planner/Zoning Administrator position is to administer the city zoning ordinances, as well as to assist the Director with planning and economic development related issues. Ordinance administration includes ordinance interpretation, review of requests for zoning changes, variances, conditional use permits, sign permits, and ordinance enforcement activities. Position duties also include overseeing the activities of the Zoning Board of Appeals. Planning-related duties include assisting the Director with short and long-range planning and economic development projects related to the Comprehensive Plan, boundary agreements, business and industrial park development and various special projects.

Qualifications: Bachelor's degree in Urban or Regional Planning. Knowledge of GIS desirable. Minimum of 1 – 3 years' experience.

GIS Coordinator

The Geographic Information System (GIS) Coordinator provides accurate, reliable, and critical GIS information to City Departments that is necessary for the success of department programs and projects by maintaining, coordinating and administering the City's GIS, including the analysis of complex data and the design, development, and implementation and maintenance of GIS applications.

Qualifications: Bachelor's degree in geography, engineering, computer science, GIS, surveying or a related field. Experience with ArcSDE Administration and Implementation; ArcGIS Server Installation and Implementation; computer programming experience in SQL, VB.NET, Python, HTML, and MXML/Actionscript (Flex) and ArcGIS Desktop 10 preferred. Minimum of 3 years progressive professional GIS experience.

Intern

This is a seasonal position so the "job description" for the position varies based upon the workload and needs of the department. The primary role of the position is to assist all department staff with various projects and tasks. Each year we budget approximately 1300 hours for an intern position.

Qualifications: Student in a university/college program in land use planning or closely related field. Basic knowledge of accepted planning principles and practices, outreach education and citizen participation techniques, ArcView GIS systems and MS Office suite.

Analysis

Although the Planning & Economic Development Department has only been in existence since 2000-2001, the dependency upon the department by the community, other departments, elected officials, and others has rapidly grown. The increased demand has impacted staff's ability to continue to meet the demands of the community as well as maintain the level of service that the community deserves. In order for the department to continue to provide the high level of service that is desired, additional staff will be necessary. The following is a list of some of the changes, programs, or projects that help to justify this request:

1. Increased demands in economic development initiatives has drastically reduced the amount of time the Director has to focus on planning related matters and thus placed more responsibility on the Planner/Zoning Administrator to carry out these duties.
 - Regional – the changes made to the Revolving Loan Fund and Community Development Block Grant – Housing Rehab Fund has placed additional demands on the Director that requires him to travel to numerous meetings through-out the region to continue to be able to stay up to date on program requirements. The changes in these programs has also increased the need for the Director to be out more involved locally with program needs – marketing, assisting in application preparation and answering various questions related to the programs.
 - Locally – since the mid-2000's the Common Council has placed a higher emphasis on economic development for the community, and

rightfully so. In order to deliver local economic development efforts effectively, a number of changes have been or are currently in the process of being changed.

- The Director has played, and will continue to play, an important role in the development of the Economic Development Board with the hopes that the Board will one day become an Authority.
- Although the economy has been depressed for the past couple of years, local business demands for economic development assistance have increased. Some of the demand has been to assist new businesses or expanding business, but other demands have been to assist existing businesses to just keep their doors open.
- Demonstrating to the business community that the City is here to work with them, and assist in any way possible, has required more time of the Director. Getting out in the community to meet with our business owners, tour facilities, market the community to prospective businesses, and providing other levels of support are extremely important to build a healthy relationship between the business community and the City, and have proven to be very beneficial to all involved.
- On-going efforts to work with other local agencies to strengthen economic development efforts (CDA, CVB, MACCI and Main Street). Having a seat at the table with each one of these agencies definitely helps each of us to better understand who is responsible for what, or how we can be of assistance.

In 2008 the Director’s time split between Planning and Economic Development was estimated at 50/50. Currently I would estimate that I spend about 80% of my time just on economic development related activities.

2. The number of land-use applications processed by the department has nearly doubled since 2008 and are showing no signs of slowing down.

<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012 (6.30.12)</u>
37	31	53	59	33

3. The following plans all need to be updated and completed within the next 5 years. Having additional staff within the department will allow for these updates to be completed mostly in-house versus having to contract for services.
 - The Comprehensive Plan was adopted in 2007 and is required by statute to be updated every 8-10 years. However, this plan should

be sooner rather than later based on the following:

- The current plan is ineffective in that it does not provide a lot of assistance/direction for future growth and development. The lack of information related to streets and infrastructure, parks and trails, and land uses provides little to no assistance to departments in planning for future improvement projects. This lack of long-range planning is extremely clear in the complete lack of planning surrounding the medical campus.
- Figures should be updated to incorporate 2010 Census figures.
- Changes to zoning code and other City code requirements will need to be reflected in the plan to assure they remain consistent.
- A true comprehensive plan should incorporate all adopted plans of the community that will impact the City's future growth and development. There are a number of City adopted plans that are not included in the current plan, or have changed since the adoption of the Comprehensive Plan.

The estimated cost for the City to update this plan utilizing a consultant would be \$75,000 - \$90,000 and would still require a great deal of staff time to complete the process.

- Joint Plans with the Towns of McMillan and Cameron are set to expire in 2013 and 2015. The Joint Plan Commission, and our Plan Commission, has already expressed an interest in continuing these plans. In order to continue the partnership both plans will need to be updated. *The estimated cost for the City's share in updating these plans with the assistance of a consultant is estimated at \$5,000 - \$10,000 per plan and would still require a great deal of staff time to complete the process.*
- The Downtown Master Plan was adopted in 2006 and will need to be updated to reflect some of the recent projects that have been completed, identify future projects, and also incorporate zoning code changes. *The estimated cost for the City to update this plan utilizing a consultant would be \$40,000 – \$50,000 and would still require a great deal of staff time to complete the process.*
- The Comprehensive Outdoor Recreation Plan expired in 2010 and needs to be updated to reflect future growth plans within this area. Department staff would be able to assist the Parks & Recreation Department in pulling together this Plan and lessen the cost of consulting services needed.

- Over the course of the last year, the Plan Commission has been strongly urging staff to take on the task of amending or re-writing the sign code. We realize this section of code is a very sensitive topic through-out the community, but it is well document that the existing code is not really working for the benefit of the community. To help absorb some of the aggravation that will come as part of the process, staff would prefer to conduct any amendment/re-write in house so that we can truly dedicate the necessary time to meeting with the business community and the general public. However, current demands on staffing levels would not allow us to complete this process that truly addresses the concerns that have been raised over the past number of years. *The estimated cost for the City to update this plan utilizing a consultant would be \$15,000 - \$20,000 and would still require a great deal of staff time to complete the process.*
4. The adoption of the new zoning code will require staff to be actively engaged with the change in regulations to help educate the community on the changes and new requirements. Likewise, staff will need to continue to monitor the code to identify any areas of inconsistency and bring them back to Plan Commission and Common Council for the necessary changes.
 5. Code enforcement matters have required more attention and staff time to deal with the various issues. Partially due to an increase in the number of complaints, and partially due to the time it is taking for individuals to bring their property into compliance.
 - Members of the Plan Commission and Common Council have also expressed an interest in looking into property maintenance standards for the community. Staff would also agree that these standards would be beneficial to improving the overall appearance of the community, but we currently do not have the time and resources to develop and enforce the standards.

Proposed Position

The new position would be created by splitting the current position of the Planner/Zoning Administrator. The current position would be retitled as City Planner and would primarily focus on the current and long range planning efforts of the community. The City Planner position would not be reclassified (currently C42) as this proposed staffing change is only to allow for more time to focus on planning matters and does not bring with it an increase in decision making responsibilities.

The newly created position would be titled Zoning Administrator. Primary duties

of this position would be enforcement of the City's zoning code and sign code regulations. Additionally, the position would assist with the review of building permit applications, as it relates to zoning code requirements. The position would also provide assistance to the City Planner in reviewing and preparing staff reports for minor land-use applications (conditional use permits, variances, etc.).

Qualifications

The position would be an entry level planner position with requirements of a bachelor's degree in urban or regional planning and an emphasis in land use planning or related field. Requires a motivated individual with excellent written and oral communication skill; knowledge of principles and practices of planning and zoning; strong customer service and problem solving skills; public presentation skills; experience working with Microsoft Office Suite and GIS desirable.

Recommendation

I recommend that the Common Council approve the creation of a Zoning Administrator position in the Department of Planning & Economic Development effective January 1, 2013.

Concurrence:

Steve Barg, City Administrator