

City  
Administrator's  
Recommended  
Budget

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2015

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Dear Mayor and Council members:

On behalf of City staff, I'm pleased to provide the proposed 2015 budget for review and consideration! This year was an especially challenging one, for many of the reasons as recent years (state's levy freeze, flat to declining state aids, etc.) But once again, our department/division heads did an outstanding job of preparing budgets, and we worked together as a team to make the appropriate adjustments required to achieve a balanced budget, apart from the two new items requested for addition by the Council at its September 23<sup>rd</sup> meeting (pet shelter, program to combat heroin use), which will need to be addressed as part of our budget meetings. We think this budget maintains the quality services our citizens expect, and addresses facility/equipment needs, all with only a modest \$.04 cent tax increase (less than .5%).

Once again, I want to thank everyone who helped prepare this budget document, including Keith, Amy, and the department/division heads. These individuals and all our dedicated staff strive each day to serve our community, and you can be extremely proud of the work that they do for the City of Marshfield!

Also, remember that we are always trying to enhance and improve this document, so please give us your questions, comments, and suggestions, so that we make any changes desired for the 2016 budget.

Please call or e-mail me, or contact the appropriate department head, so we can address your questions or concerns on the proposed 2015 budget. Thank you very much!

Sincerely,

A handwritten signature in cursive script that reads "Steve Barg".

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 19,047 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**

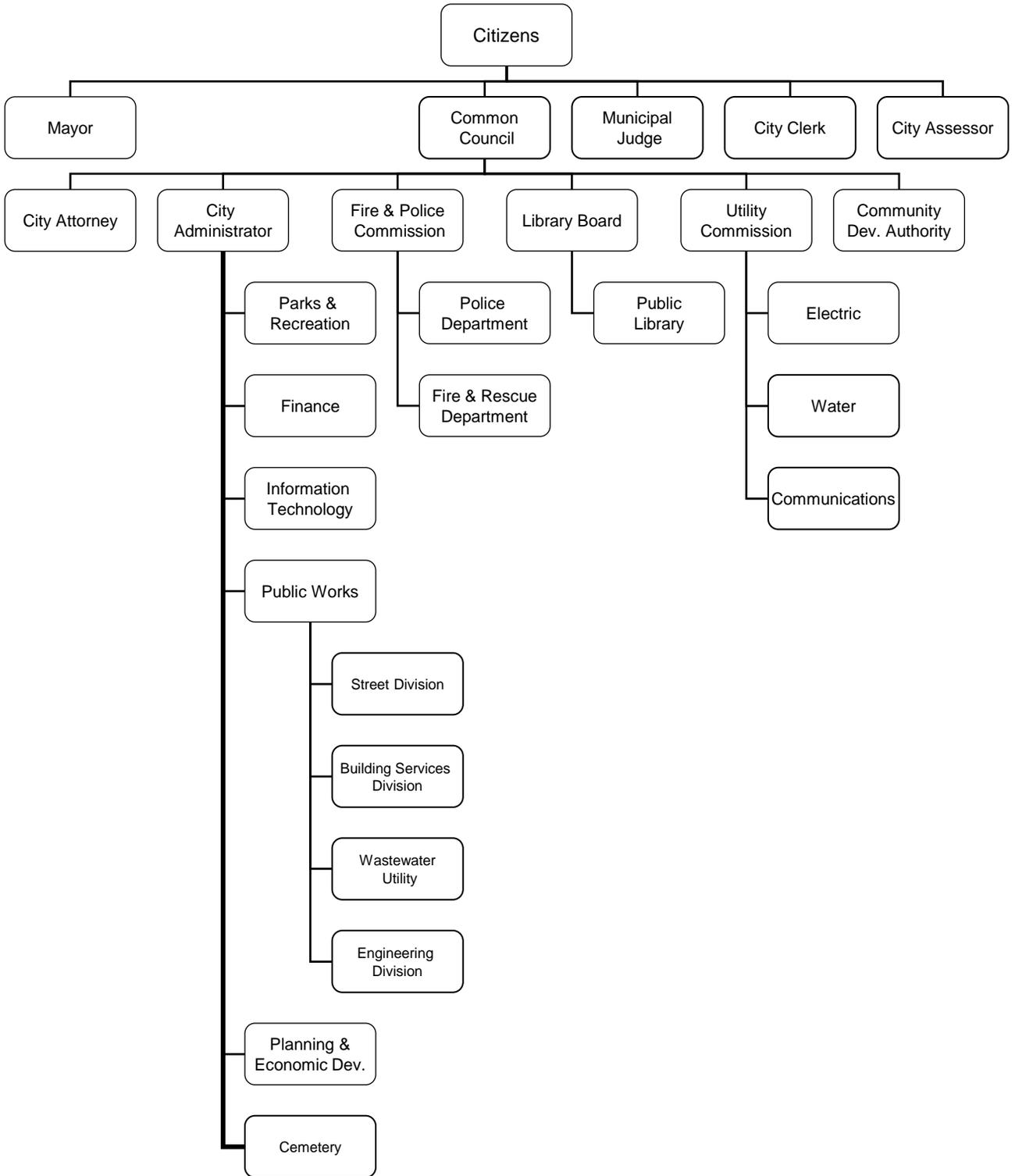
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Chris L. Meyer	Mayor
Michael Feirer	Aldersperson, District 1 Chairperson, Board of Public Works
Alanna Goodwin-Feddick	Aldersperson, District 2 Chairperson, Finance, Budget and Personnel Committee
Chris Jockheck	Aldersperson, District 3
Gordon Earll	Aldersperson, District 4 Council President
Ed Wagner	Aldersperson, District 5
Char Smith	Aldersperson, District 6
Gary Cummings	Aldersperson, District 7
Rebecca Spiros	Aldersperson, District 8
Tom Buttke	Aldersperson, District 9
Peter Hender	Aldersperson, 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 2015 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 2015 expense budget for all city funds is \$50,566,599, an increase of \$9,628,243 or 23.5% more than the 2014 adopted budget of \$40,938,356.

**(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 of calculated items such as payroll taxes)**

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

development program. The tax rate needed to finance the recommended 2015 budget is \$9.02 per \$1,000 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>	
2015	Recommended	51%
2014	Estimated	51%
2013		51%
2012		48%
2011		48%
2010		41%
2009		41%
2008		32%
2007		35%
2006		42%

**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, 2013, our **actual** Unreserved, Undesignated General Fund reserve balance stood at 28% (compared to 32% as of December 31, 2012), which is within the policy range. Estimated available fund balance was applied per policy when developing the 2015 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 generally maintained or reduced our tax rate, laying a foundation for a competitive advantage with other cities in our area and across the state. If this budget approved as presented, there would be a slight increase (less than .5%) in the City tax rate, only the second in the past 10 years, to \$9.02 per \$1,000 of assessed value. Low tax rates are generally seen favorably, provided that the City still provides high quality programs and services expected by taxpayers. Still, it may be appropriate to look at slight tax rate hikes from time to time (as permitted by State law) in order to keep up with rising costs.

### **Personnel**

The recommended 2015 budget contains an amount equal to a 1.5% salary increase for all non-represented employees, effective as of July 1, 2015. It also includes funds for step increases for employees below their market rate under the approved compensation plan, subject to a successful performance review. In addition, \$10,000 is included for merit pay to be distributed to those going well beyond their job

requirements in ways that produce substantial benefit for the City.

This budget makes one change in staffing levels, adding the new position of Support Technician for the Technology Department. But this position won't be added until at least July 1<sup>st</sup>, and the department intern program was reduced to offset much of the resulting cost. This new position was identified in the staffing study report released January 2014, along with Finance and Planning positions, which were both added in 2014.

### **Additional information**

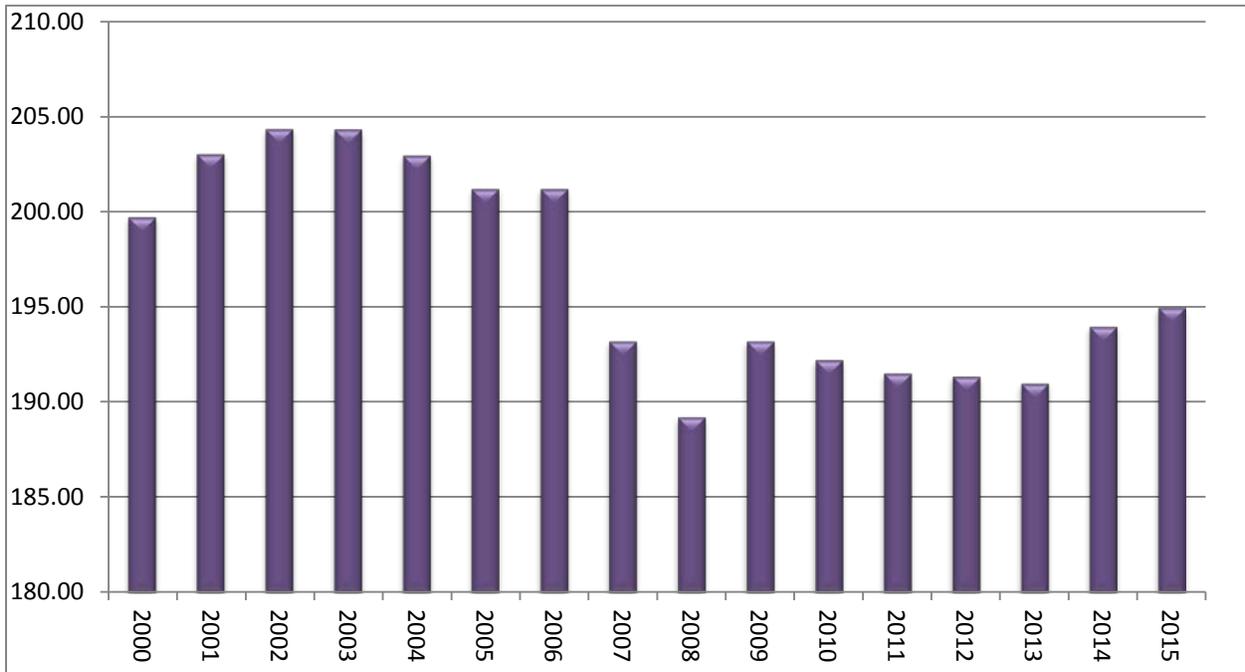
More information on the proposed budget is available in supplemental documents found on our website at [www.ci.marshfield.wi.us](http://www.ci.marshfield.wi.us).

## Full-Time Position Comparison

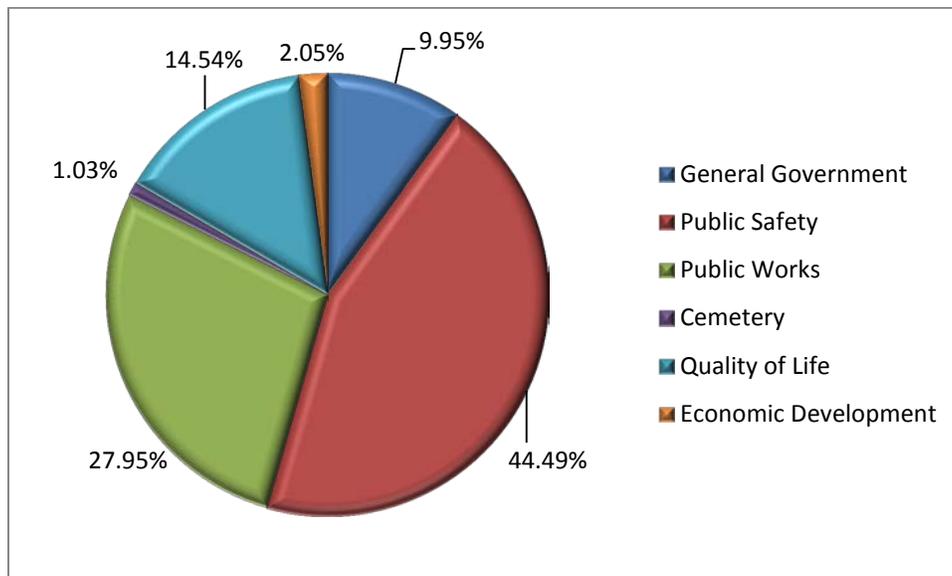
Function/Department	2011 Adopted	2012 Adopted	2013 Adopted	2014 Revised	2015 Rec.	Increase/ (Decrease)
<b>General Government</b>						
Mayor	1.0	1.0	1.0	1.0	1.0	-
Administrator/ Human Resources	2.5	2.5	2.5	2.5	2.5	-
Assessor	4.0	4.0	3.6	3.6	3.6	-
Clerk	2.0	2.0	2.0	2.0	2.0	-
Finance	5.3	5.3	5.3	6.3	6.3	-
Technology	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>4.0</u>	1.0
	17.8	17.8	17.4	18.4	19.4	
<b>Public Safety</b>						
Police	47.0	47.0	47.0	48.0	48	-
Fire and Rescue	28.3	28.3	28.3	28.3	28.3	-
Emergency Medical Services	9.7	9.7	9.7	9.7	9.7	-
Municipal Court	<u>0.75</u>	<u>0.75</u>	<u>.75</u>	<u>.75</u>	<u>.75</u>	-
	85.75	85.75	85.75	86.75	86.75	
<b>Public Works</b>						
Public Works Administration	2.0	2.0	2.0	2.0	2.0	-
Engineering	6.0	6.0	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>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	-
	54.5	54.5	54.5	54.5	54.5	
<b>Cemetery</b>						
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	
<b>Quality of Life</b>						
Library	19.48	19.31	19.35	19.35	19.35	-
Parks & Recreation	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	-
	28.48	28.31	28.35	28.35	28.35	
<b>Economic Development</b>						
Planning & Economic Development	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>4.0</u>	<u>4.0</u>	-
	3.0	3.0	3.0	4.0	4.0	
<b>Total</b>	191.53	191.36	191.00	194.00	195.00	

# Full-Time Position Comparison

## Total City



## 2015 Levels



## FTE Comparison for last 15 years

	<u>2000</u>	<u>2015</u>	<u>Increase/ (Decrease)</u>
General Government			
Mayor	1.2	1.0	(0.20)
Administrator / Human Resources	3	2.5	(0.50)
Assessor	4	3.6	(0.40)
Clerk	2	2.0	0.00
Finance	7.8	6.3	(1.50)
Technology	3	4.0	1.00
Public Safety			
Police*	52	48.0	(4.00)
Fire and Rescue/Emergency			
Medical Services	34	38.0	4.00
Emergency Medical Services	0	9.7	9.70
Municipal Court	0.75	0.8	0.00
Public Works			
Public Works Administration	2	2.0	0.00
Engineering	6	6.0	0.00
Street Services	35	31.0	(4.00)
Wastewater Utility	10.5	10.5	0.00
Building Services and Inspection	6	5.0	(1.00)
Cemetery			
Cemetery			
Quality of Life			
Library	16.49	19.4	2.86
Parks and Recreation	11	9.0	(2.00)
Economic Development			
Planning and Economic Development	1	3.0	2.00

\*This includes a reduction of 8 FTE when local dispatch was moved to Wood County. There has been a net gain of 3 FTE since 2000

## Summary of Full-Time Position Adjustments

## Full-Time Position Comparison

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### Changes approved by Council in 2014

Function/Department	Additions/ (Deletions)	Position Descriptions
Finance Department	1.00 FTE	Accountant
Planning and Economic Development	1.00 FTE	Zoning Administrator
Police Department	1.00 FTE	Drug Enforcement Officer

### Changes Recommended in 2015 Budget

The only staffing change included in the recommended 2015 budget is to add a Support Technician to the Technology Department.

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 \$1,405,306,700; therefore, our statutory debt limit is \$70,265,335. As of January 1, 2015, the outstanding general obligation debt including an additional \$70,000 of debt to be issued in late 2014 for development agreement obligations is estimated to be \$34,385,594. This represents an estimated net legal debt margin of \$35,879,741, or 51% of our maximum statutory debt capacity.

Including the recommended \$5,725,992 in 2015 infrastructure debt shown later in this section, and scheduled 2015 principal payments totaling \$4,238,389, the City's projected outstanding debt as of December 31, 2015 increases to

\$35,873,197. This represents an estimated net legal debt margin of \$34,392,138, or 51% of our maximum statutory debt capacity.

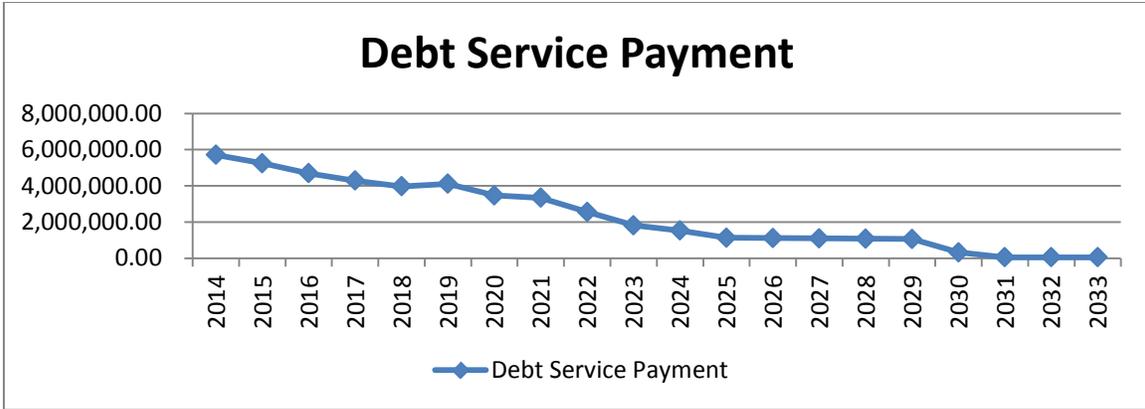
Debt related to the new Library construction project included in the Administrator's Recommended 2015 budget is included to establish full budgetary authority to proceed forward with the project once all Common Council requirements for fund raising have been met. The intent is not to issue the debt in fiscal year 2015, but early 2016 as necessary, utilizing donated and outside funding received for this project first. Therefore, the impact of this additional debt to debt capacity estimates was not included for 2015 analysis purposes.

Schedule of Debt Service Requirements  
Projected as of 10/08/2014

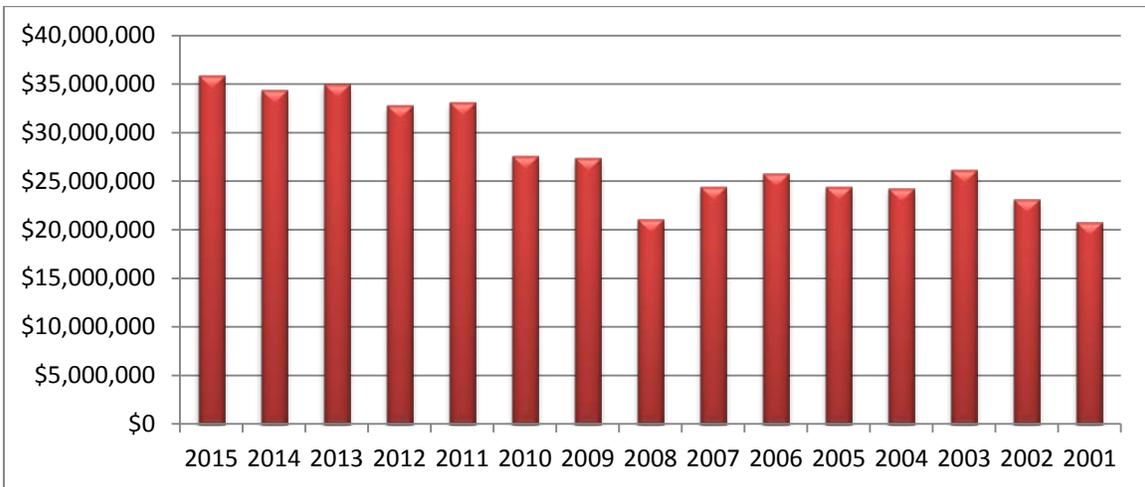
**DEPARTMENT REQUESTED 2015 BUDGET LONG-TERM BORROWING:**

Long-term borrowing for 2015 to finance the following projects, as planned in the City's 2015-2019 Capital Improvement Program and Common Council Adopted Budget:

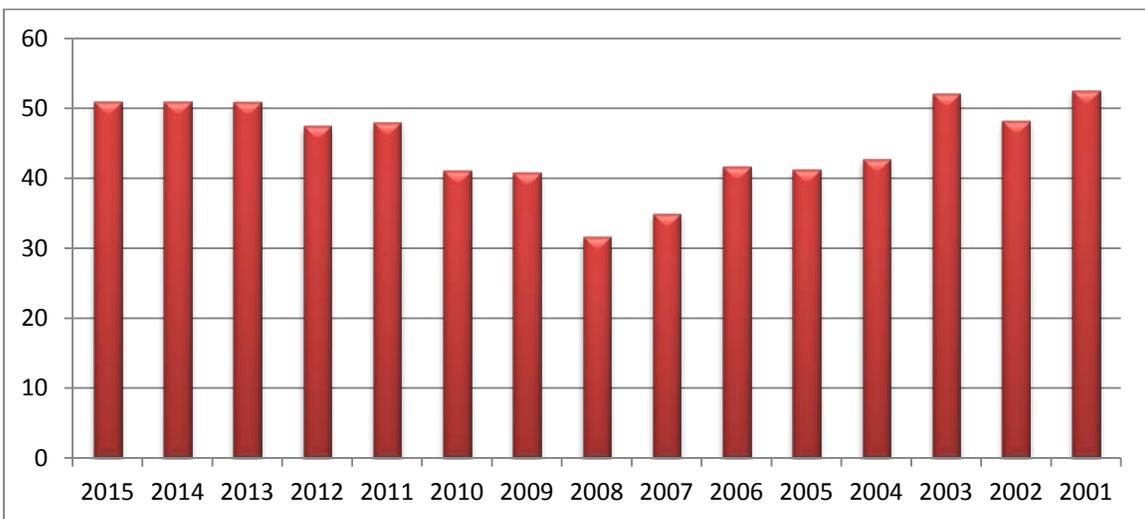
CIP Proj. #	Fund #	Project Description	Cost
EN-B-2195	401	E 29th - Hume to Veterans Parkway - Reconstruct	\$ 135,000
EN-D-2107	401	Asphalt Street Surfacing and Mill In Place - 2015	1,787,380
EN-F-2039	401	Quiet Zone - Railroad Crossing Improvements	55,000
N/A	401	Allocated Debt Issue Expense	20,234
BS-K-3956	405	City Hall Plaza - Stairway Repair and Paint Project	20,000
BS-K-3960	405	City Hall Plaza - 1st Floor Tile Replacement	20,000
UW-K-7326	405	UW - Repair Outdoor Tennis Courts	17,000
UW-K-7327	405	UW - Refurbish 200 ton Laird Chiller	30,000
UW-K-7329	405	UW - Replace/Repair Roof over Music Room	25,000
UW-K-7330	405	UW - Repair Library Roof & Stucco Soffits	8,000
UW-K-7332	405	UW - Replace AHU Chilled Water Coils	20,000
N/A	405	Allocated Debt Issue Expense	1,433
PR-L-1647	420	Wildwood-McMillan Connector Trail	210,000
N/A	420	Allocated Debt Issue Expense	2,149
EN-N-2071	428	TIF #4 - Maple Parking Lot Reconstruction	40,000
EN-C-2129	428	TIF #4 - Maple - Veterans to 6th/Side Streets - St Reconst	2,615,992
EN-N-2131	428	TIF #4 - Maple - Veterans to 6th/Side Streets - Water Reconst	66,000
SW-H-6761	428	TIF #4 - Maple - Veterans to 6th/Side Streets - Storm Water	426,000
N/A	428	Allocated Debt Issue Expense	32,213
PR-L-2861	432	TIF #7 - Hewitt Connector Trail	20,000
N/A	432	Allocated Debt Issue Expense	205
EN-D-2208	434	TIF #9 - Cedar Avenue Asphalt Overlay - Grant to Ives	172,620
N/A	434	Allocated Debt Issue Expense	1,766
N/A	301	Refinancing	0
N/A	301	Allocated Debt Issue Expense	0
			<u>\$5,725,992</u>
<b>Separate Single</b>			
<b>Project Debt Issue</b>			
PL-K-6000	405	Library / Community Center Construction	\$3,000,000
N/A	405	Debt Issue Expense	60,000
			<u>\$3,060,000</u>



Outstanding Debt



Percentage of Statutory Debt Capacity



**Total Revenues (All Funds)**

	2013 <u>Actual</u>	2014 <u>Estimated Budget</u>	2015 <u>Department Request</u>	2015 <u>Administrator's Recommended</u>
<b>FINANCIAL SOURCES</b>				
<i>Local Taxes</i>				
General Property Tax Levy	\$11,869,615	\$12,010,400	\$13,294,569	\$12,129,850
Taxes (Other than General Property)	3,731,654	3,776,347	3,944,239	3,944,239
Special Assessments	266,163	377,500	350,000	350,000
<i>Other Revenues</i>				
Intergovernmental Licenses and Permits	7,864,851	8,021,470	7,775,859	7,861,634
Fines, Forfeits, and Penalties	466,748	400,970	415,400	415,400
Fines, Forfeits, and Penalties	116,607	165,800	167,500	167,500
Public Charges for Services	690,229	602,254	645,999	645,999
Intergovernmental Charges for Services	342,584	204,403	344,186	344,186
Miscellaneous	1,006,634	907,719	1,497,804	5,531,550
Other Financing Sources	9,319,153	7,211,304	9,145,336	12,294,922
<i>Enterprise Revenues</i>				
Wastewater Utility	5,688,202	6,483,570	6,303,198	6,303,198
Emergency Medical Services	1,163,704	1,185,264	1,425,174	1,425,174
Internal Service Fund	2,260,025	1,890,072	1,937,961	1,937,961
Total Revenues	<u>\$44,786,169</u>	<u>\$43,237,073</u>	<u>\$47,247,225</u>	<u>\$53,351,613</u>

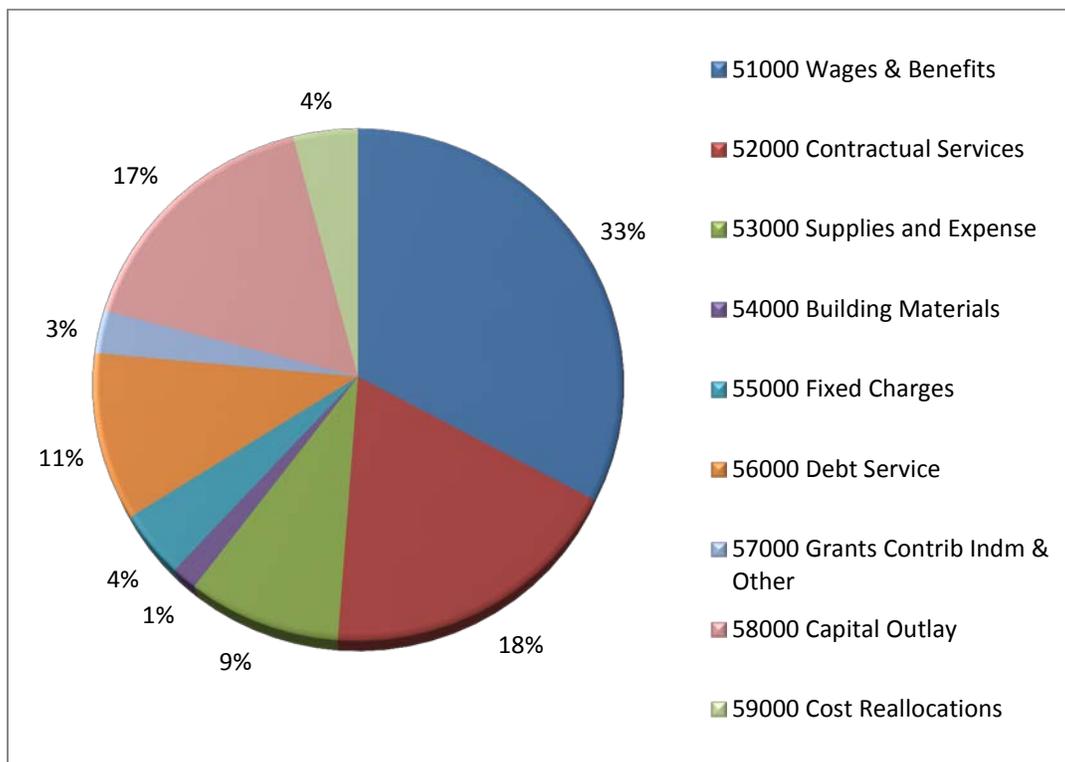
**Total Expenses (All Funds)**

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	2013 Actual	2014 Revised Budget	2014 Estimated Total	2015 Dept Request	2015 Admin Recommend
Public Works	11,490,728	11,852,154	12,059,178	12,109,605	11,954,609
Public Safety	9,108,212	9,031,671	9,114,929	9,191,828	9,460,711
Quality of Life	3,496,755	4,188,096	3,709,139	4,464,145	4,439,668
General Government	2,753,563	2,819,546	2,734,235	2,910,686	2,859,542
Transportation	534,195	672,654	656,121	679,758	679,758
Economic Development	607,679	800,626	690,311	766,733	752,590
Communication	269,278	237,319	226,680	225,577	225,577
Cemetery	169,410	309,864	301,351	201,318	186,701
Debt	5,183,761	4,800,341	5,428,034	4,989,088	4,989,088
Capital Projects	9,443,650	7,498,784	6,922,126	8,611,860	15,018,359
	<u>43,057,231</u>	<u>42,211,055</u>	<u>41,842,104</u>	<u>44,150,598</u>	<u>50,566,603</u>

**Total Expenses (All Funds)**

	2013 <u>Actual</u>	2014 Total <u>Estimated</u>	2015 Department <u>Request</u>	2015 Administrator's <u>Recommended</u>
<b>Expenditures</b>				
51000 Wages & Benefits	\$16,366,664	\$16,322,791	\$16,607,730	\$16,634,442
52000 Contractual Services	8,392,886	7,444,011	9,418,334	9,249,333
53000 Supplies and Expense	4,746,105	4,588,999	4,769,370	4,599,425
54000 Building Materials	1,300,658	790,043	770,567	770,567
55000 Fixed Charges	1,961,392	2,116,865	2,098,477	2,098,477
56000 Debt Service	5,562,338	5,765,172	5,326,340	5,326,340
57000 Grants Contrib Indm & Other	1,149,072	912,367	1,123,870	1,371,370
58000 Capital Outlay	1,472,272	1,197,301	1,990,165	8,455,515
59000 Cost Reallocations	2,105,845	2,704,557	2,045,747	2,061,130
<b>Total Expenditures</b>	<b>\$43,057,232</b>	<b>\$41,842,106</b>	<b>\$44,150,600</b>	<b>\$50,566,599</b>



## 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.

This year's recommended budget includes a \$300,000 shortfall as the result of 2 projects (pet shelter, heroin prevention) the Council added for consideration on September 23<sup>rd</sup>. Staff was directed to include these items in the recommended budget, recognizing that general fund expenses would then exceed revenues by \$300,000, and changes would need to be made at the budget meetings.

**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 100.6% 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 \$11,286,591 or 54.3% of the recommended 2015 General Fund budget. This represents an increase over last year, as the originally adopted 2014 budget showed taxes representing 53.4% of all

2014 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 2015, \$300,000 is projected from this source, representing 1.4% of the General Fund budget.

**INTERGOVERNMENTAL REVENUES** comprise \$7,130,239, or 34.3% of the financing for the recommended 2015 General Fund budget. This amount represents an **increase** of \$184,894 from the adopted 2014 budget, primarily a result of an estimated increase of General Transportation Aids. State-shared revenue is projected to total \$4,391,750 in 2015, which represents 61.6% of all Intergovernmental Revenue and 21.1% of the entire 2015 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, \$401,918 is projected to be received from the State of Wisconsin in 2015 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 \$709, or 0.2%, from the 2014 revised amount.

Revenues from **LICENSES AND PERMITS** are projected to finance \$190,400 or 0.9% of the recommended 2015 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 2015, this revenue category is expected to yield \$167,500, 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 \$575,499, 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 2015, these revenues are estimated to produce \$116,605, 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 2015, \$524,534 of miscellaneous revenue is projected, or 2.5% of the recommended General Fund budget.

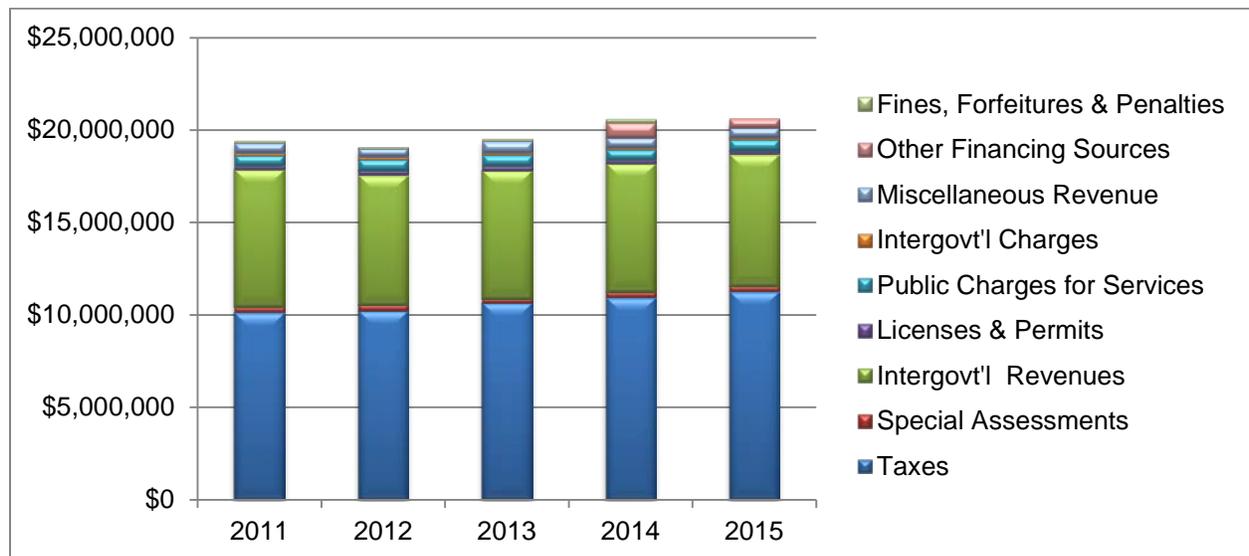
**OTHER FINANCING SOURCES** include transfers from other funds to offset those expenditures that are borne by general property taxes in the General Fund and undesignated/designated fund balances applied. These monies, totaling \$502,004, represent residual cash from excess revenues and unexpended expenditures from prior year budgets and monies specifically designated for certain projects. This appropriation of cash represents 2.4% of the recommended 2015 General Fund budget.

In summary, the recommended 2015 General Fund budget of \$20,793,372 is financed from the following sources:

## General Fund Summary

### Revenues

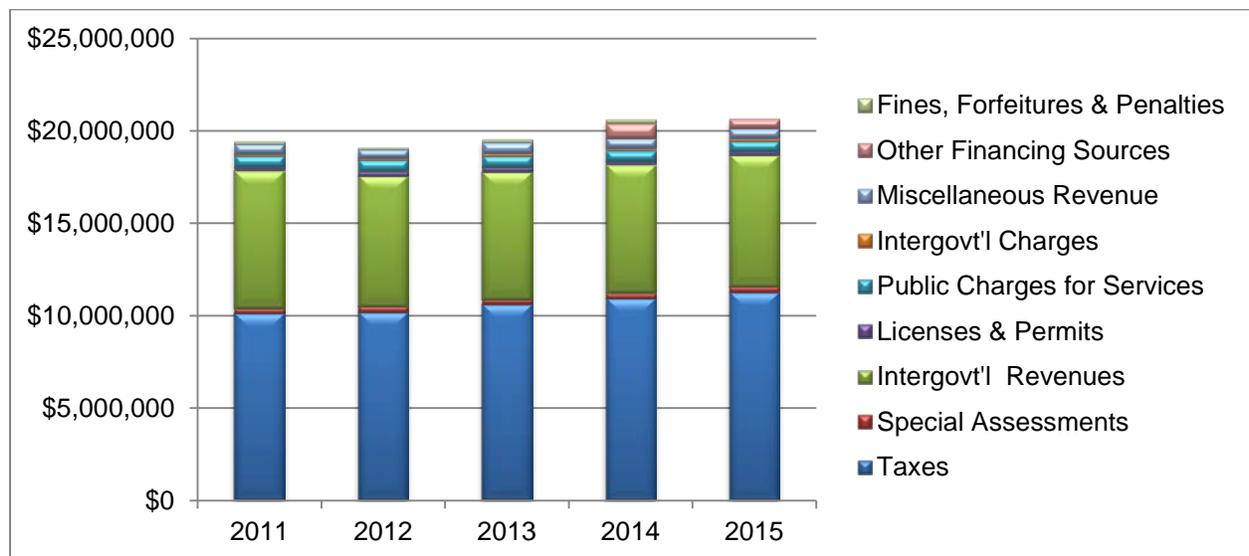
	2013 Actual	2014 Adopted Budget	2015 Administrator's Recommended
Taxes	\$10,645,366	\$11,013,255	\$11,286,591
Special Assessments	252,962	300,000	300,000
Intergovernmental Revenue	6,916,259	6,945,345	7,130,239
Licenses and Permits	245,851	175,000	190,400
Fines, Forfeitures Penalties	116,607	173,000	167,500
Public Charges for Services	604,947	574,493	575,499
Intergovernmental Charges	128,825	104,665	116,605
Miscellaneous Revenue	597,968	538,655	524,534
Other Financing Sources	1,639	811,737	502,004
	<u>\$19,510,424</u>	<u>\$20,636,150</u>	<u>\$20,793,372</u>



## General Fund Summary

### Expenses

	2013 Adopted Budget	2014 Adopted Budget	2015 Administrator's Recommended
Wages & Benefits	\$13,292,743	\$13,324,391	\$13,624,624
Contractual Services	3,112,128	3,427,590	3,412,612
Supplies & Expense	2,490,475	2,438,086	2,440,463
Building Materials	420,133	457,599	471,832
Fixed Charges	303,066	397,096	391,886
Other	109,601	330,709	527,935
Capital Outlay	211,258	260,682	224,017
	<u>\$19,939,404</u>	<u>\$20,636,153</u>	<u>\$21,093,369</u>



## General Fund Summary

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	2013 <u>Actual</u>	2014 Adopted Budget	2014 Revised Budget	2015 Administrator's Recommended
General Government	\$2,993,357	\$3,363,165	\$3,251,155	\$3,265,466
Public Safety	8,091,025	8,090,614	8,090,614	8,505,498
Public Works	5,158,213	5,181,053	5,181,053	5,304,345
Health and Human Services	186,315	189,249	189,249	198,578
Culture, Recreation, and Education	3,057,726	3,189,212	3,189,212	3,224,129
Conservation and Development	424,037	622,860	654,270	579,970
Capital Outlay	0	0	0	0
Debt Service	0	0	0	0
Other Financing Sources	<u>28,731</u>	<u>0</u>	<u>30,600</u>	<u>15,383</u>
Total Revenues	<u>\$19,939,404</u>	<u>\$20,636,153</u>	<u>\$20,586,153</u>	<u>\$21,093,369</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 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/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**

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On April 8, 2014 the Common Council approved the following projects for year 2015 in the 2015-2019 CIP

**Borrowed - Taxes on Incremental Value**

EN-C-2129	Engineering	Maple Ave - Veterans to 6th & Side Streets - Reconstruction	\$3,101,000
EN-N-2071	Engineering	4th & Maple Parking Lot - Reconstruction	40,000
PL-N-6010	Planning and Economic Development	Mill Creek Business Park Entrance Sign	40,000
PR-L-2861	Parks and Recreation	Hewitt Connector Trail	20,000

**Borrowed - Nonrecurring Projects**

PL-K-6000	Planning and Economic Development	Library & Senior Community Center Project	3,000,000
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**Borrowed Funds - Recurring Projects**

BS-K-3958	Building Services	City Hall Plaza Basement Air Handler Replacement	20,000
EN-B-2195	Engineering	E 29th - Hume to Veterans Parkway - Reconstruct	135,000
EN-D-2107	Engineering	Asphalt Street Surfacing & Mill-in-Place - 2015	1,725,000
EN-F-2039	Engineering	Quiet Zone - Railroad Crossing Improvements	55,000
PR-L-1647	Parks and Recreation	Wildwood-McMillan Connector Trail	350,000
PR-L-2824	Parks and Recreation	Wildwood Zoo Storage/Maintenance Building	215,000

**Donations/Private Funds**

PR-L-1647	Parks and Recreation	Wildwood-McMillan Connector Trail	109,000
PR-L-2861	Parks and Recreation	Hewitt Connector Trail	9,000

**Fees - Wastewater Utility**

EN-C-2129	Engineering	Maple Ave - Veterans to 6th & Side Streets - Recon	130,000
EN-J-1796	Engineering	Sanitary Sewer Lining - City Wide	609,000
EN-J-2118	Engineering	Palmetto Ave - Depot to Blodgett - Sanitary Sewer	84,000

**Non-Local Revenue**

PR-L-2861	Parks and Recreation	Hewitt Connector Trail	92,000
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**Operating Funds**

BS-K-3927	Building Services	City Hall Plaza Access Control System	78,000
BS-K-3950	Building Services	City Hall Plaza Penthouse Electrical Upgrade	25,000
BS-K-3956	Building Services	City Hall Plaza Stairway Repair & Paint Project	20,000
BS-K-3960	Building Services	City Hall Plaza 1st Floor Tile Replacement	20,000

## Capital Improvement Program

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EN-D-2107	Engineering	Asphalt Street Surfacing & Mill-in-Place - 2015	234,000
EN-N-2119	Engineering	Sidewalk Reconstruction - 2015 Ordered Repairs	30,000
FG-K-5600	Fairgrounds	Fairgrounds - Round Barn Improvements	25,000
UW-K-7300	UW Marshfield/Wood County	Overhead Entrance Canopy/Doors	9,000
UW-K-7308	UW Marshfield/Wood County	Replacement of gymnasium floor	9,000
UW-K-7314	UW Marshfield/Wood County	Repair of Campus sidewalks	13,000
UW-K-7326	UW Marshfield/Wood County	Repair Outdoor Tennis Courts	12,000
UW-K-7327	UW Marshfield/Wood County	Refurbish the 200 ton chiller in Laird	30,000
UW-K-7328	UW Marshfield/Wood County	Repave 7th Street Entrance	8,000
UW-K-7329	UW Marshfield/Wood County	Replace/Repair Roof over Music Room	25,000
UW-K-7330	UW Marshfield/Wood County	Repair Library roof and repair stucco soffits	25,000
UW-K-7331	UW Marshfield/Wood County	Replace Roof Top Condensers	25,000
UW-K-7332	UW Marshfield/Wood County	Replace AHU Chilled Water Coils	20,000
<b>Room Tax</b>			
PR-L-1647	Parks and Recreation	Wildwood-McMillan Connector Trail	40,000
PR-L-2824	Parks and Recreation	Wildwood Zoo Storage/Maintenance Building	140,000

## Capital Improvement Program

The following projects have been modified in the 2015 recommended Budget.

		<u>Deleted</u>	<u>Decreased</u>	<u>Added</u>	<u>Increased</u>
EN-D-2107	Asphalt Street Surfacing & Mill-in-Place - 2015 (a)		\$322,620	\$150,000	
PL-K-6000	Library & Senior Community Center Project				\$4,000,000
BS-K-3927	CH Plaza Access Control System	\$78,000			
BS-K-3950	CH Penthouse Electrical Upgrade	25,000			
BS-K-3958	CH Basement Air Handler Replacement	20,000			
UW-K-7300	UW Construction of Weather Protection Area	9,000			
UW-K-7308	UW Replace Gymnasium Floor		2,500		
UW-K-7314	UW Repair of Campus Sidewalks		1,500		
UW-K-7326	UW Repair Outdoor Tennis Courts				5,000
UW-K-7328	Repave 7th Street Entrance				<u>2,500</u>
UW-K-7330	Repair Library Roof and Stucco Soffits		12,500		
UW-K-7331	Replace Roof Top Condensers	25,000			
UW-K-7333	UW HVAC Monitor System (b)	20,000		20,000	
UW-K-7334	UW Replace Sewage Pumps		<u>2,500</u>		
PR-L-2824	Wildwood Zoo Maintenance Building	355,000			
EN-D-3122	Cedar Avenue asphalt resurfacing - Ives to Grant (c)			172,620	
CM-N-4403	Vaughn, Hansen Chapel Project (d)	<u>30,000</u>		30,000	
EN-D-3122	Gust Property Clean-up			<u>25,000</u>	
	Totals	<u>\$562,000</u>	<u>\$341,620</u>	<u>\$397,620</u>	<u>\$4,007,500</u>

(a) \$150,000 was requested to be added by the Board of Public Works on July 22nd. The Reduction represents removing this amount, plus shifting \$17,620 for the Cedar Avenue asphalt resurfacing project to TIF District #9.

(b) This project was added for consideration by UW after the City's approval of the CIP in April, but they have now asked that it be removed from the list.

(c) As noted in item (a) above, this is being relocated from the general asphalt overlay budget to TIF District #9.

(d) This project was added by the Board of Public Works during 2014, but they have directed that it be delayed for one year to allow citizens a chance to develop a plan and to raise the necessary funding.

## 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 2014 projects totaling \$2,209,429, including the following:

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

Asphalt Paving and Mill-in-Place, EN-D-2107	\$1,786,997
Overlay	
29 <sup>th</sup> Street – Central to Peach	
Blodgett St. – Central to Maple	
Blodgett St. – Maple to Peach	
Cleveland St. – Central to Maple	
Vine Ave. – Arnold to Doege	
Mill-In-Place	
12 <sup>th</sup> St. – Maple to Cedar	
28 <sup>th</sup> Street – Felker to Washington	
Apple Ave – 9 <sup>th</sup> to 15 <sup>th</sup>	
Apple Ave. – 15 <sup>th</sup> to 17 <sup>th</sup>	
Ash Ave - - Arnold to Doege	
Cedar Ave. – Arnold to Blodgett	
Cherry Ave. – Arnold to Cleveland	
Cherry Ave. – Cleveland	
Felker Ave. – 29 <sup>th</sup> to 27 <sup>th</sup> (extended)	
Maple Ave. – 9 <sup>th</sup> to 14 <sup>th</sup>	
Wildwood Ct – Locust to Locust	
E. 29 <sup>th</sup> – Hume to Veterans Parkway (EN-B-2195)	135,000
<b>Pits and Quarries (5358032)</b>	<b>88,531</b>
<b>Traffic Control (5733431)</b>	
Quite Zone Modifications (EN-F-2039)	55,000
McMillan/St. Joseph intersection study	5,000
<b>City Planner/Econ Developer (5690170)</b>	
GIS Projects	118,667
<b>Debt Issue Expense (5829108)</b>	<u>20,234</u>
<b>Total Infrastructure Construction Fund (#401)</b>	<b><u>\$2,209,429</u></b>

The **General Public Facilities Fund (#405)** includes appropriations for certain recommended projects in 2014 totaling \$7,241,933, including the following:

<b>Urban Development (5662070)</b>	
Blue Sky Development (PL-K-6000)	\$7,000,000
<b>City Hall (5574023)</b>	
City Hall Plaza Stairway Repair and Paint Project (BS-K-3956)	20,000
City Hall Plaza 1 <sup>st</sup> Floor Tile Replacement (BS-K-3960)	20,000

## Capital Projects Summary

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### **UW Marshfield/Wood County Campus (5765064)**

Replacement of gymnasium floor (UW-K-7308)	6,500
Repair of Campus sidewalks (UW-K-7314)	11,500
Repair Outdoor Tennis Courts (UW-K-7326)	17,000
Refurbish 200 ton Laird Chiller (UW-K-7327)	30,000
Repair 7 <sup>th</sup> Street Entrance (UW-K-7328)	10,500
Replace/Repair Roof over Music Room (UW-K-7329)	25,000
Repair Library roof and repair stucco soffits (UW-K-7330)	12,500
Replace AHU Chilled Water Coils (UW-K-7332)	20,000
Replace Sewage Pumps	7,500

**Debt Issue Expense (55829108)** 61,433

**Total General Public Facilities Fund** **\$7,241,933**

The **Airport Outlay Fund (#415)** includes appropriations total \$10,000 for the following:

### **Airport Outlay (5735133)**

Replace MALSRs (AI-N-3812)	<u>\$10,000</u>
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**Total Airport Outlay Fund** **\$10,000**

The **Parks & Recreation Capital Project Fund (#420)** includes appropriations totaling \$483,278 for the following:

### **Parks Outlay (762061)**

Wildwood Station McMillan Marsh Trail (PR-L-1647)	\$431,198
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### **Other Culture & Recreation Outlay (5763062)**

Round Barn Improvements (FG-K-5600)	3,800
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**Debt Issue Expense (5829108)** 2,149

**Debt Service Fund Transfer (5900008)** 46,131

**Total Parks & Recreation Capital Project Fund** **\$483,278**

Capital Projects Summary

The 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. 7 Fund (Yellowstone Industrial Park) and Tax Incremental District No. 9 (Central Avenue & Ives Street), were established to receive tax increments resulting from increased valuation of properties above the base value established when the TIF districts were created. The tax increment is applied to the principal and interest obligations on debt incurred from development agreements. The tax increment also pays for the annual audit cost of these TIF districts.

Appropriations to these budgets are as follows:

**TID #2 (Purdy Project – Fund #426)**

Audit/TIF Review Services & WI DOR Fee \$369

**TOTAL \$369**

**TID #4 (Downtown – Fund #428)**

Audit/TIF Review Services & WI DOR Fee \$515  
 4<sup>th</sup> Street Maple Ave. Parking Lot (EN-N-2071) 40,000  
 Maple Ave – Veterans to 6<sup>th</sup> St. and Side Streets (EN-C-2129) 2,615,994  
 Maple Ave – Veterans Parkway to 6<sup>th</sup> 426,000  
 Maple Ave. – Veterans Pkwy to 6<sup>th</sup> St. and Side Streets 66,000  
 Debt Issue Expense 32,213  
 Transfer to Debt Service Fund 793,800

**TOTAL \$3,974,522**

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

Audit/TIF Review Services & WI DOR Fee \$515  
 Transfer to Debt Service Fund 652,570

**TOTAL \$653,085**

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

Audit/TIF Review Services & WI DOR Fee \$515  
 Gust Property Cleanup 25,000  
 Hewitt Connector Trail 17,000  
 Debt Issue Expense 205  
 Transfer to Debt Service Fund 224,122

**TOTAL \$266,842**

**TID #9 (Central Avenue & Ives Street – Fund #434)**

Cedar Ave. Ives to Grant Asphalt Overlay (EN-D-3122) \$172,620  
 Audit/TIF Review Services & WI DOR Fee 369  
 Debt Issue Expense 1,766  
 Transfer to Debt Service Fund 4,146

**TOTAL \$178,901**

## Debt Service

The Debt Service Fund is used to accumulate funds for payment of principal and interest payments for General Obligation Debt and other debt. Does not include debt service payments recorded within activities of the Internal Service Fund and Enterprise Type Funds.

### DEBT SERVICE FUND REVENUES

The 2015 Debt Service Fund budget includes \$4,989,088 in revenues consisting of:

- \$2,703,553 Tax Levy
- \$1,720,769 TIF transfers
- \$300,000 Fund Balance Applied
- \$140,026 Net Build America Bond IRS Refunds
- \$124,740 Marshfield Utilities/CDA WI Retirement System Refunding debt payments
- \$46,131 Fairgrounds debt payment

### DEBT SERVICE FUND EXPENDITURES

#### DEBT SERVICE PAYMENTS

The sum of \$4,987,663 is needed in order to meet 2015 principal and interest payments on outstanding debt:

- \$4,042,350 for principal
- \$945,313 for interest

The internal service fund and enterprise funds are responsible for their portions of total general obligation debt service as well as other forms 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 2015 debt service funds. Instead, the estimated cost of borrowing (\$58,000) is planned to come from initial borrowing proceeds which is allocated to the various capital project funds benefiting from the debt proceeds.

#### FISCAL CHARGES

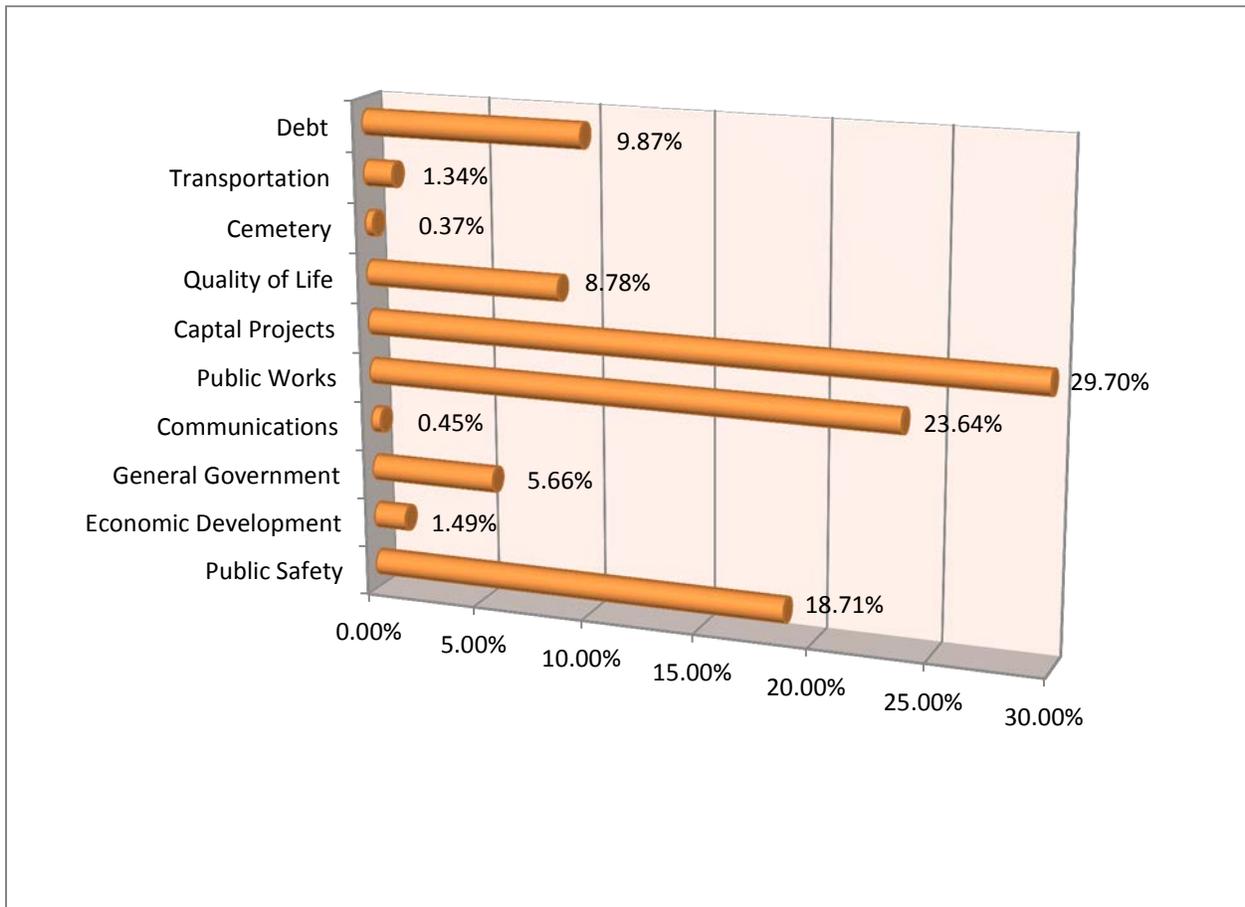
This is for fees and expenses charged by fiscal agents to retire bonds, notices, and coupons. The recommended 2015 budget is \$1,425.

**Debt Service Summary**

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$5,183,761</u>	<u>\$4,800,341</u>	<u>\$5,428,034</u>	<u>\$4,989,088</u>

## 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.

<b>Summary of Services Provided</b>	
<b>Public Works Administration</b>	
	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.
<b>Building Services Division</b>	
	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.
<b>Engineering Division</b>	
	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**

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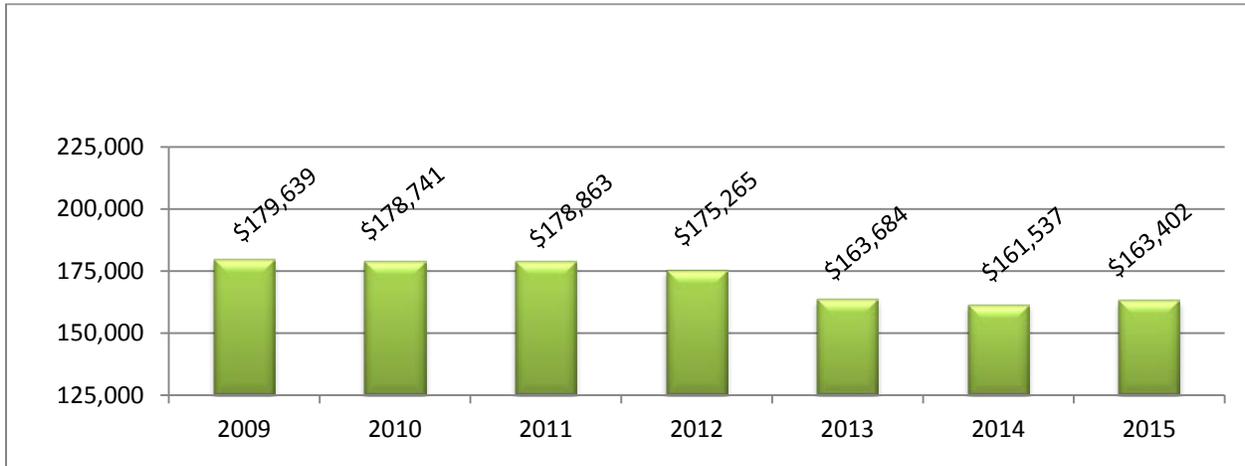
Provides support to other City departments and government agencies.
Reviews individual and large scale developments for compliance with City codes and standards.
Administers a permit system for work in the public right-of-way as well as issues permits for curb cuts, road closures oversize/overweight vehicles and other permits as needed.
Maintains public works records.
<b>Wastewater Utility</b>
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.
<b>Street Division</b>
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.
<b>Vehicle and Equipment Internal Service Fund</b>
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**

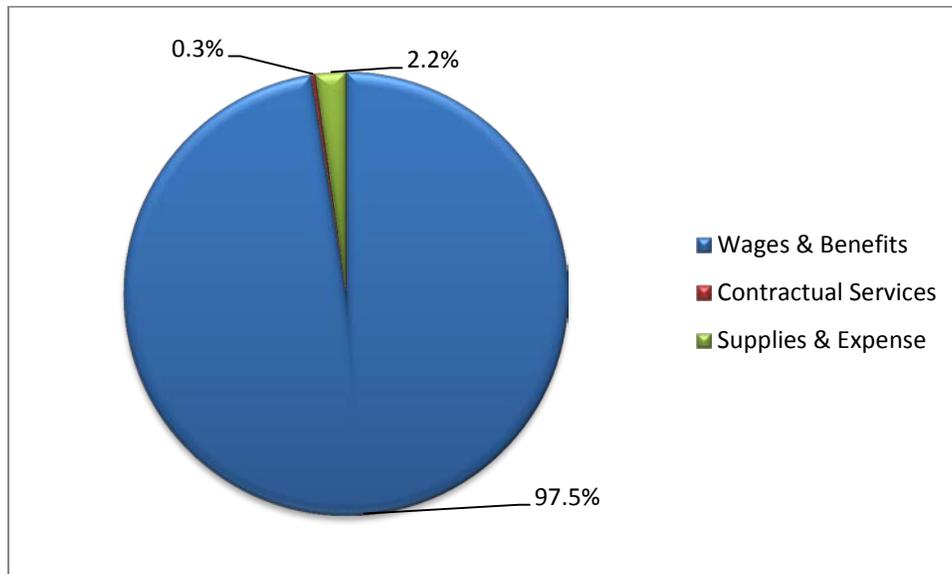
1015311030

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$163,684</u>	<u>\$161,536</u>	<u>\$161,537</u>	<u>\$163,402</u>
Full-Time Positions	2	2	2	2

Expenditures History/Projections



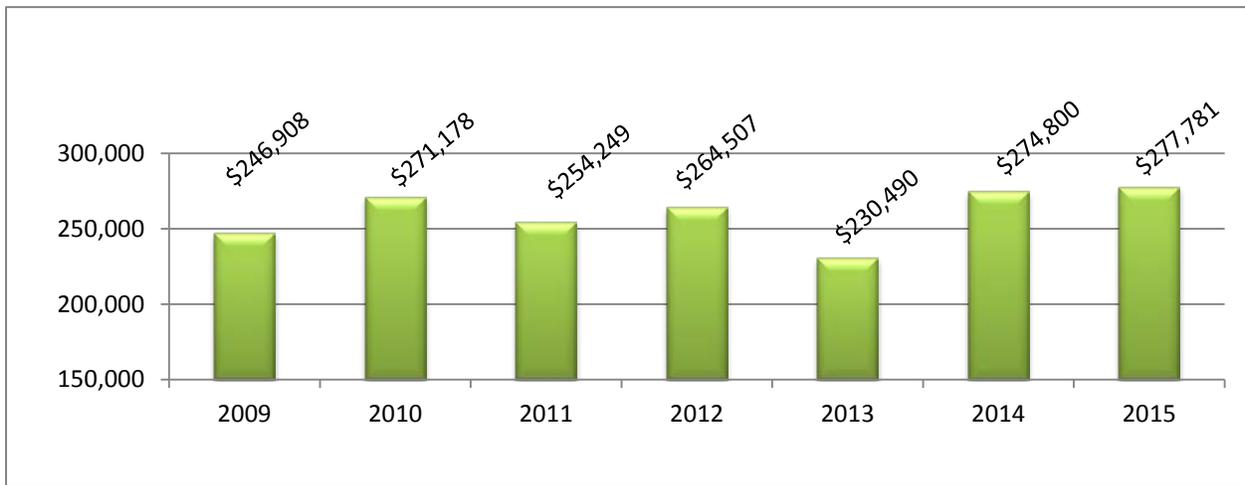
2015 Recommended Budget



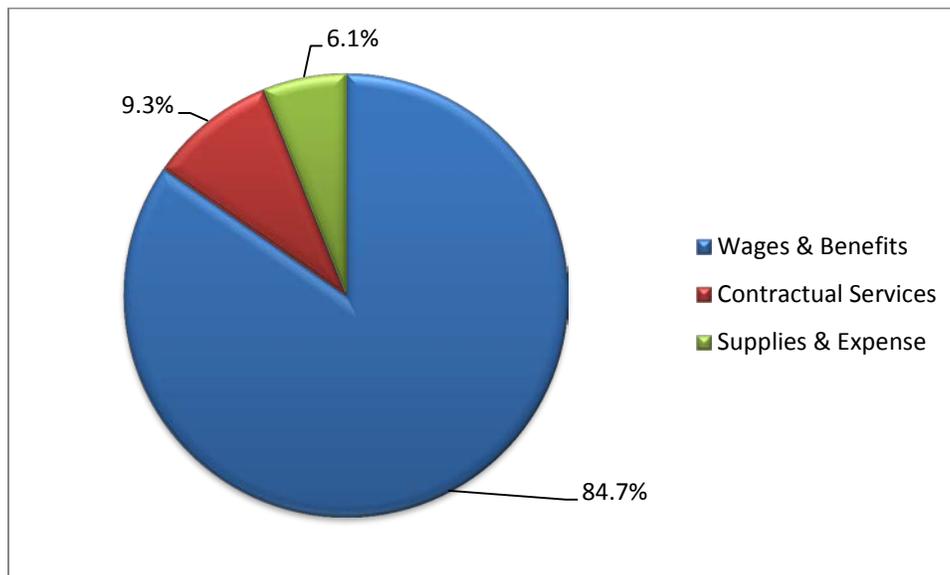
**Engineering Budget Summary**

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Engineering Administration, 1015312031	\$230,490	\$245,215	\$244,992	\$247,780
New Sidewalk O/L W/O St Recon, 1015343231	<u>0.0</u>	<u>\$29,809</u>	<u>\$29,808</u>	<u>\$30,001</u>
Operating Expenditure Total	<u>\$230,490</u>	<u>\$275,024</u>	<u>\$274,800</u>	<u>\$277,781</u>
Full-Time Positions	6	6	6	6

Expenditure History/Projections



2015 Recommended Budget

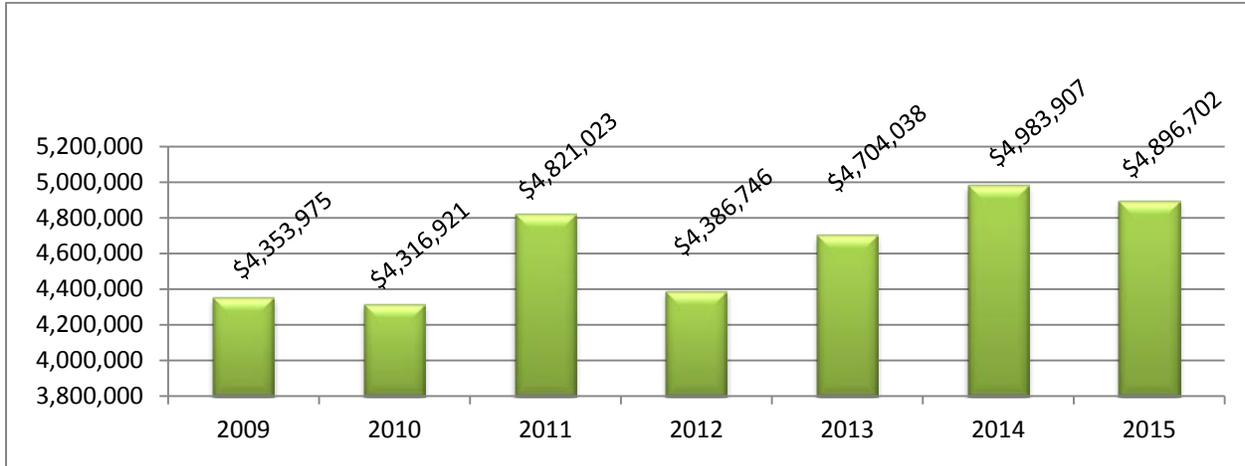


**Street Division Budget Summary**

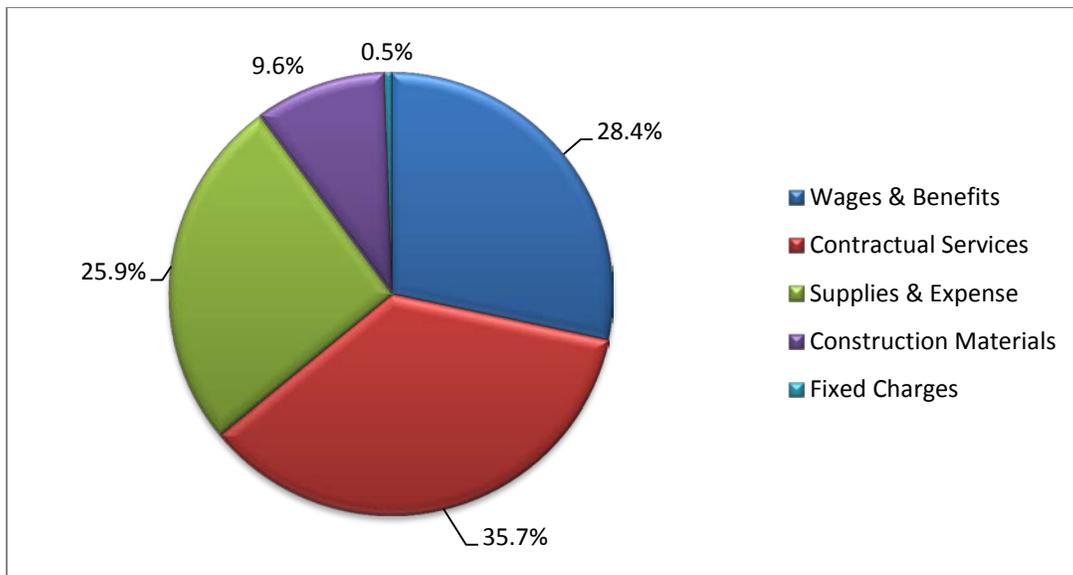
	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Street Div. Administration, 1015315032	\$109,140	\$108,914	\$110,095	\$100,050
Hwy/Street Main., 1015331132	1,149,079	1,264,402	1,272,446	1,275,746
Snow & Ice Control, 1015331232	1,278,273	963,489	1,091,867	1,029,101
Hwy/Street Cleaning, 1015331332	157,583	176,544	176,543	177,248
Traffic Control O & M, 1015331432	174,980	146,443	146,443	188,721
Street Lighting, 1015342030	210,318	215,000	225,000	225,000
Sidewalk Maint. & Rpr w/St Recon., 1015343132	73,983	89,148	92,697	101,796
Storm Sewer Management, 1015344132	445,333	613,510	621,233	581,062
Parking Facilities, 1015345032	122,192	97,030	118,492	101,528
Refuse/Garbage Pickup/Disposal, 1015362032	507,170	527,385	527,448	542,775
Recycling, 1015363532	364,341	376,917	377,143	381,530
Christmas Decorations, 1015534132	10,743	23,383	23,384	23,131
Parades, Holidays & Signs, 1015534232	9,264	11,839	11,839	11,219
Forestry, 1015690532	<u>91,639</u>	<u>188,981</u>	<u>189,277</u>	<u>157,795</u>
Operating Expenditure Total	<u>\$4,704,038</u>	<u>\$4,802,985</u>	<u>\$4,983,907</u>	<u>\$4,896,702</u>
Full-Time Positions	31	31	31	31

### Street Division Budget Summary

Expenditures History/Projections



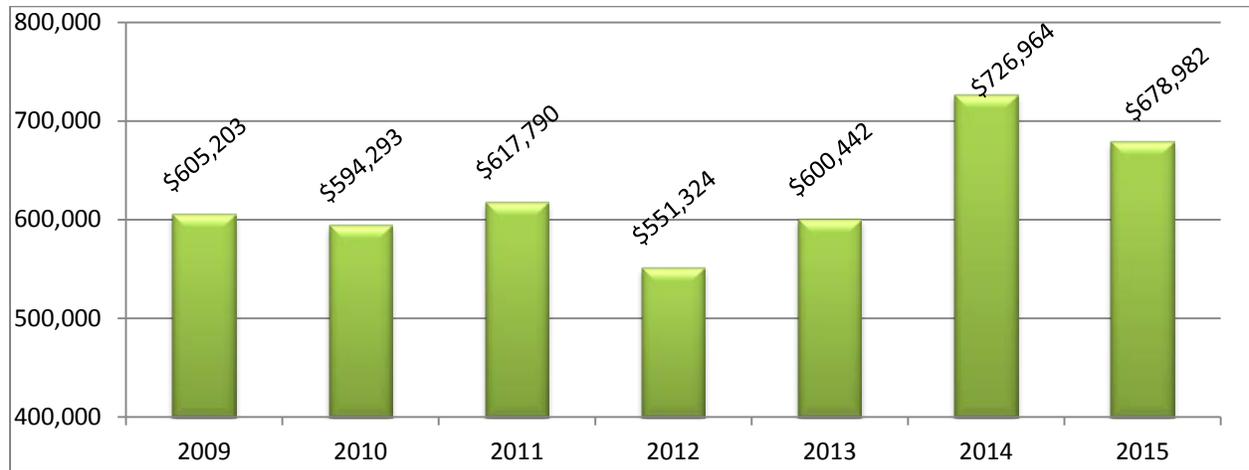
2015 Recommended Budget



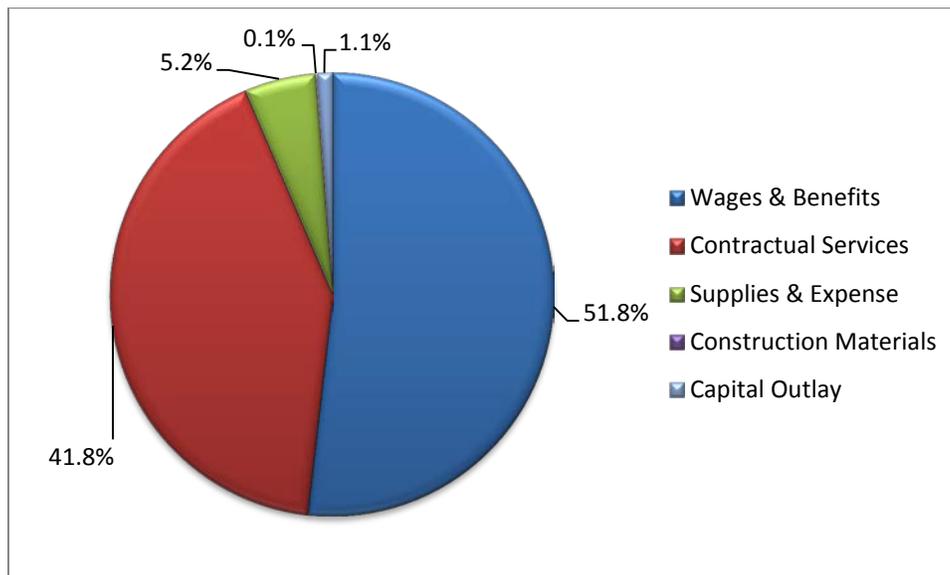
**Building Services Division Budget Summary**

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Building Services, 1015241023	\$246,057	\$303,749	\$331,032	\$307,170
Plumbing Inspector, 1015241135	38,155	38,336	38,336	38,733
City Hall Plaza, 1015162023	<u>316,230</u>	<u>357,590</u>	<u>357,596</u>	<u>\$333,079</u>
Operating Expenditure Total	<u>\$600,442</u>	<u>\$699,675</u>	<u>\$726,964</u>	<u>\$678,982</u>
Full-Time Positions	5	5	5	5

Expenditure History/Projections



2015 Recommended Budget

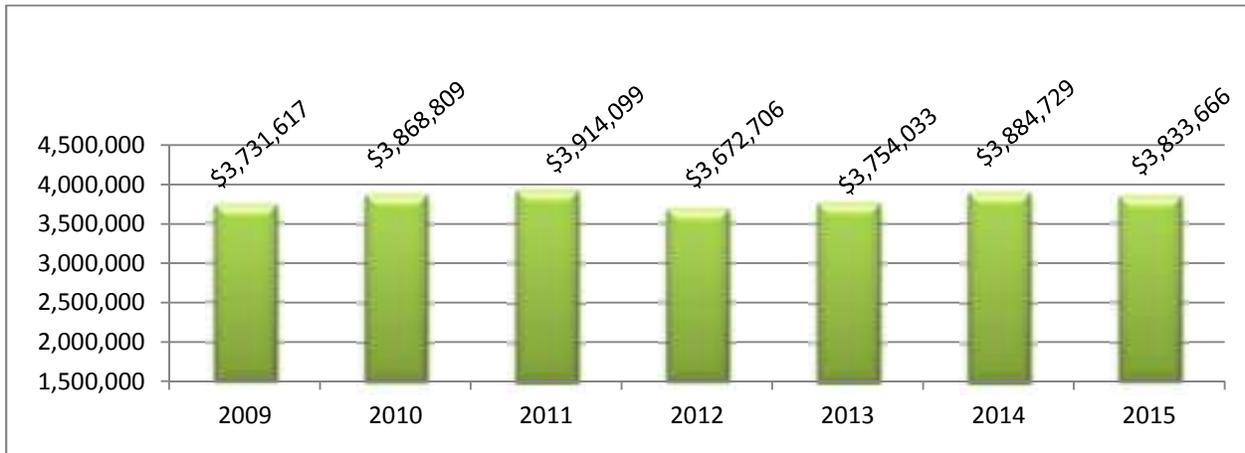


**Wastewater Budget Summary**

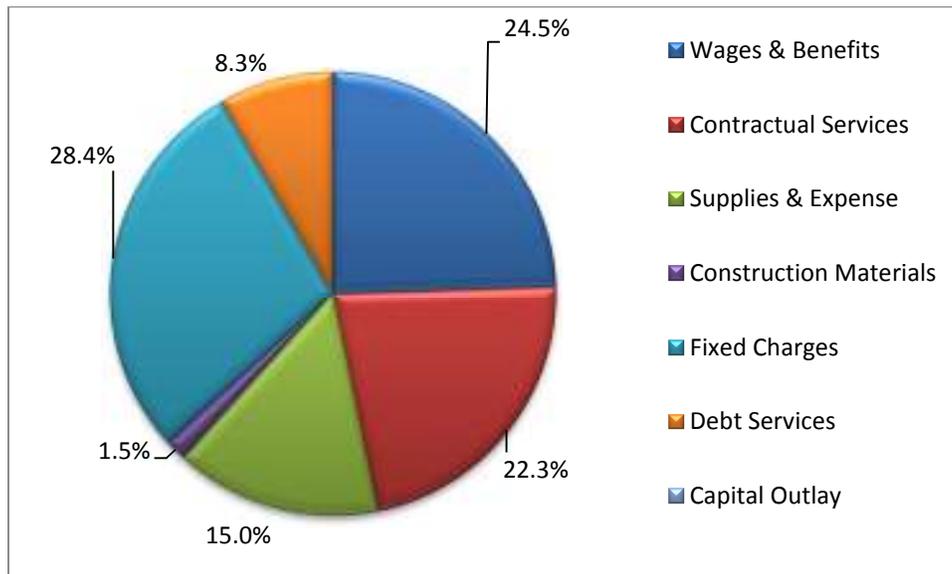
All 601 funds

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$3,754,033</u>	<u>\$3,828,028</u>	<u>\$3,884,729</u>	<u>\$3,833,666</u>
Full-Time Positions	10.5	10.5	10.5	10.5

Expenditures History/Projections



2015 Recommended Budget



**Capital Outlay Purchases**

Collection System Maintenance

EN-J-1796, City Wide Lining	\$227,000
EN-J-2078, N. Ash Ave. – Arnold to Cleveland	235,000
EN-D-2111, Maple Ave – Veterans to 6 <sup>th</sup>	123,000
EN-J-2079, N. Cherry Ave – Cleveland to Edison	180,000
EN-J-2202, Cedar Ave. – Arnold to Blodgett	<u>60,000</u>
	<u>\$825,000</u>

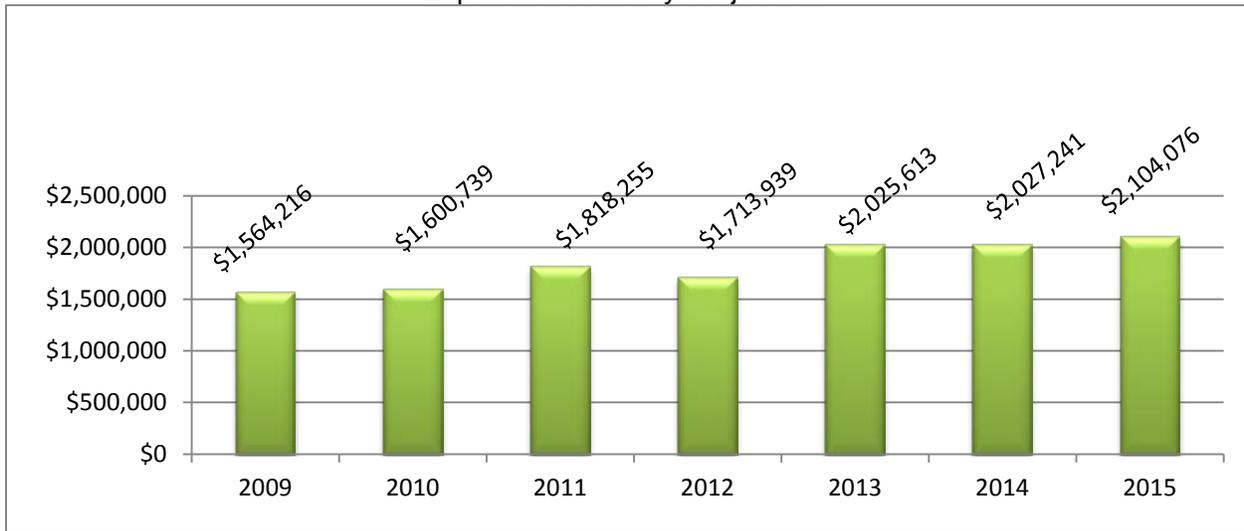
Life Station Rebuild

WW-M-7402, 8 <sup>th</sup> Street Life Station Replacement Engineering only	\$ 2,857
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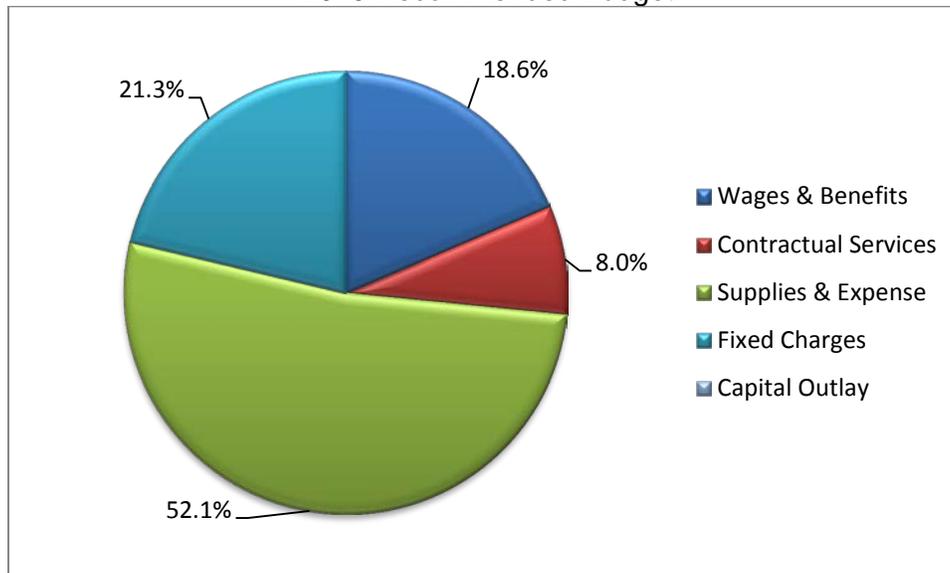
**Vehicle & Equipment Internal Service Fund Budget Summary**

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Building and Shop Operations, 7015149137	\$121,061	\$166,700	\$167,381	\$130,745
Machinery Operations, 7015149237	1,088,026	998,671	998,826	1,070,097
Gas and Diesel Fuel, 7015149337	447,884	450,234	450,234	486,234
Depreciation, 7015366508	<u>368,642</u>	<u>469,300</u>	<u>410,800</u>	<u>417,000</u>
Operating Expenditure Total	<u>\$2,025,613</u>	<u>\$2,084,906</u>	<u>\$2,027,241</u>	<u>\$2,104,076</u>

Expenditure History/Projections



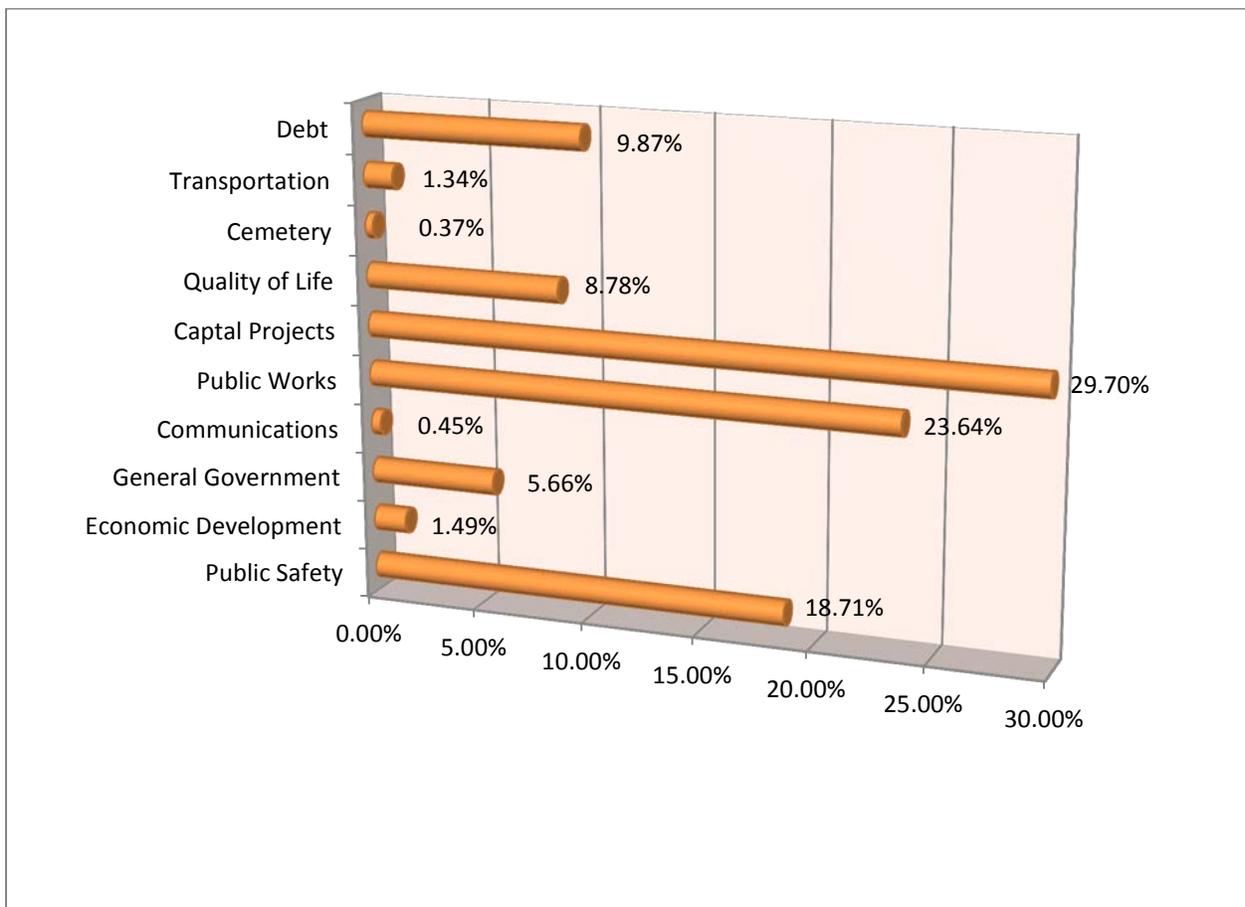
2015 Recommended Budget



**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

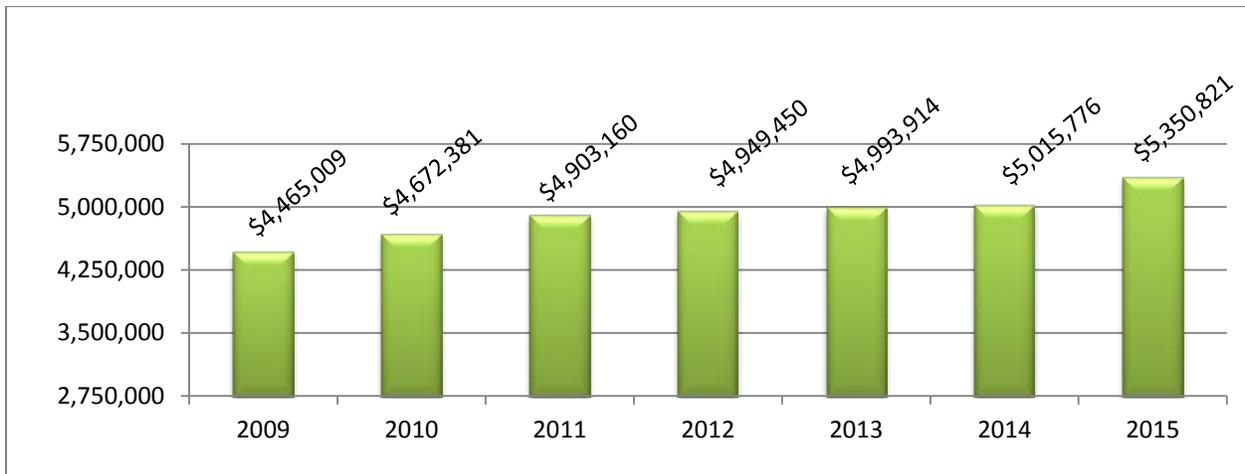
The Marshfield Police Department is a professional law enforcement organization committed to providing the community the most modern and efficient crime prevention, detection services, ordinance enforcement, emergency management, and school crossing guard program possible.

<b>Summary of Services Provided</b>	
<b>Law Enforcement</b>	
	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).
<b>Ordinance Control</b>	
	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.
<b>School Crossing Guards</b>	
	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.

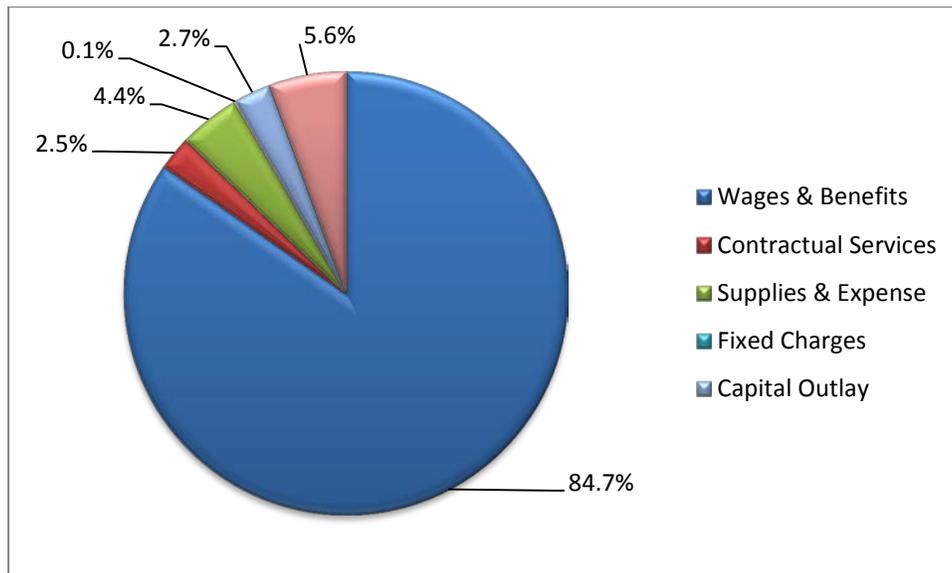
**Police Budget Summary**

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Law Enforcement, 1015211020	\$4,761,135	\$4,694,706	\$4,782,848	\$4,844,500
Ordinance Control, 1015213020	169,942	167,759	167,356	443,221
School Crossing Guards, 1015214020	<u>62,837</u>	<u>63,063</u>	<u>65,572</u>	<u>63,100</u>
Operating Expenditure Total	<u>\$4,993,914</u>	<u>\$4,925,528</u>	<u>\$5,015,776</u>	<u>\$5,350,821</u>
Full-time Positions	47	48	48	48

Expenditures History/Projections



2015 Recommended Budget



## Fire & Rescue Department

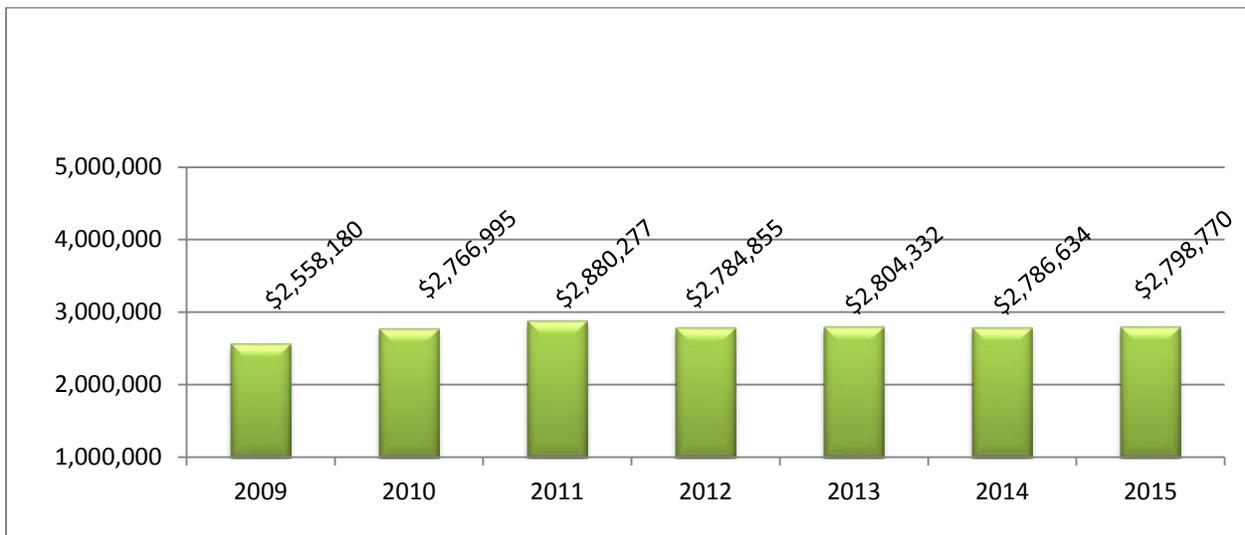
The Fire and Rescue Department's responsibilities include emergency response for the purpose of rescuing endangered persons, combatting and suppressing fires, and the mitigation/intervention of hazardous material release for all who live, work, visit or invest in the City of Marshfield and surrounding 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.

<b>Summary of Services Provided</b>	
<b>Fire Prevention</b>	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.
<b>Fire Protection</b>	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

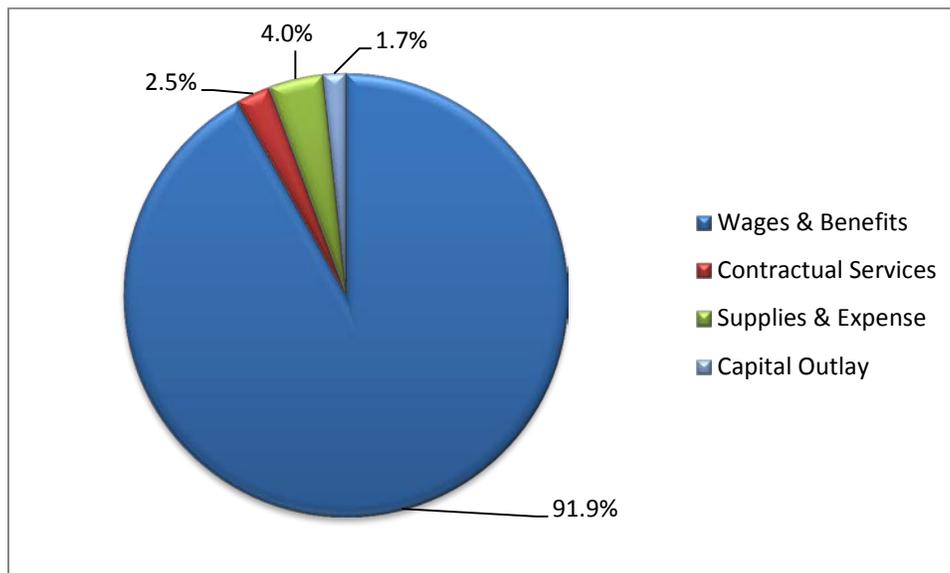
**Fire and Rescue Department Budget Summary**

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Fire Protection, 1015221021	\$2,164,210	\$2,175,822	\$2,139,446	\$2,152,328
Fire Prevention, 1015225021	<u>640,122</u>	<u>630,560</u>	<u>647,188</u>	<u>646,442</u>
Operating Expenditure Total	<u>\$2,804,332</u>	<u>\$2,806,382</u>	<u>\$2,786,634</u>	<u>\$2,798,770</u>
Full-time Positions	28.3	28.3	28.3	28.3

Expenditure History/Projections



2015 Recommended Budget



## Emergency Medical Services

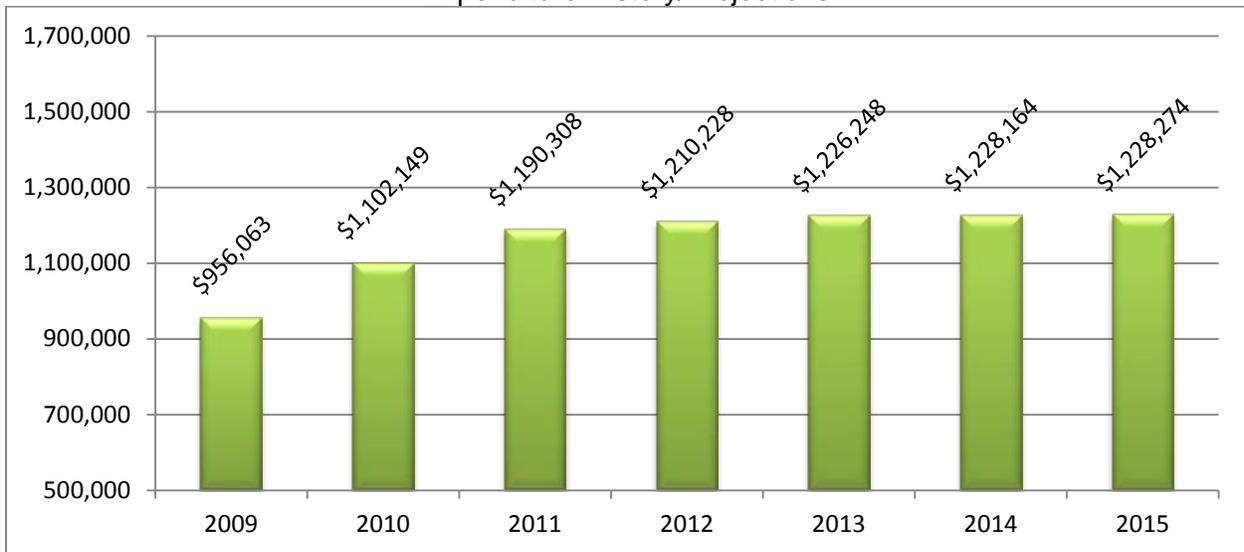
The Emergency Medical Services Division provides quality pre-hospital emergency medical care to sick or injured persons in the City of Marshfield and 13 surrounding towns and villages. They provide emergency and non-emergency transports, neo-natal transports, special pediatric transports and citizens'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

<b>Summary of Services Provided</b>	
<b>Emergency Medical Services</b>	
	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.

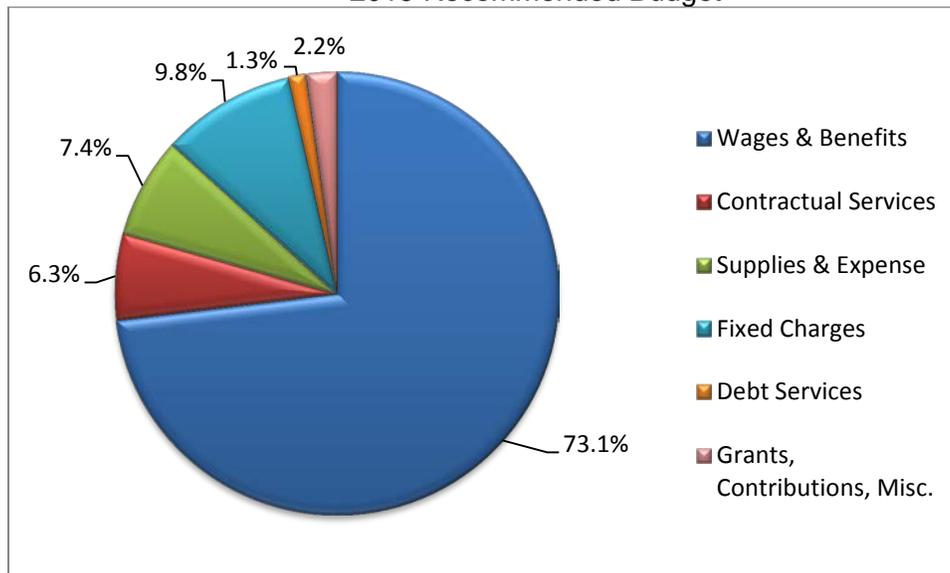
**Emergency Medical Services Budget Summary**

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Billing and Collection, 6055151008	\$120,592	\$112,712	\$111,583	\$116,311
Emergency Medical Services, 6055231022	1,009,254	974,032	996,901	983,583
Depreciation, 6055366508	77,223	103,700	101,000	110,400
Interest on Debt, 6055821008	16,021	15,869	15,869	15,595
Interest , Long-Term Notes Payable 60555823008	<u>3,158</u>	<u>2,811</u>	<u>2,811</u>	<u>2,385</u>
<b>Operating Expenditure Total</b>	<b><u>\$1,226,248</u></b>	<b><u>\$1,209,124</u></b>	<b><u>\$1,228,164</u></b>	<b><u>\$1,228,274</u></b>
Full-time Positions	9.7	9.7	9.7	9.7

Expenditure History/Projections



2015 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.

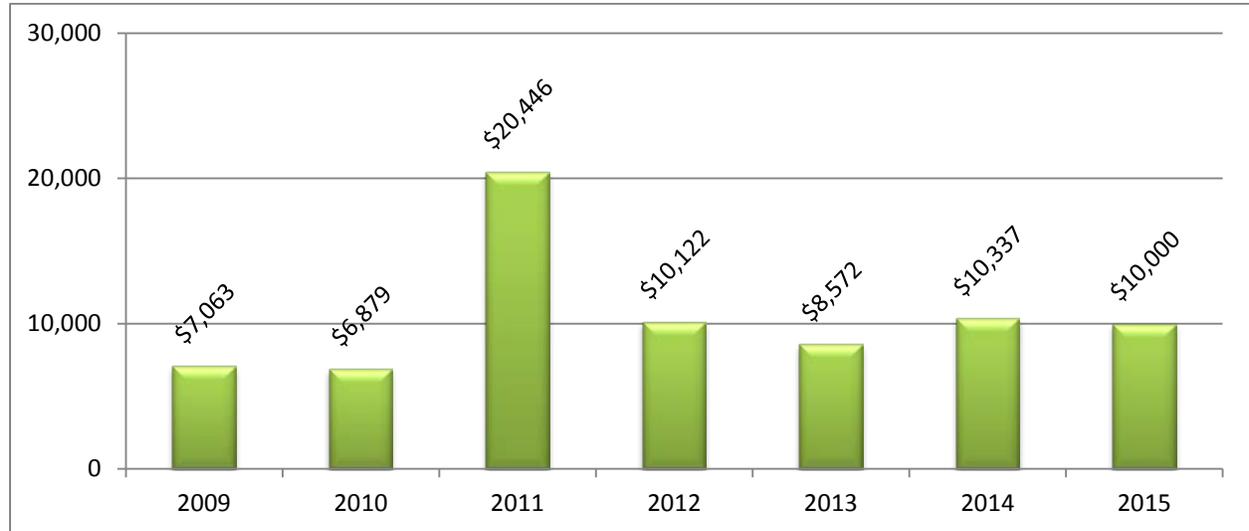
<b>Summary of Services Provided</b>	
Emergency Management	
	Maintain an updated plan for emergency preparedness of the City of Marshfield
	Coordinate participation of the municipality in Emergency Management training programs and exercises as required
	Performing administrative duties necessary for the 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**

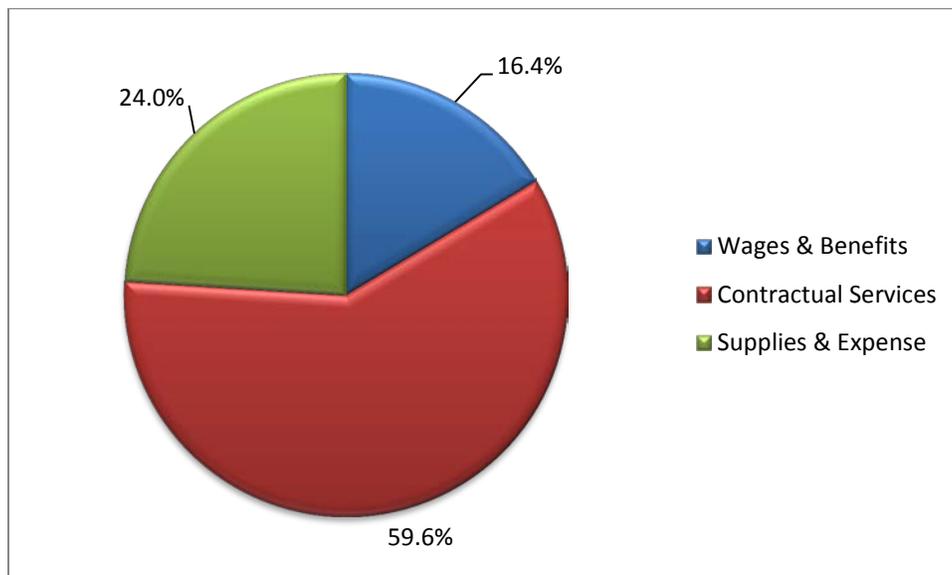
1015291020

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$8,572</u>	<u>\$16,620</u>	<u>\$10,337</u>	<u>\$10,000</u>

Expenditures History/Projections



2015 Recommended Budget



## Municipal Court

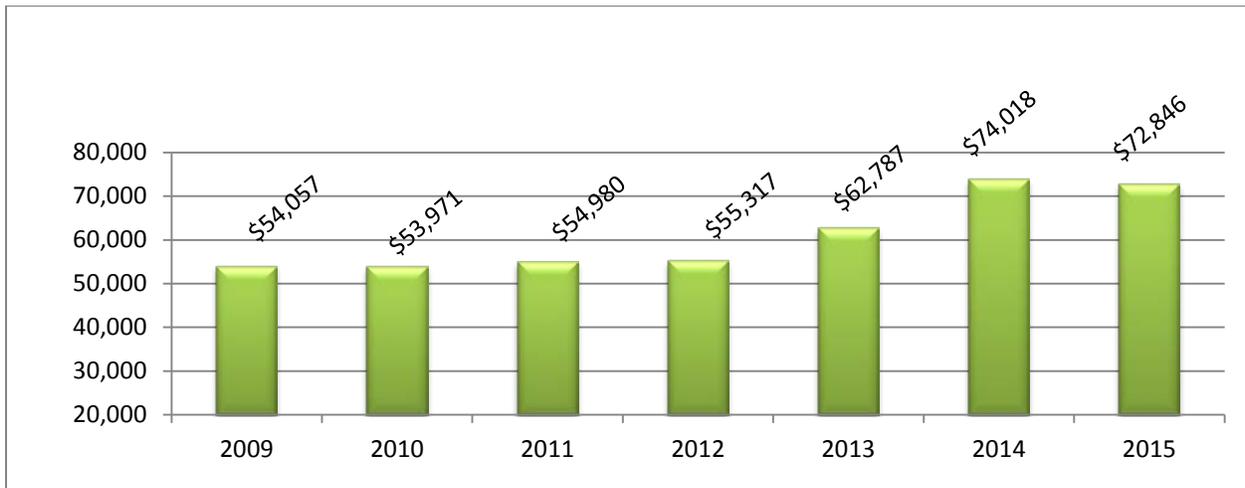
The Marshfield Municipal Court system was established to recover revenues and fees currently retained by the Wood County Circuit Court system for the service they provide. The Municipal Court system will further relieve the need for a fourth judge within the Wood County Circuit Court System and is intended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

<b>Summary of Services Provided</b>	
<b>Municipal Court</b>	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.

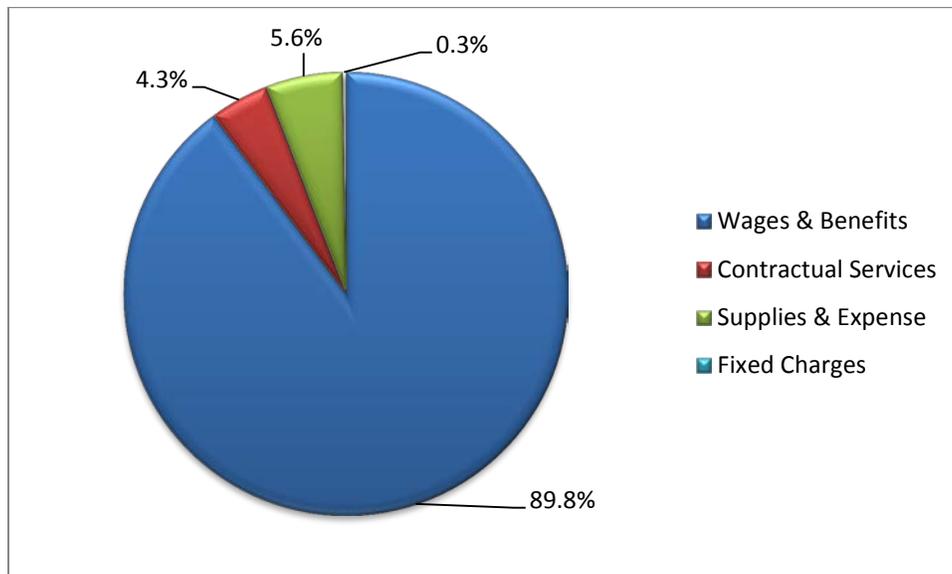
**Municipal Court Budget Summary**  
1015121002

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	\$62,787	\$74,018	\$74,018	\$72,846
Full-time Positions	.75	.75	.75	.75

Expenditures History/Projections



2015 Recommended Budget



## **Public Safety Funds**

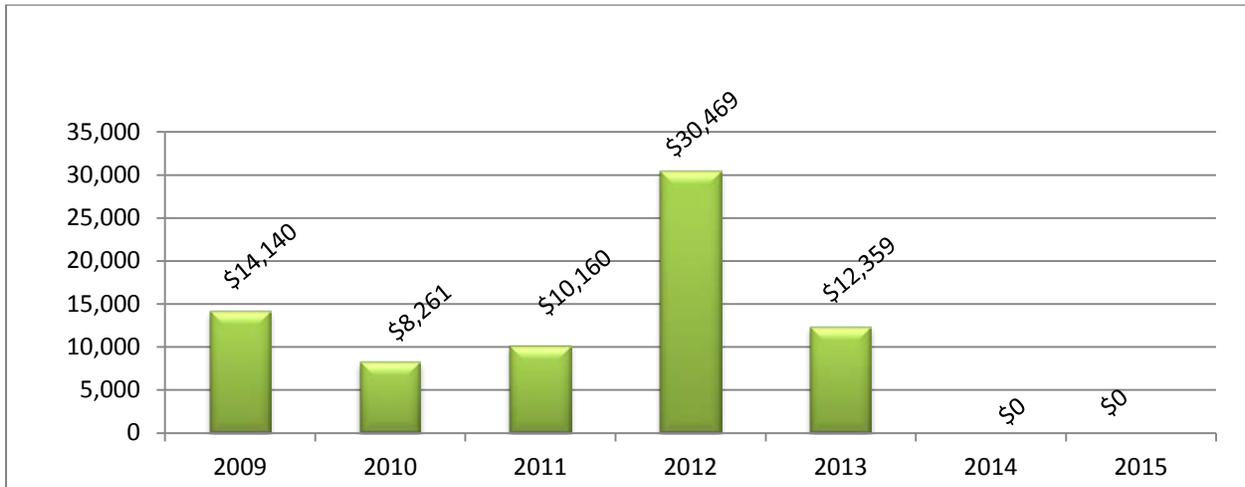
This fund accounts for eligible grants for Law Enforcement and Fire and Rescue service operation. This also includes federal and state drug seizure funds and miscellaneous donations.

**Public Safety Funds Budget Summary**

2065211020

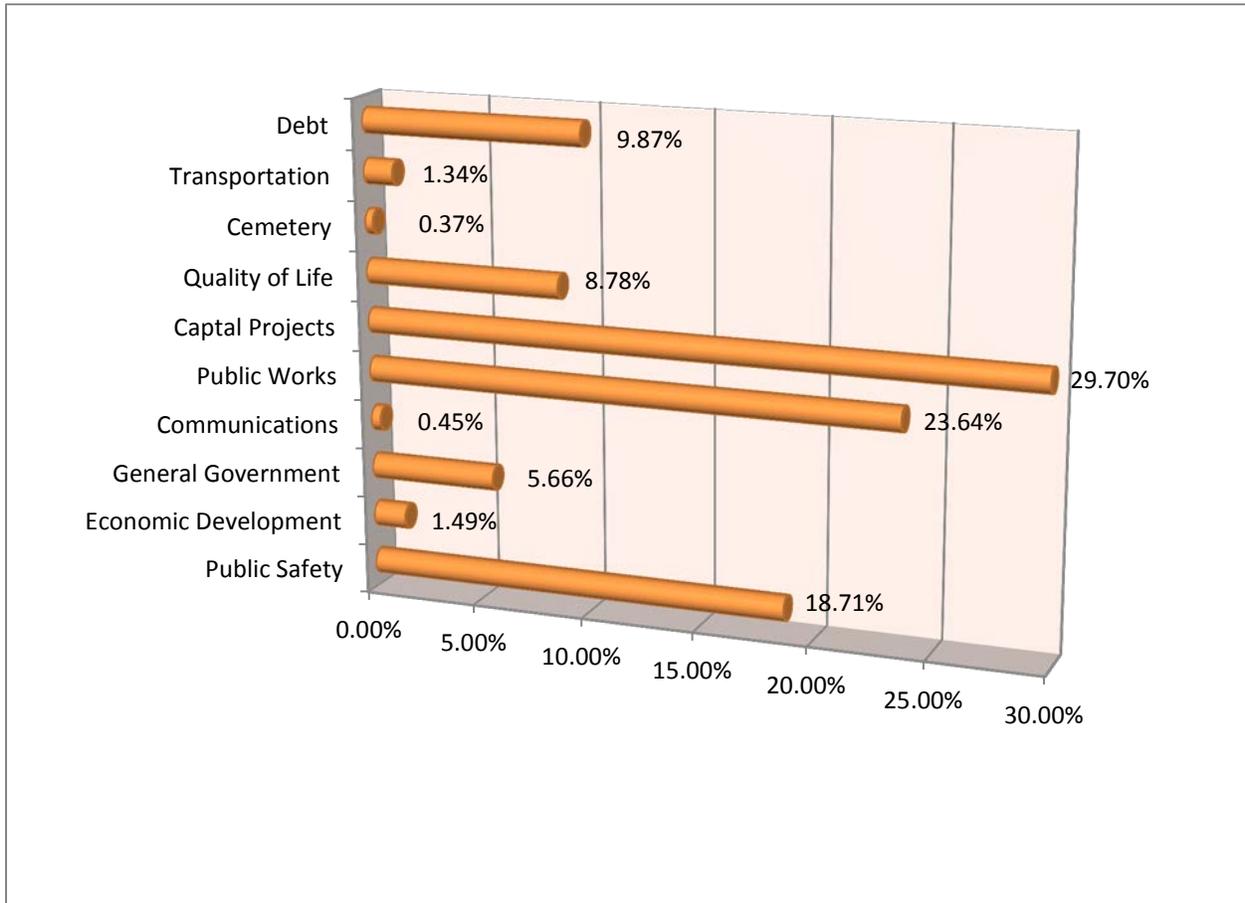
	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$12,359</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

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.

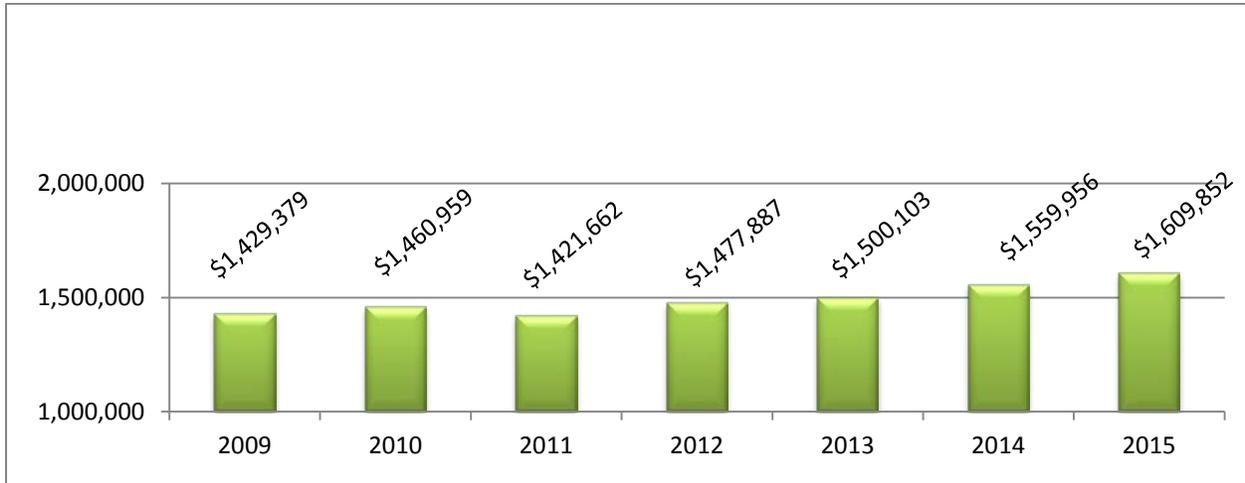
<b>Summary of Services Provided</b>	
<b>Parks and Recreation</b>	
	Manages and maintains the Wildwood Zoo, Oak Avenue Community Center, Wildwood Station Building, Marshfield Skate Park, Hefko Swimming Pool, Tennis/Racquetball Center, community athletic fields, 280 acres of park land in 19 parks, over 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**

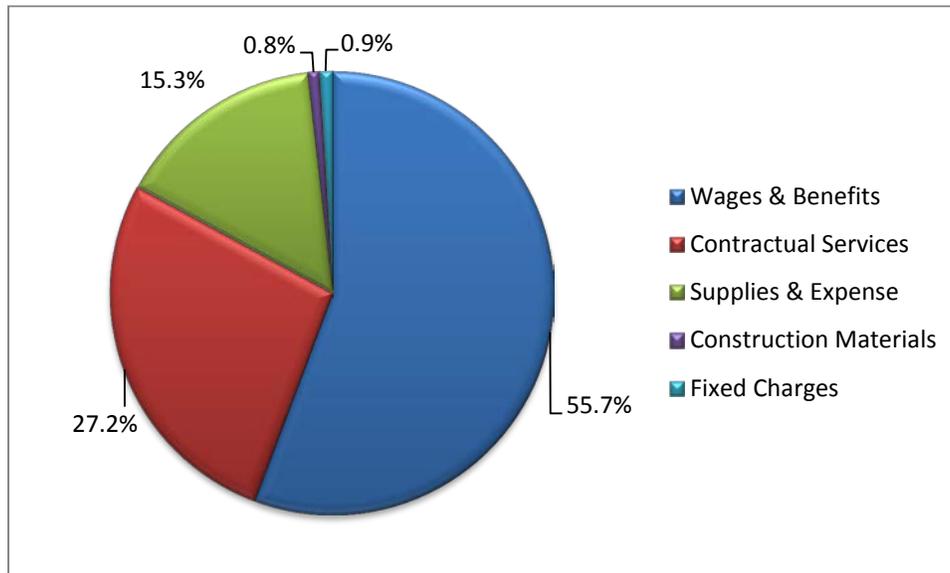
	<u>Actual 2013</u>	<u>Budget 2014</u>	<u>Estimated 2014</u>	<u>Recommended 2015</u>
Parks/Recreation Administration, 1015531062	\$248,337	\$260,425	\$255,472	\$265,403
Oak Avenue Community Center, 1015519162	38,314	36,247	36,344	32,094
Parks Operation/Maintenance, 1015521061	719,681	775,413	776,429	783,982
Recreation Programs, 1015532162	28,712	41,743	33,100	41,125
Tennis/Racquetball, 1015532762	28,800	16,412	15,103	16,455
Adult Athletic League, 1015532862	8,846	11,548	10,021	11,554
Zoo Operation/Maintenance, 1015541063	231,773	241,801	241,801	259,876
Aquatic Facilities, 1015542062	83,580	88,335	89,025	92,790
Special Recreation Programs, 1015532662	567	600	13	600
Fairgrounds, 1015548062	<u>111,493</u>	<u>102,619</u>	<u>102,648</u>	<u>105,973</u>
Operating Expenditure Total	<u>1,500,103</u>	<u>\$1,575,143</u>	<u>\$1,559,956</u>	<u>\$1,609,852</u>
Full-Time Positions	9	9	9	9

## Parks and Recreation Budget Summary

### Expenditures History/Projections



### 2015 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.

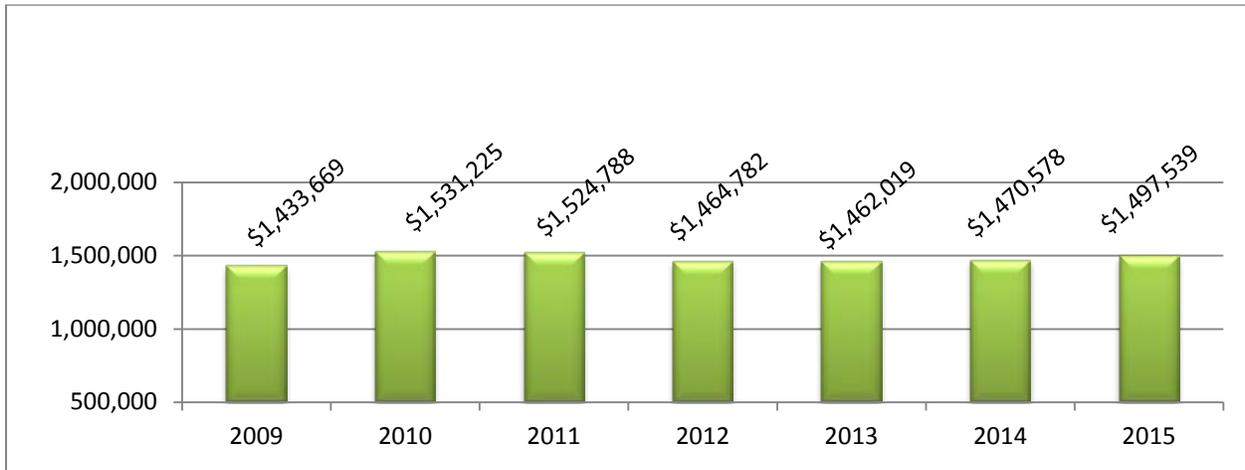
<b>Summary of Services Provided</b>	
Library	
	Popular materials center provides current, high-demand, high-interest materials of recognized quality to persons of various ages in all desired formats.
	Reference Center provides library users with convenient, timely access to information needed for daily living and decision-making. The service is provided via any communication mode - on-site, electronic and telephone.
	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.
	As a Children's door to learning, the Library provides materials, child and parent services, and programs to enhance interest in learning.

**Library Budget Summary**

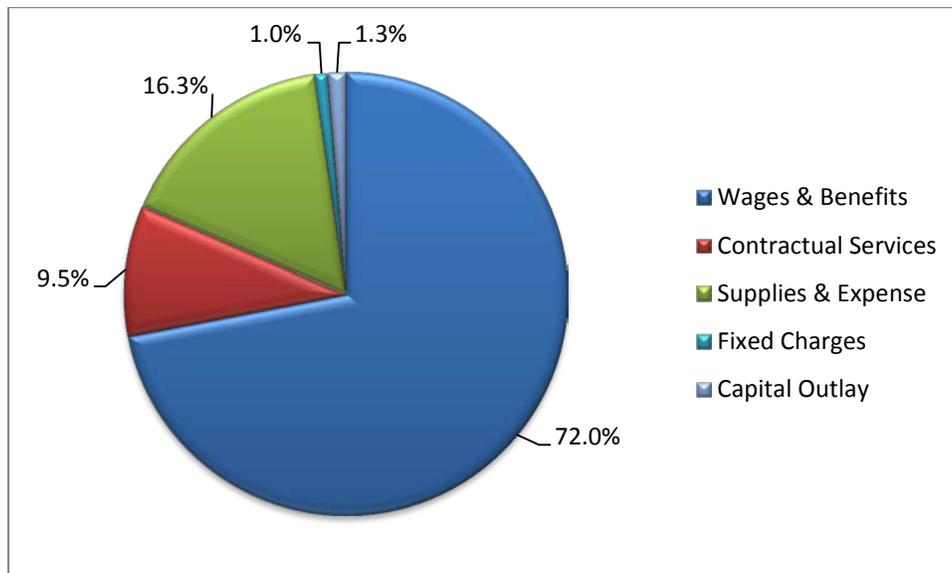
1015511060

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$1,462,019</u>	<u>\$1,495,881</u>	<u>\$1,470,578</u>	<u>\$1,497,539</u>
Full-Time Positions	19.35	19.35	19.35	19.35

Expenditure History/Projections



2015 Recommended Budget



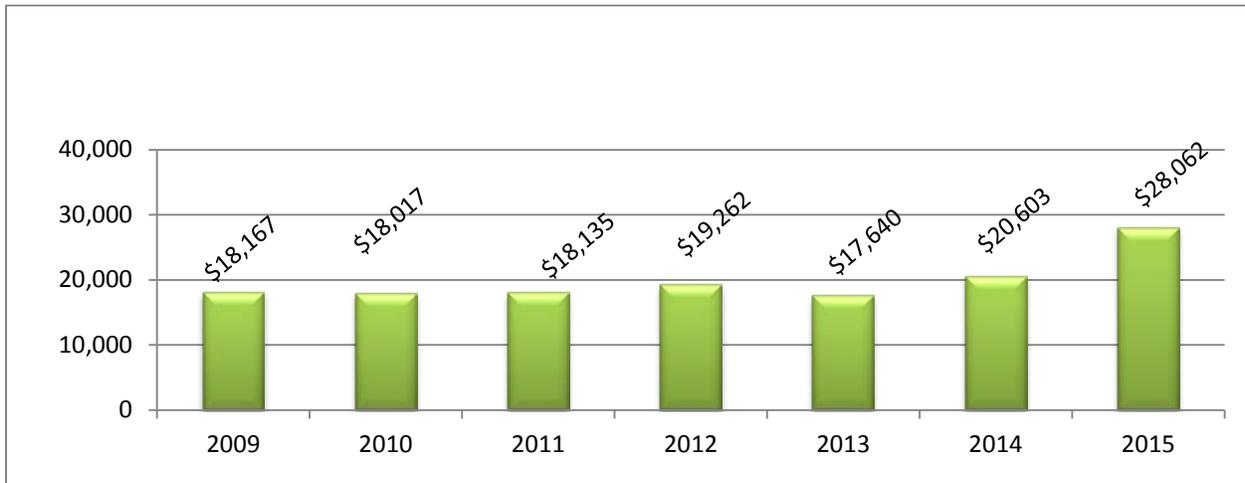
## Aging/Senior Center

<b>Summary of Services Provided</b>	
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.

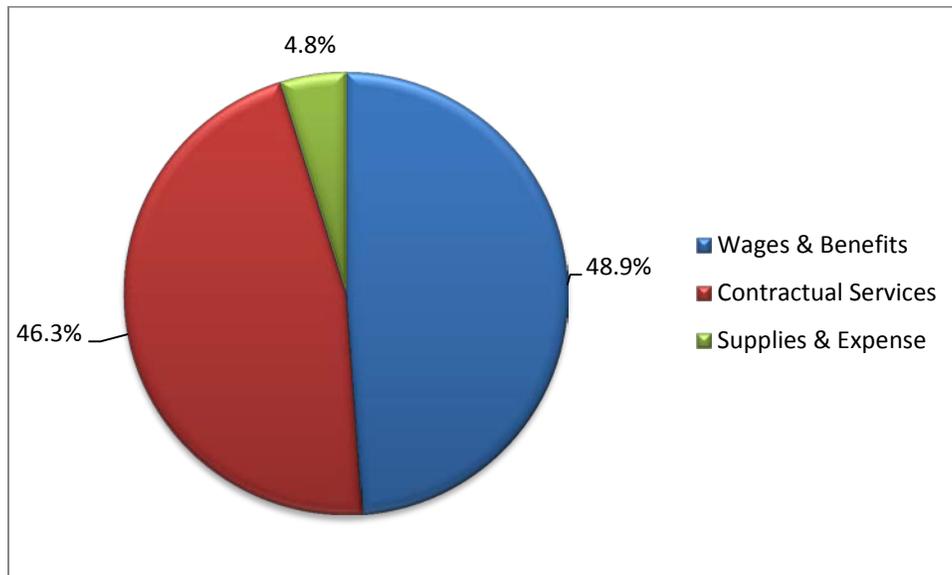
**Aging/Senior Center Budget Summary**  
1015461050

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$17,640</u>	<u>\$20,185</u>	<u>\$20,603</u>	<u>\$28,062</u>

Expenditures History/Projections



2015 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.

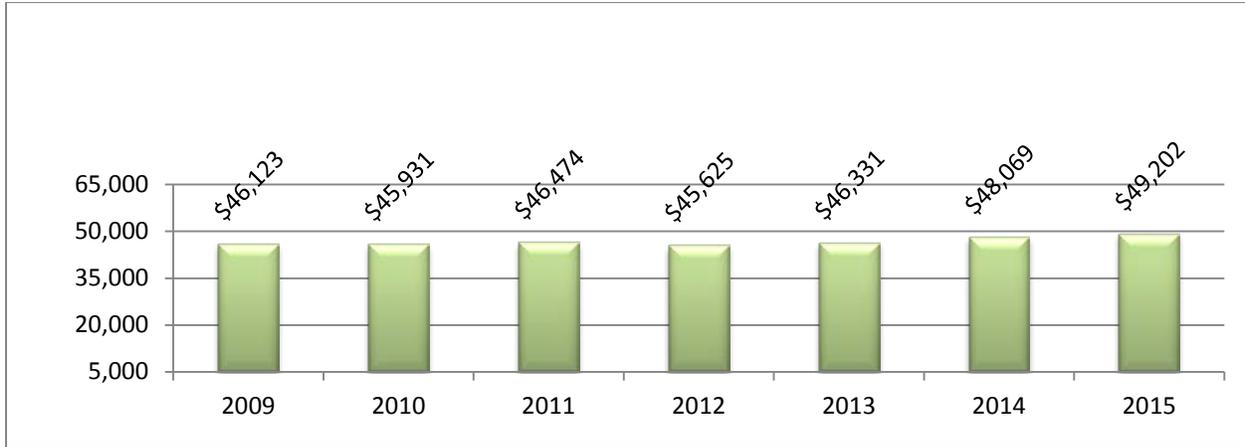
<b>Summary of Services Provided</b>	
UW Marshfield/Wood County	
	UW-Marshfield/Wood County's vision reflects the Wisconsin Idea, a philosophy embraced by the University of Wisconsin System, which holds that the boundaries of the university should be the boundaries of the state, and that research conducted 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**

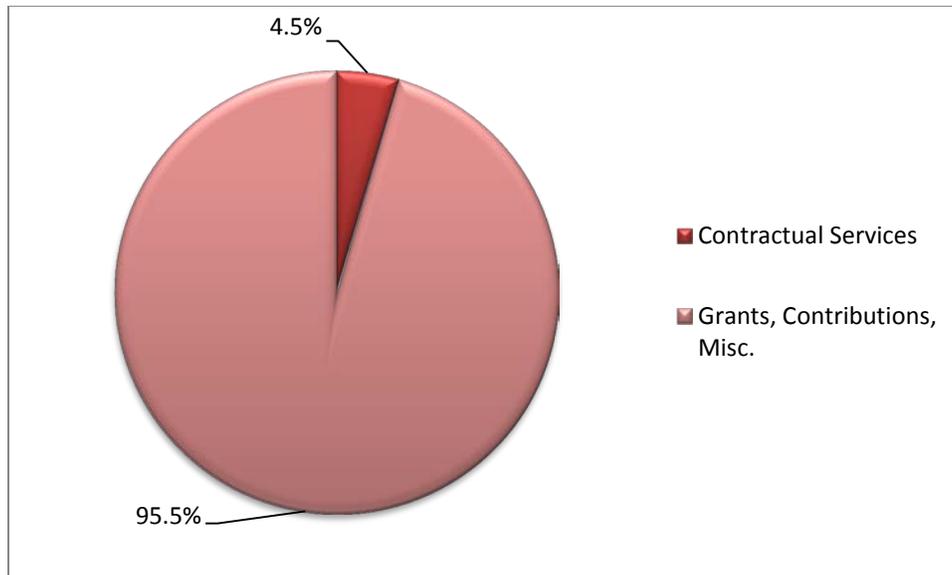
1015561064

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$46,331</u>	<u>\$48,069</u>	<u>\$48,069</u>	<u>\$49,202</u>

Expenditure History/Projections



2015 Recommended Budget



## Convention and Visitors Bureau

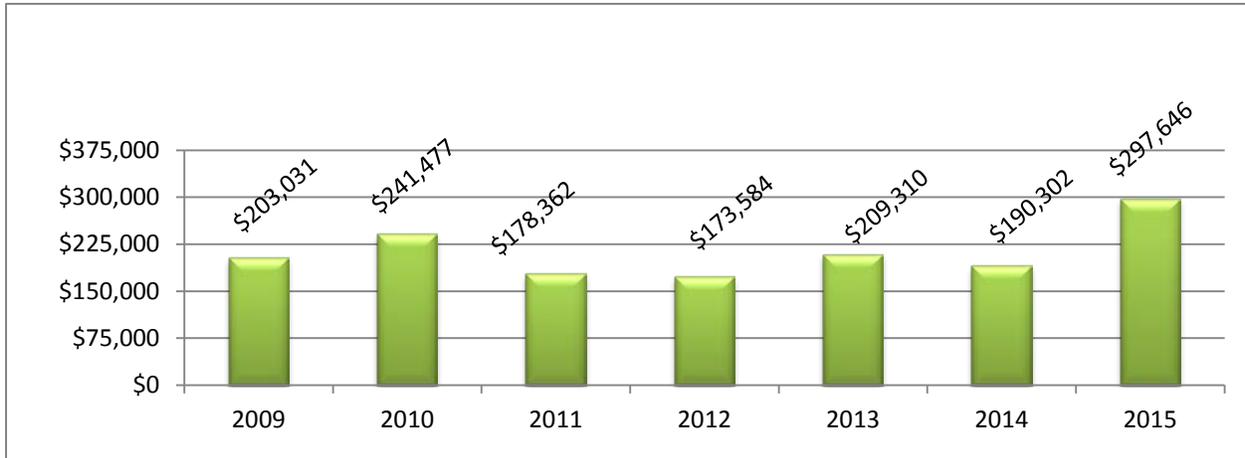
The Bureau is authorized and funded under Section 4-38(3)(b) of the Municipal Code of the City of Marshfield. The Bureau is not permitted to influence legislation, to support political parties, or to endorse candidates for public office. No part of the funds can be used for the direct benefit of the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

<b>Summary of Services Provided</b>	
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

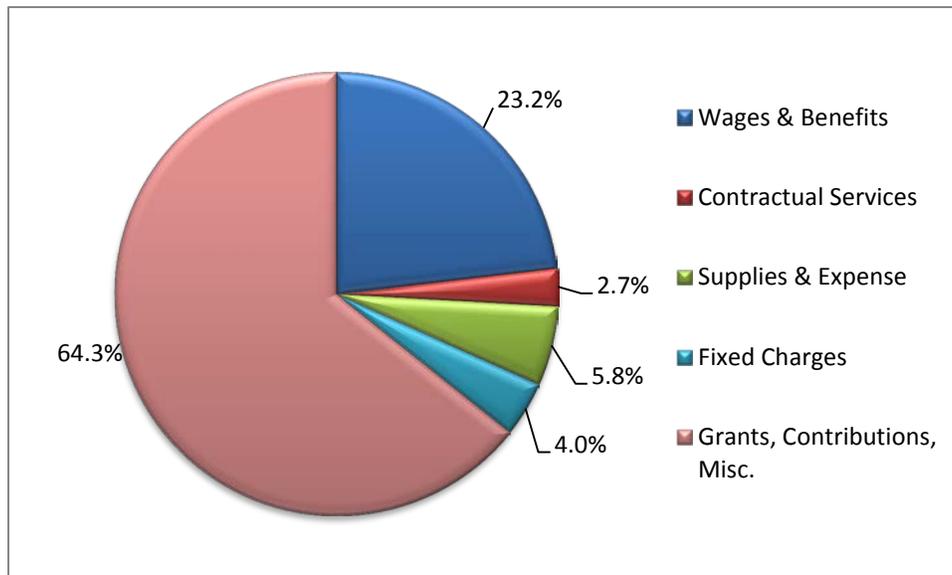
**Convention & Visitors Bureau Budget Summary**  
2035519065

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$209,310</u>	<u>\$215,273</u>	<u>\$190,302</u>	<u>\$297,646</u>

Expenditures History/Projections



2015 Recommended Budget



## Room Tax

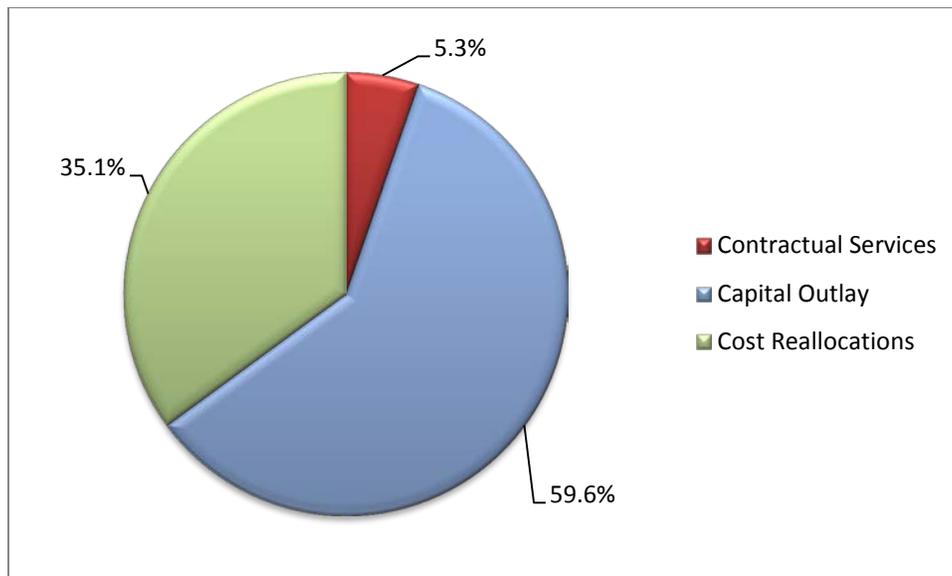
Room tax funds are generated by lodging facilities and submitted to the City for supporting tourism and promotion. Currently, a majority of the funds are given to the Marshfield Convention & Visitors Bureau, who conducts various special events and activities designed to bring people to our community. 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.

<b>Summary of Services Provided</b>	
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 2013</u>	<u>Budget 2014</u>	<u>Estimated 2014</u>	<u>Recommended 2015</u>
Park Operations/Maintenance, 2025521061	\$12,798	\$40,000	\$90,777	0
Zoo Operation & Maintenance, 2025541063	601	530,000	81,000	600,000
Other Financing Uses, 2025900008	<u>218,681</u>	<u>228,649</u>	<u>220,649</u>	<u>324,178</u>
<b>Operating Expenditure Total</b>	<b><u>\$232,080</u></b>	<b><u>\$798,649</u></b>	<b><u>\$392,426</u></b>	<b><u>\$924,178</u></b>

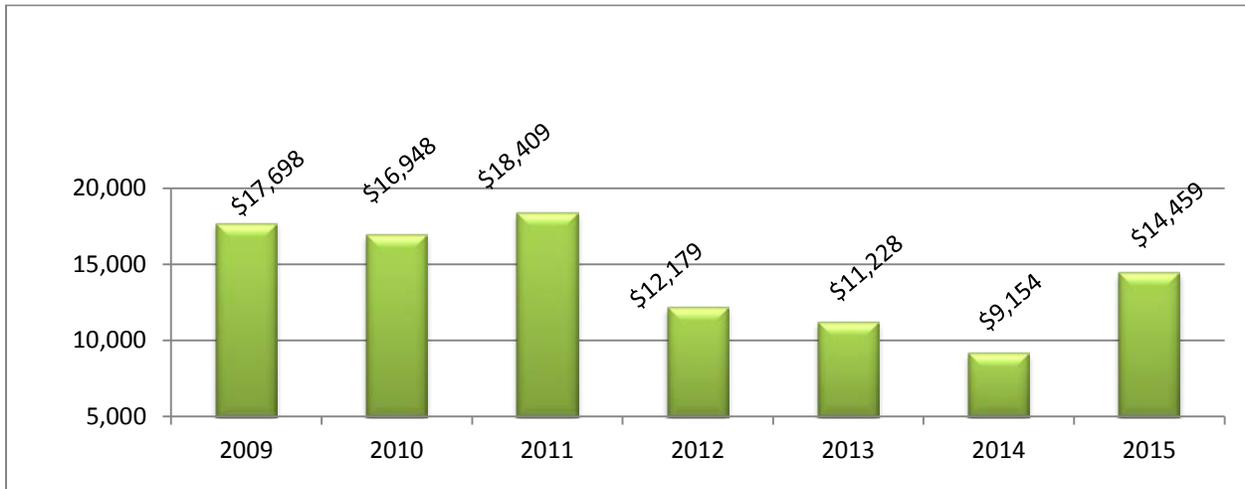
2015 Recommended Budget



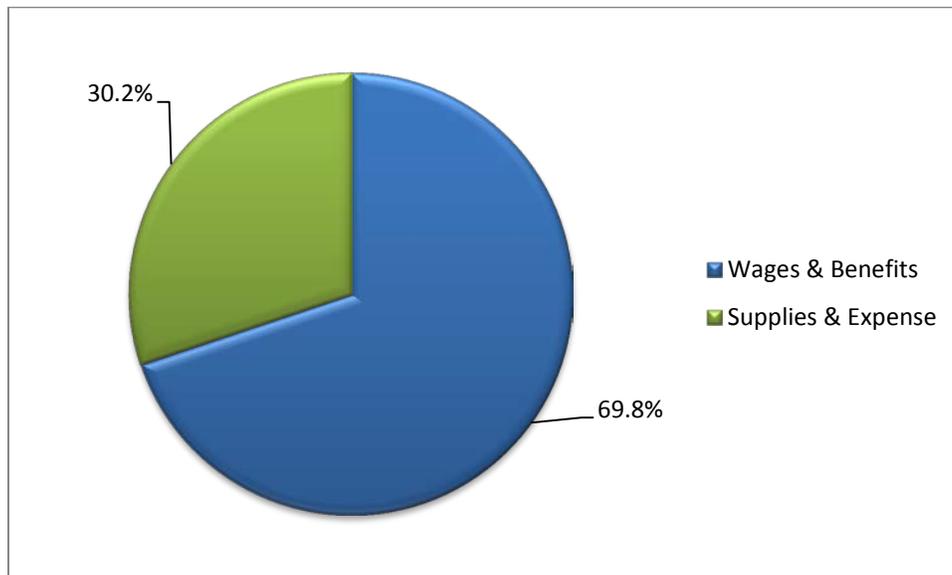
**Dairyfest Budget Summary**  
1015534504

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$11,228</u>	<u>\$16,838</u>	<u>\$9,154</u>	<u>\$14,459</u>

Expeniture History/Projections



2015 Recommended Budget

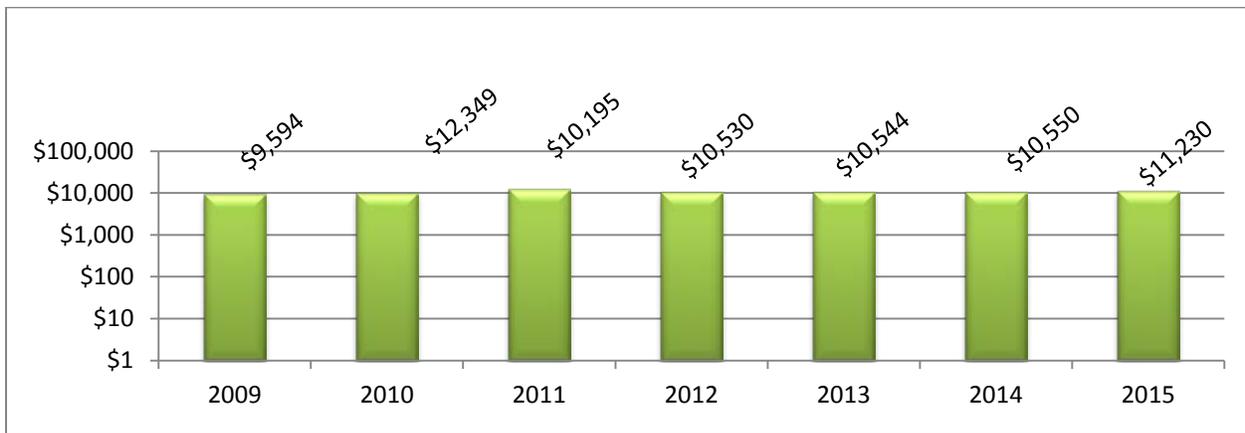


**Celebrations and Entertainment Budget Summary**

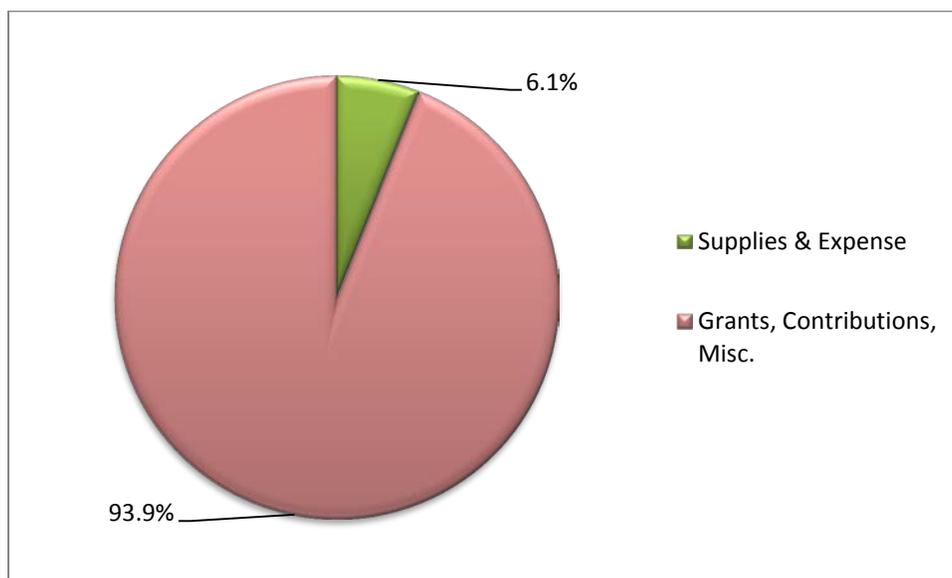
1015534908

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Palm Sunday Chorus	\$750	\$750	\$750	\$750
School Patrol	4,340	4,340	4,340	5,000
Civic Band	4,800	4,800	4,800	4,800
ASCAP & BMI License	<u>654</u>	<u>670</u>	<u>660</u>	<u>680</u>
Operating Expenditure Total	<u>\$10,544</u>	<u>\$10,560</u>	<u>\$10,550</u>	<u>\$11,230</u>

Expenditure History/Projections



2015 Recommended Budget

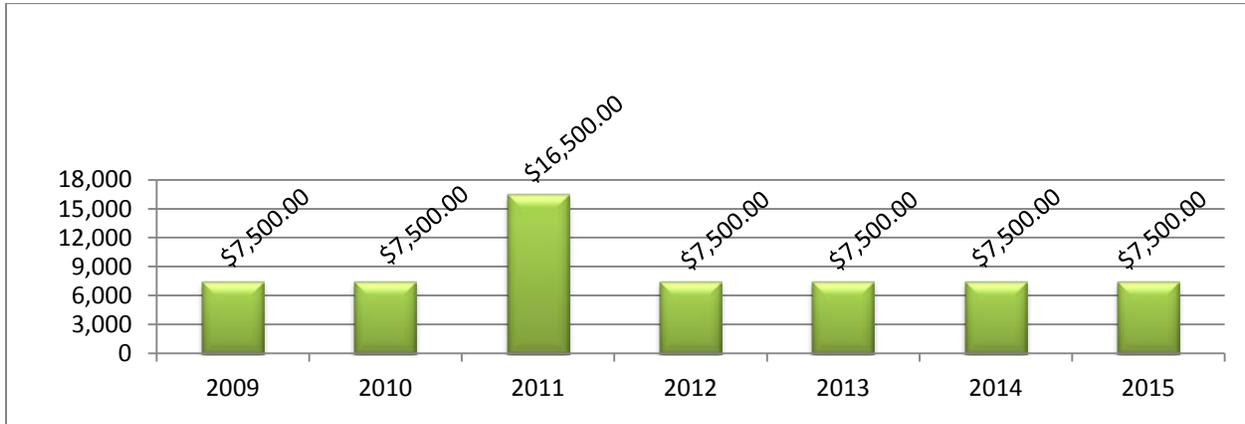


**Upham Mansion Budget Summary**

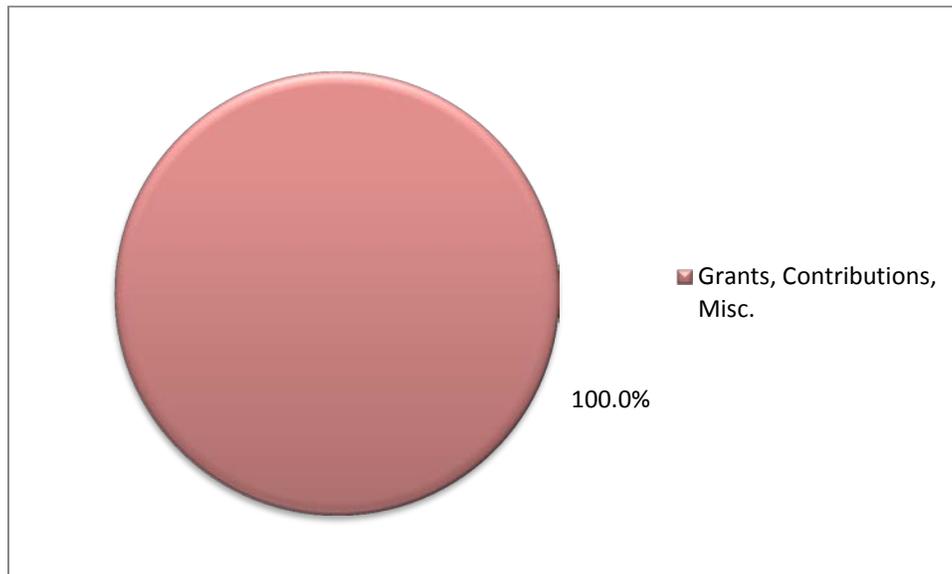
1015512008

	<u>Actual 2013</u>	<u>Budget 2014</u>	<u>Estimated 2014</u>	<u>Recommended 2015</u>
Operating Expenditure Total	<u>\$7,500</u>	<u>\$7,500</u>	<u>\$7,500</u>	<u>\$7,500</u>

Expenditure History/Projections

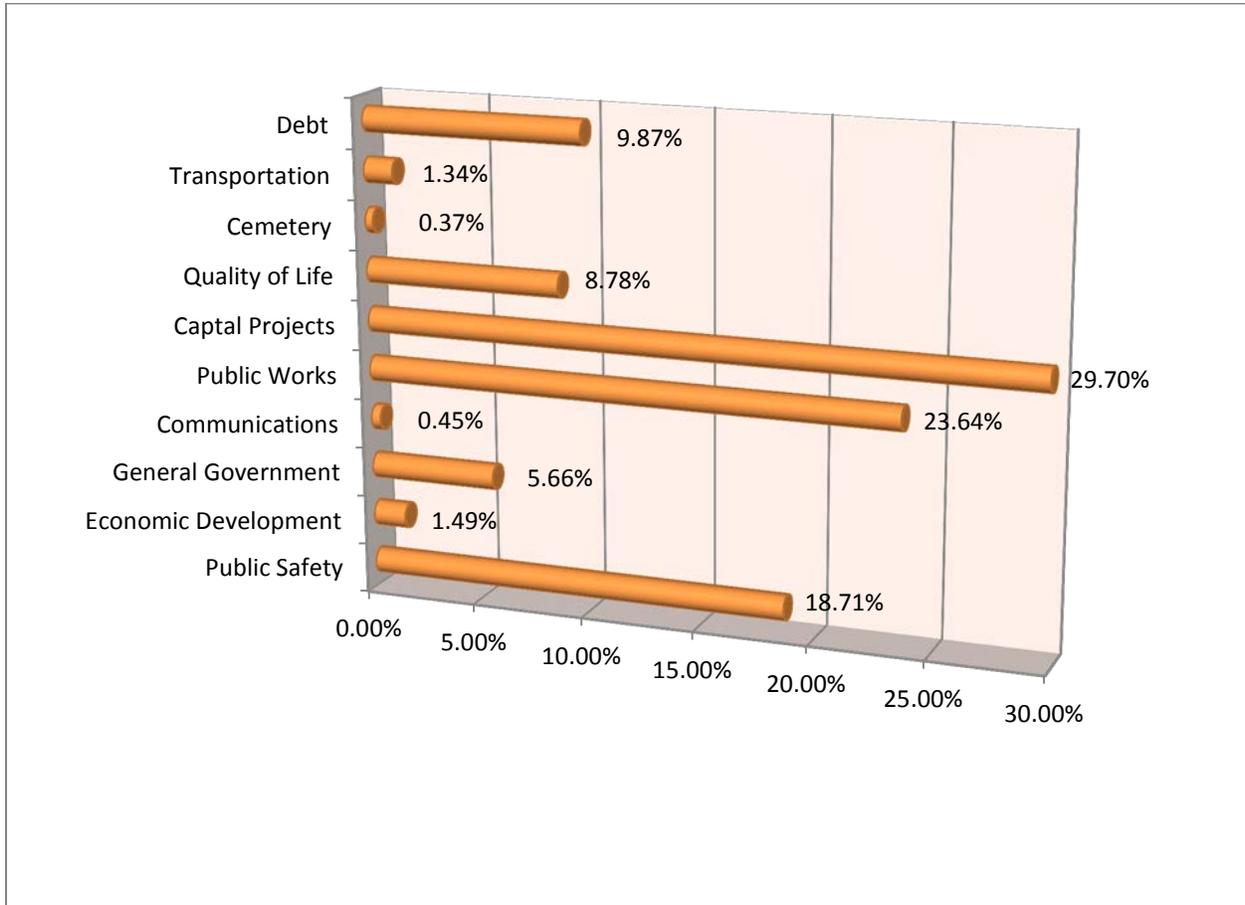


2015 Recommended Budget



## 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.

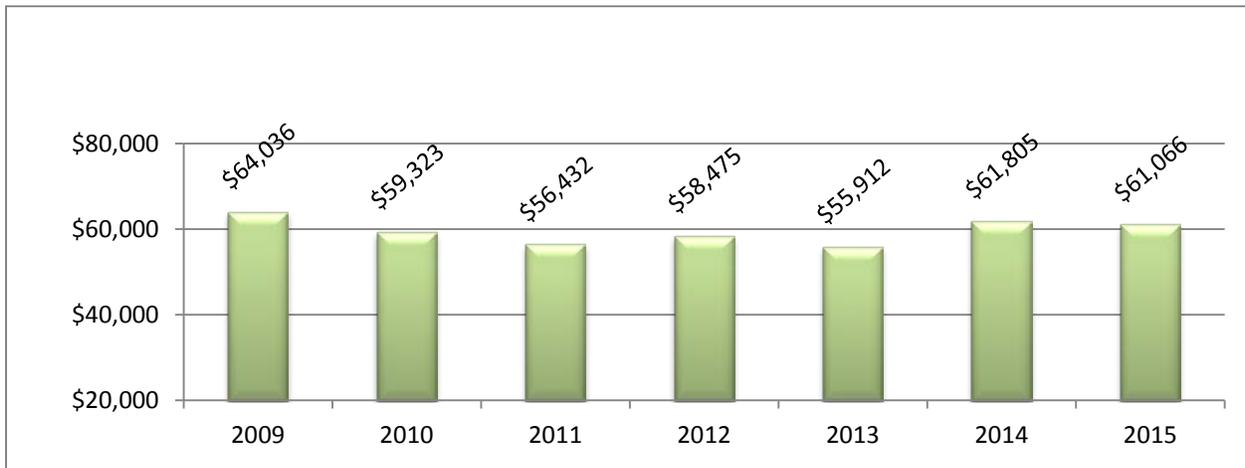
<b>Summary of Services Provided</b>	
Mayor	
	Chief executive officer of the city and represent the citizens of Marshfield at government, business, and social functions.
	Presides at meetings of the Common Council; serves as chairman of the Plan Commission and Industrial Park Authority.
	Signs all documents 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**

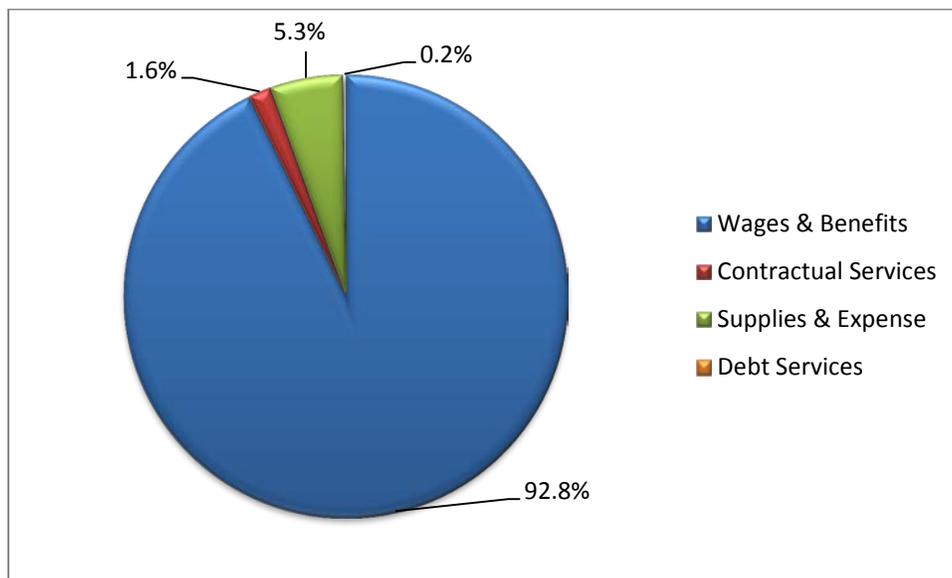
1015141104

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$55,912</u>	<u>\$61,805</u>	<u>\$59,745</u>	<u>\$61,066</u>
Full-Time Positions	1.0	1.0	1.0	1.0

Expenditure History/Projections



2015 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.

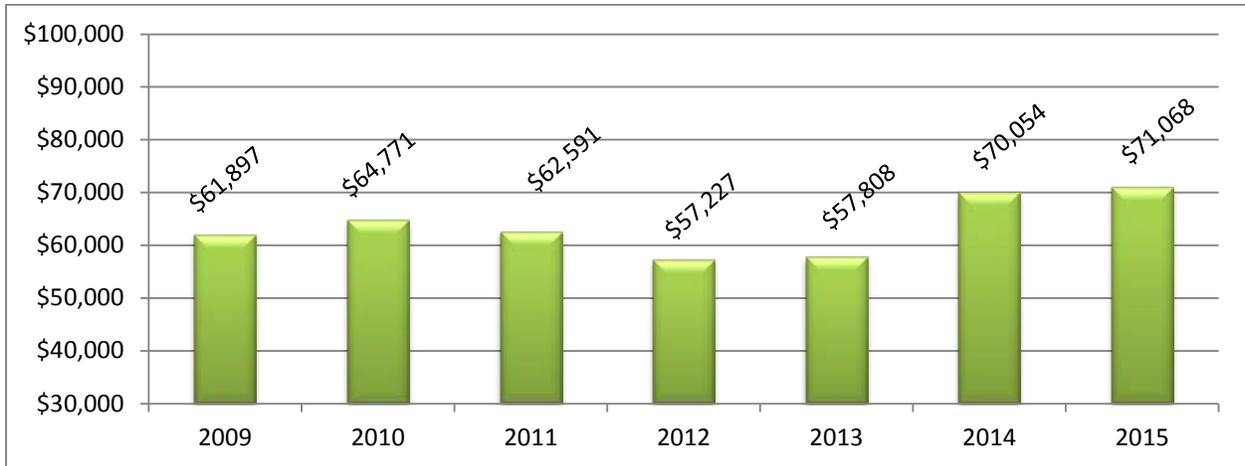
<b>Summary of Services Provided</b>	
Common Council	
	Is the policy making and governing body of the City of Marshfield.
	Has the management and control of city property, finances, highways and other facilities, and acts for its commercial benefit and powers to license, regulate, borrow money, levy taxes,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

**Common Council Budget Summary**

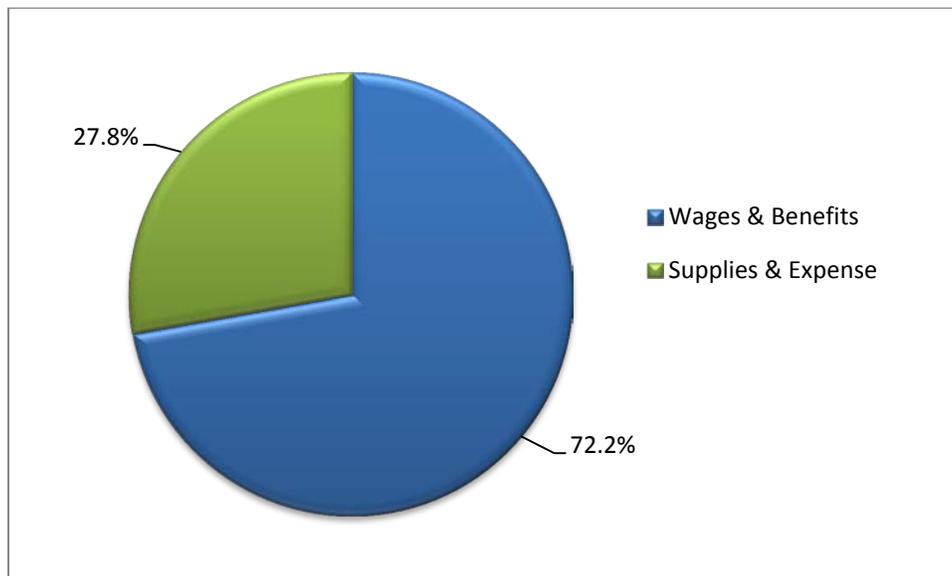
1015111006

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$57,808</u>	<u>\$71,442</u>	<u>\$70,054</u>	<u>\$71,068</u>

Expenditures History/Projections



2015 Recommended Budget



## City Administrator

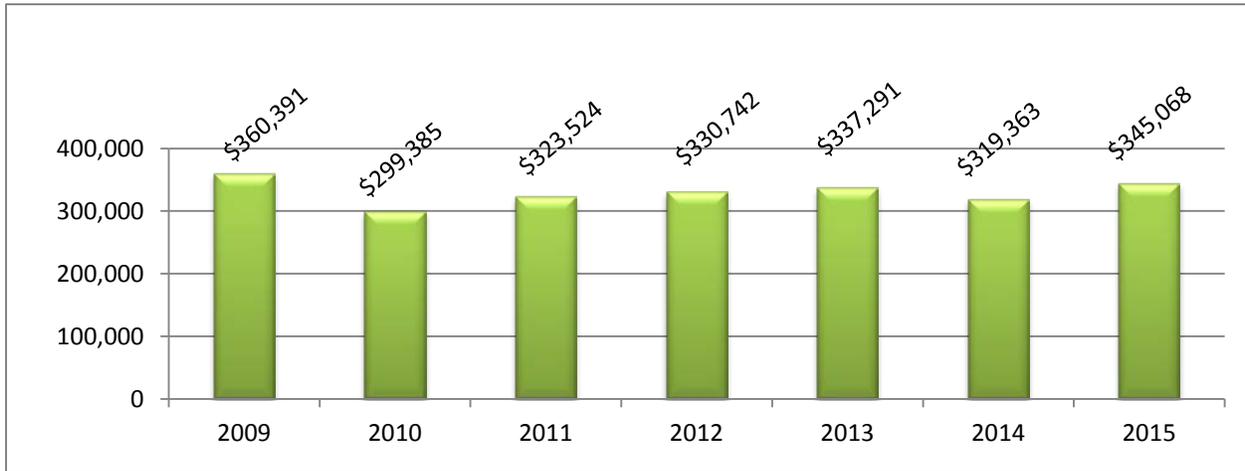
The City Administrator is appointed by, and serves at the pleasure of, the Mayor and Common Council. The City Administrator's Office consists of professional, administrative, and clerical support staff to effectively coordinate city services. The City Administrator directly supervises the following departments 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.

<b>Summary of Services Provided</b>	
<b>City Administrator</b>	
	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.

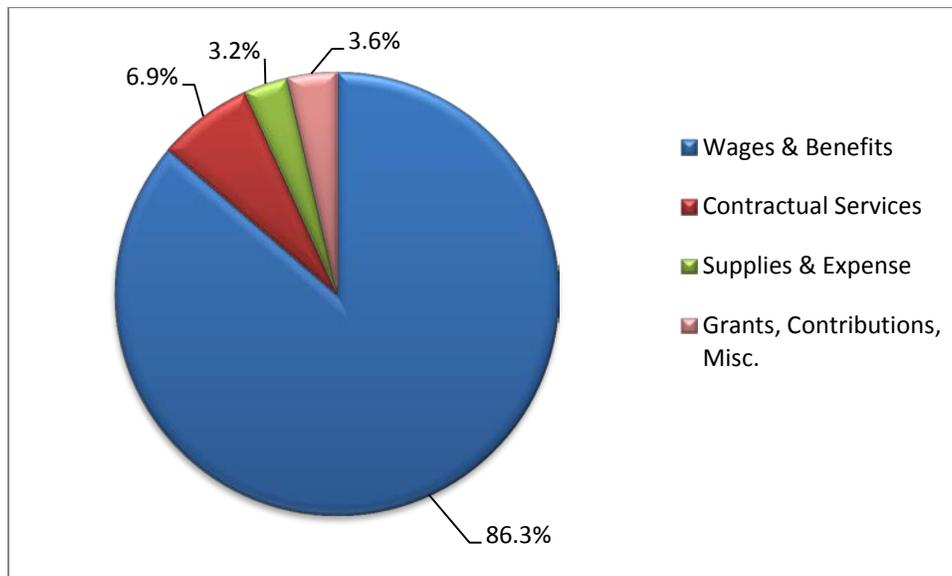
**City Administrator Budget Summary**  
1015141205

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$337,291</u>	<u>\$335,497</u>	<u>\$319,363</u>	<u>\$345,068</u>
Full-Time Positions	2.5	2.5	2.5	2.5

Expenditure History/Projections



2015 Recommended Budget



## City Attorney

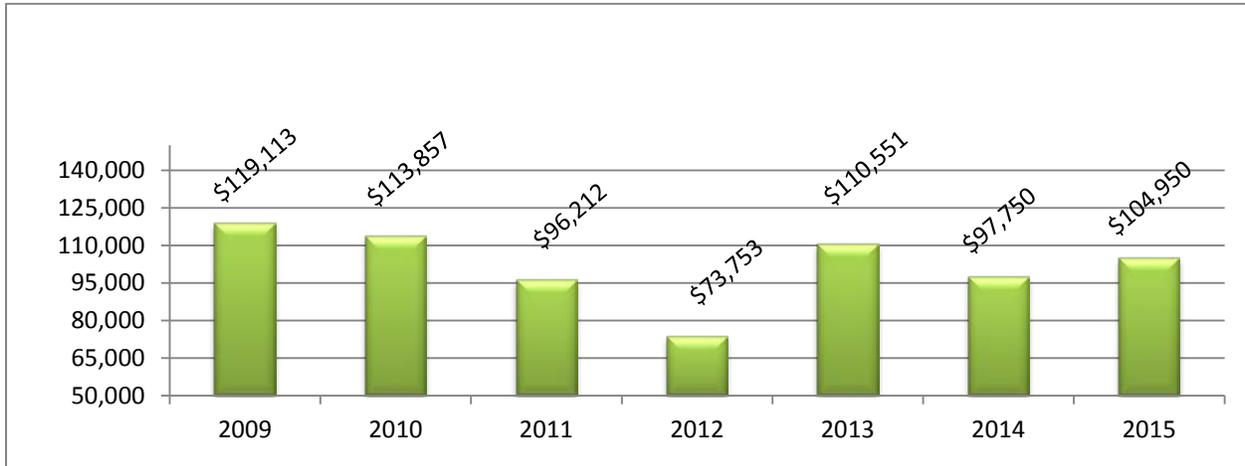
The City Attorney provides legal services concerning civil matters to the Mayor, Common Council, and all other city elected officials, City Administrator, department and division heads, and city boards, commissions, and committees. The City Attorney is appointed by a vote of the Common council for a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

<b>Summary of Services Provided</b>	
<b>City Attorney</b>	
	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.

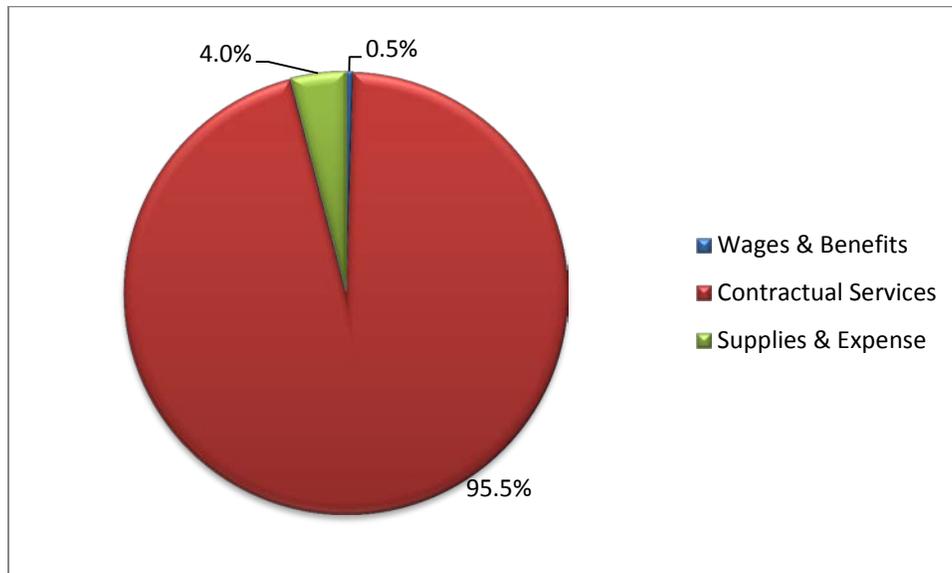
**City Attorney Budget Summary**  
1015131003

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$110,551</u>	<u>\$119,750</u>	<u>\$97,750</u>	<u>\$104,950</u>

Expenditures History/Projections



2015 Recommended Budget



## City Clerk

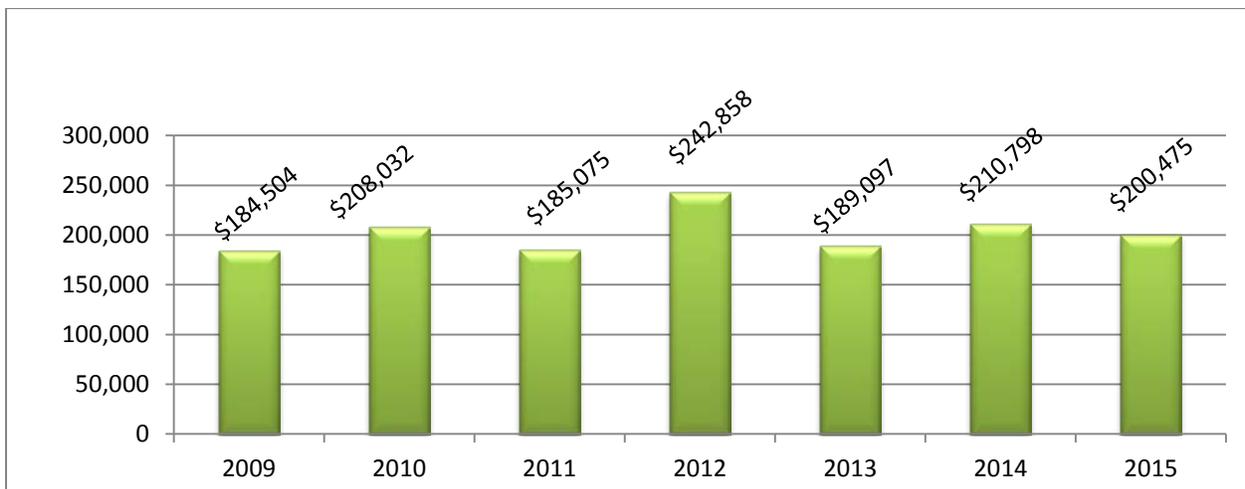
The Office of the City Clerk is responsible for a myriad of services and is comprised of three core functions: official records, elections, and purchasing. The mission of the City Clerk’s office is to maintain care and custody of the corporate seal and all papers and records of the City. The City Clerk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

<b>Summary of Services Provided</b>	
<b>City Clerk</b>	
	Acts as secretary and distributes agenda information for Judiciary, License; 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; Cable TV; Zoning Board of Appeals; and Board of Review.
	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

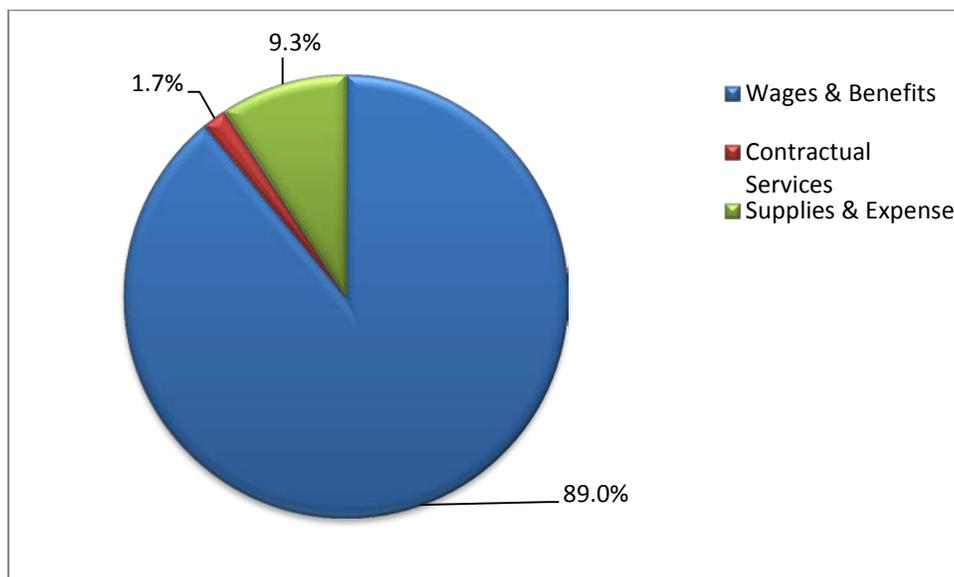
**City Clerk Budget Summary**

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Clerk's Office, 1015142006	\$157,706	\$164,779	\$163,004	\$168,116
Elections, 1015144006	27,977	46,641	41,224	25,789
Purchasing, 1015155006	<u>3,414</u>	<u>6,570</u>	<u>6,570</u>	<u>6,570</u>
Operating Expenditure Total	<u>\$189,097</u>	<u>\$217,990</u>	<u>\$210,798</u>	<u>\$200,475</u>
Full-Time Positions	2	2	2	2

Expenditure History/Projections



2015 Recommended Budget



## Finance Department

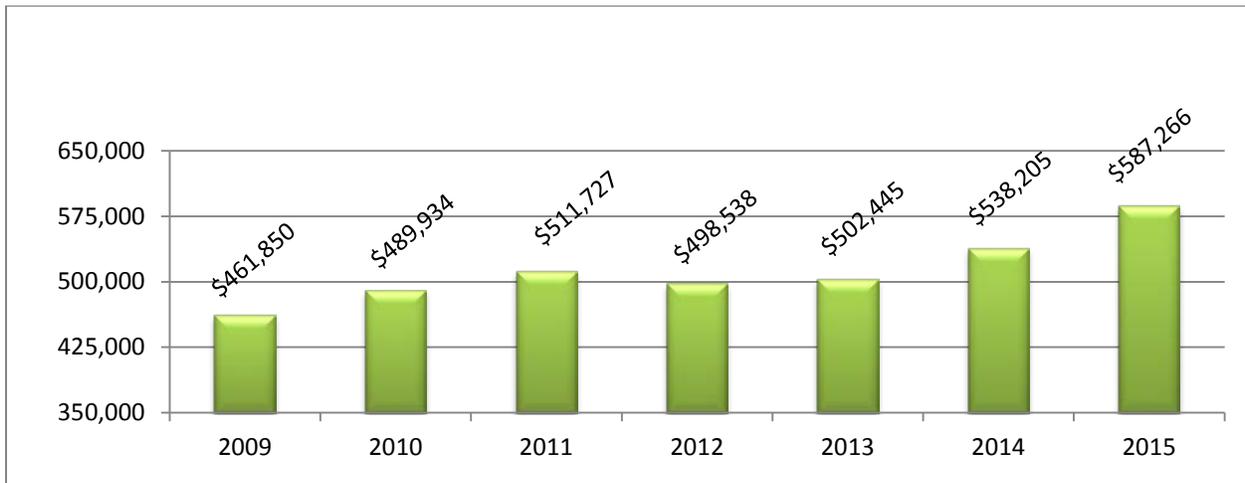
The Finance Department provides administrative support and financial information services to the public and city departments, maintains financial information in accordance with generally accepted accounting principles, and ensures compliances to legal and prudent fiscal requirements in all financial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

<b>Summary of Services Provided</b>	
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

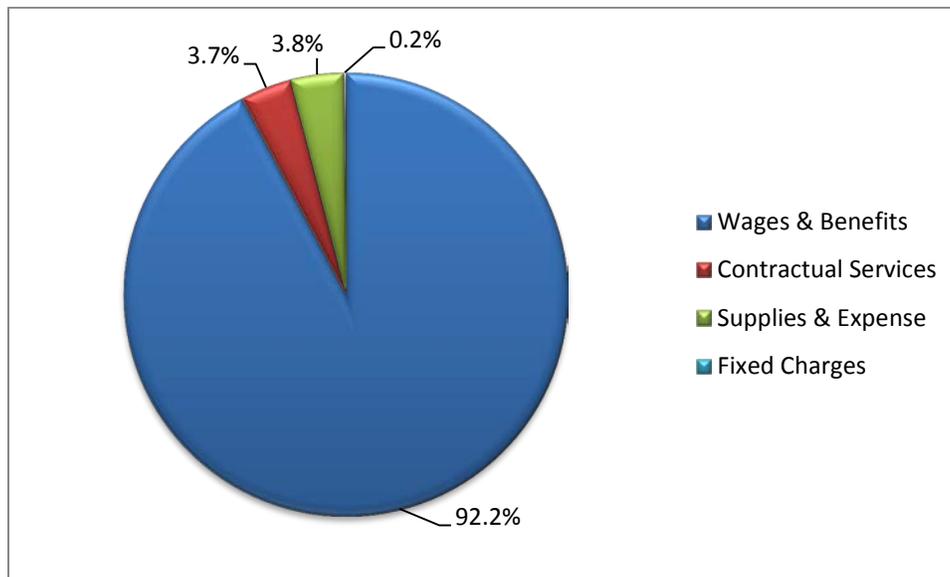
**Finance Budget Summary**  
1015151008

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$502,445</u>	<u>\$545,022</u>	<u>\$538,205</u>	<u>\$587,266</u>
Full-Time Positions	5.3	5.3	5.3	6.3

Expenditure History/Projections



2015 Recommended Budget



## Technology Department

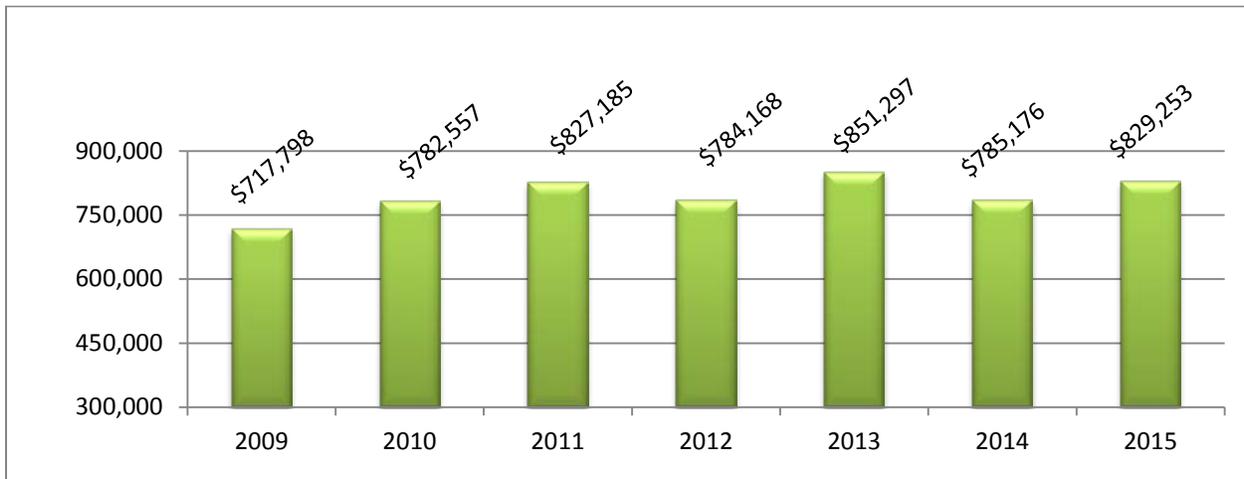
The Technology Department provides for the highest quality cost effective information services for customers in a professional and responsive manner. The department collaboratively provides access to high-quality knowledge system and strives to facilitate cutting edge technologies to exceed customer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

<b>Summary of Services Provided</b>	
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.

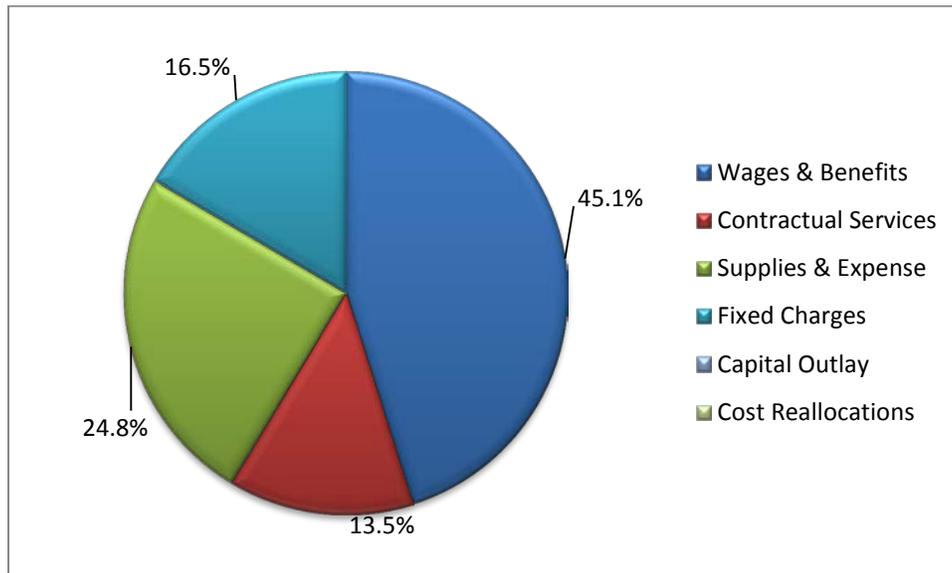
**Technology Department Budget Summary**  
1015145007

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$851,297</u>	<u>\$861,762</u>	<u>\$785,176</u>	<u>\$829,253</u>
Full-Time Positions	3	3	3	4

Expenditure History/Projections



2015 Recommended Budget



## Assessor's Department

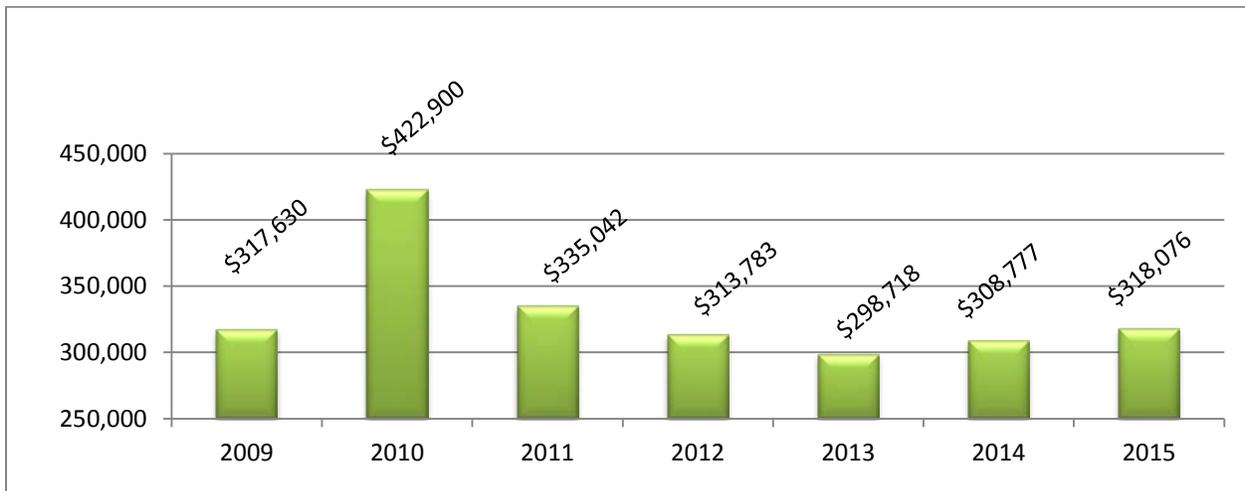
The Assessor's Department prepares the annual assessment roll (the official record of all taxable and exempt property within the City of Marshfield) while providing the best possible service. Assessed values determine the amount of general property tax charged to each property owner, while the information 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.

<b>Summary of Services Provided</b>	
<b>Assessor's Department</b>	
	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.

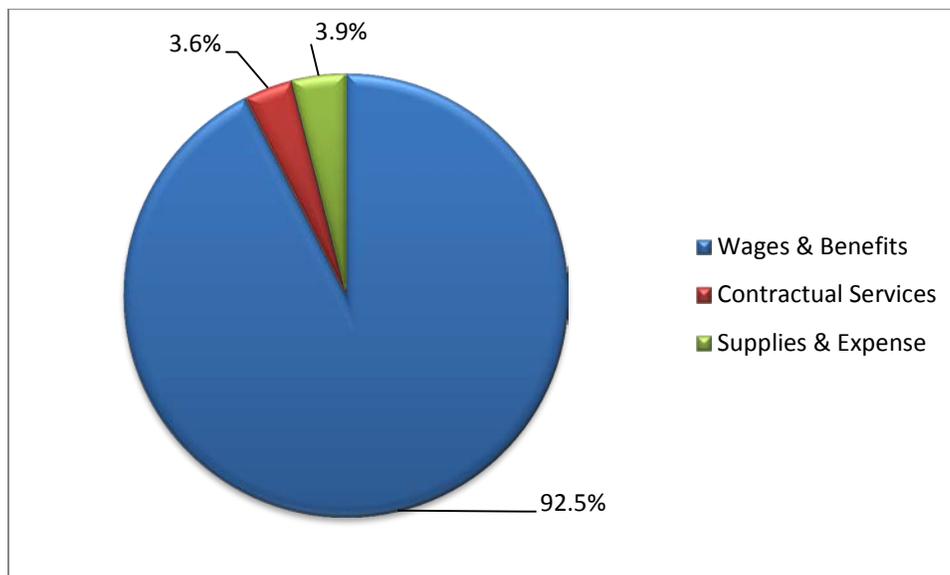
**Assessor's Department Budget Summary**  
1015153009

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$298,718</u>	<u>\$303,053</u>	<u>\$308,777</u>	<u>\$318,076</u>
Full-Time Positions	3.6	3.6	3.6	3.6

Expenditure History/Projections



2015 Recommended Budget



## Various Non-Departmental Budgets

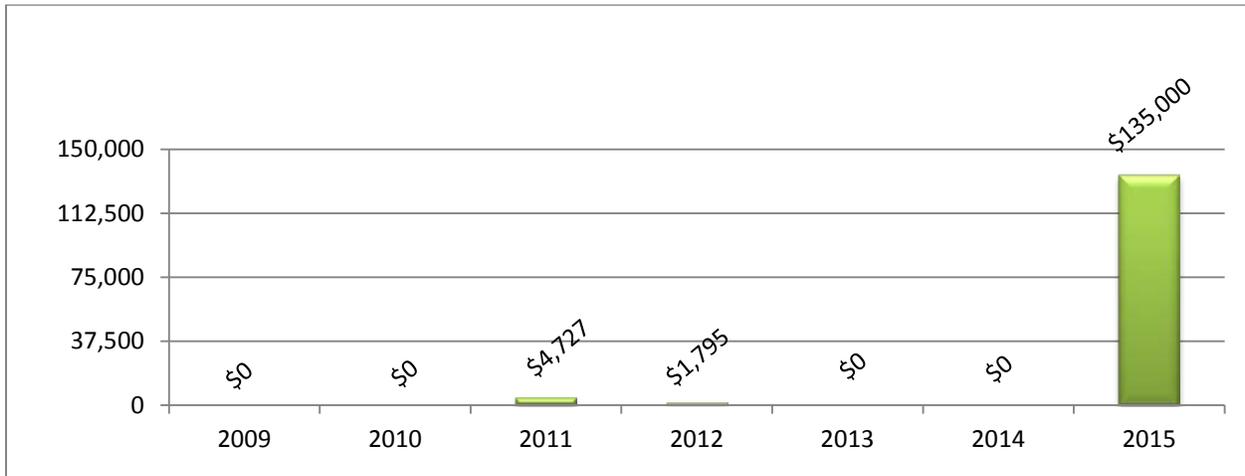
Non-departmental accounts are budgets that do not relate specially to any one department. They are summarized below:

<b>Summary of Services Provided</b>	
<b>Contingency Account</b>	This budget includes provisions for unallocated funds to cover unforeseen general operating costs not recognized when the budget was prepared
<b>Illegal Taxes, Tax Refunds and Uncollectible Taxes, Special Assessments and Receivables</b>	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.
<b>Non-Departmental Insurance and Bonds</b>	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

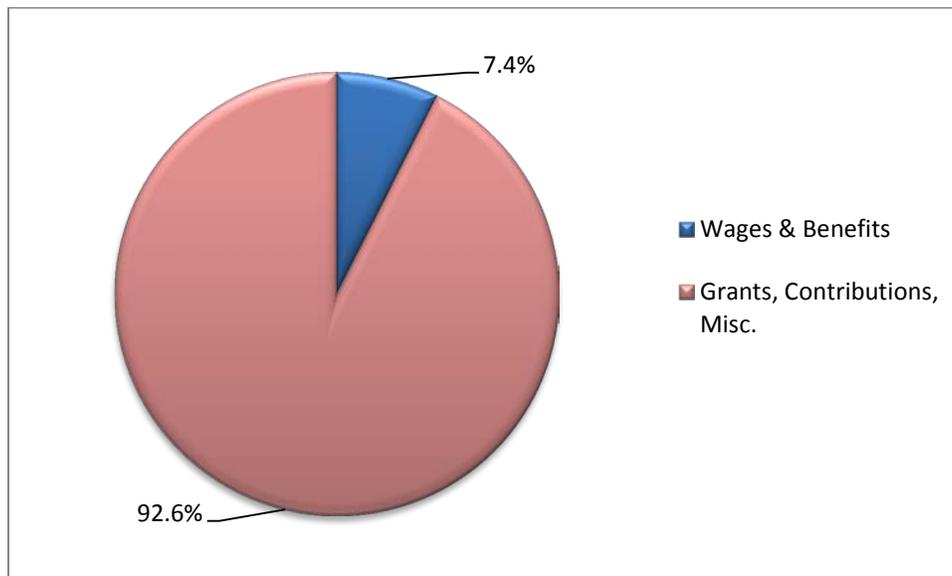
**Contingency Budget Summary**  
1015156008

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$0.0</u>	<u>\$80,180</u>	<u>\$0.0</u>	<u>\$135,000</u>

Expenditures History/Projections



2015 Recommended Budget

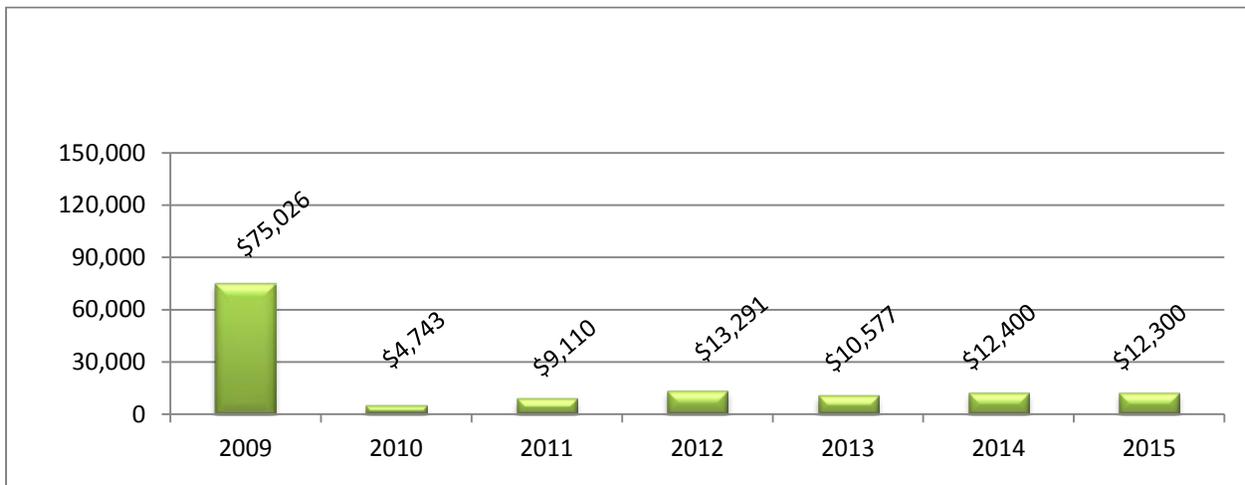


**Illegal Taxes, Tax Refunds and Uncollectible Taxes, Special Assessments and Receivables Budget Summary**

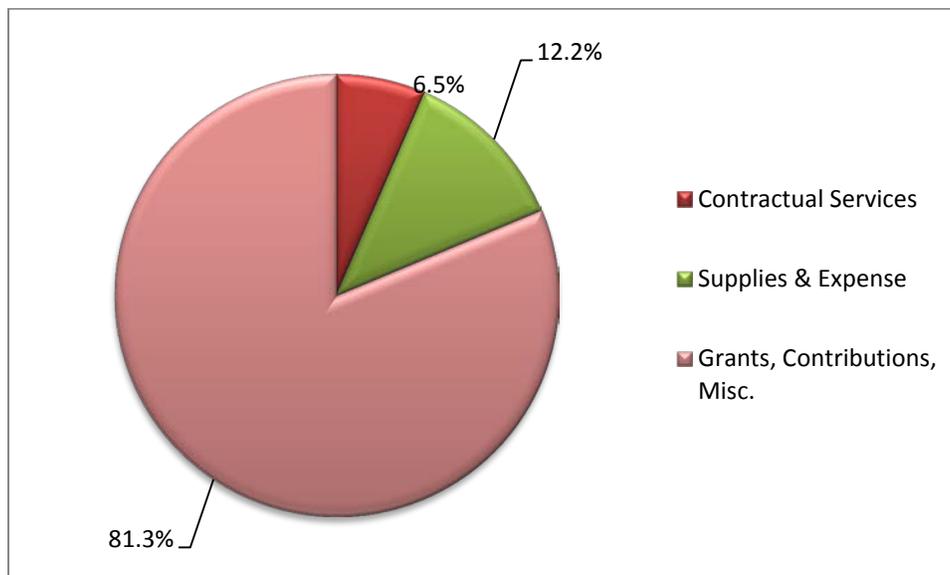
1015191008

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$10,577</u>	<u>13,000</u>	<u>\$12,400</u>	<u>\$12,300</u>

Expenditures History/Projections



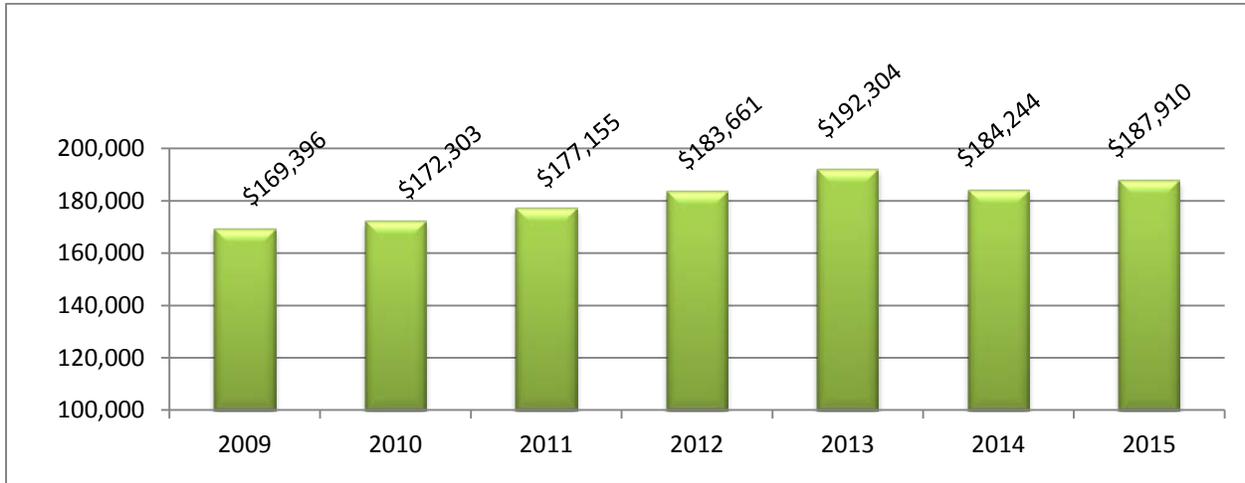
2015 Recommended Budget



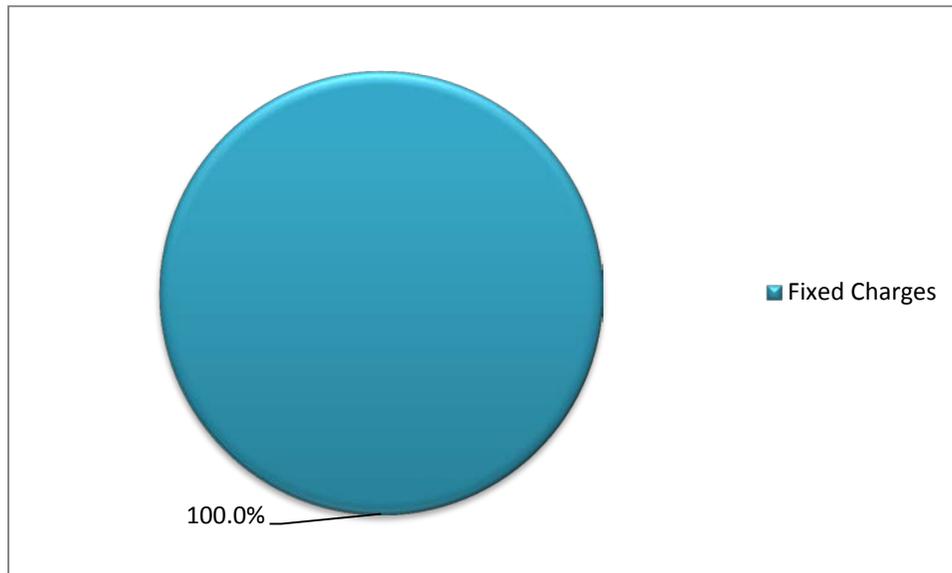
**Non-Departmental Insurance and Bonds Budget Summary**  
1015193008

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$192,304</u>	<u>\$199,515</u>	<u>\$184,244</u>	<u>\$187,910</u>

Expenditures History/Projections



2015 Recommended Budget



## Community Committees

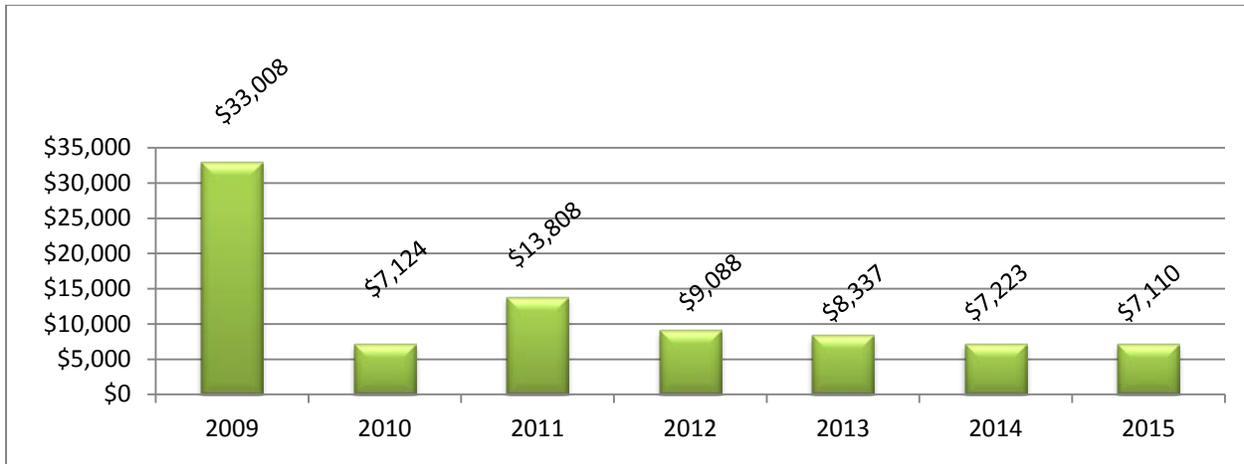
One of the key elements to a successful community is the willingness of its citizens to volunteer their time and be active in local decision making. The City of Marshfield has several Community Committees whose members donate hundreds of hours of time to help our community thrive.

<b>Summary of Services Provided</b>	
<b>Sustainable Marshfield Committee</b>	
	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.
<b>Historic Preservation Committee</b>	
	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.
<b>Committee on Youth</b>	
	The Committee on Youth was established to encourage youth participation and leadership through volunteerism and community involvement.

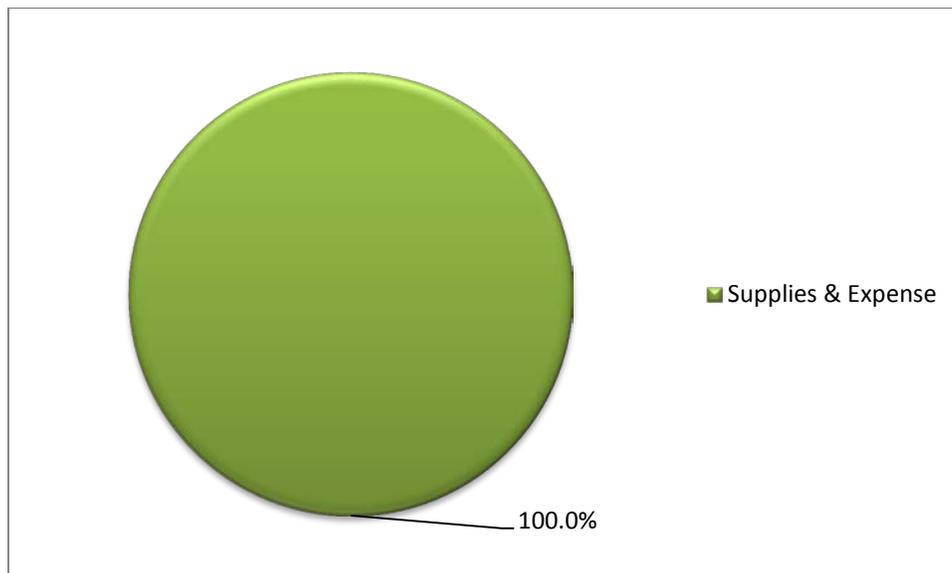
**Community Committees Budget Summary**

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Historic Preservation, 1015113070	\$3,551	\$4,030	\$3,160	\$2,110
Sustainable Marshfield, 1015114005	4,786	\$6,000	\$4,063	\$5,000
Committee on Youth, 1015115004	<u>0</u>	<u>500</u>	<u>500</u>	<u>0</u>
Operating Expenditure Total	<u>\$8,337</u>	<u>\$10,530</u>	<u>\$7,223</u>	<u>\$7,110</u>

Expenditure History/Projections

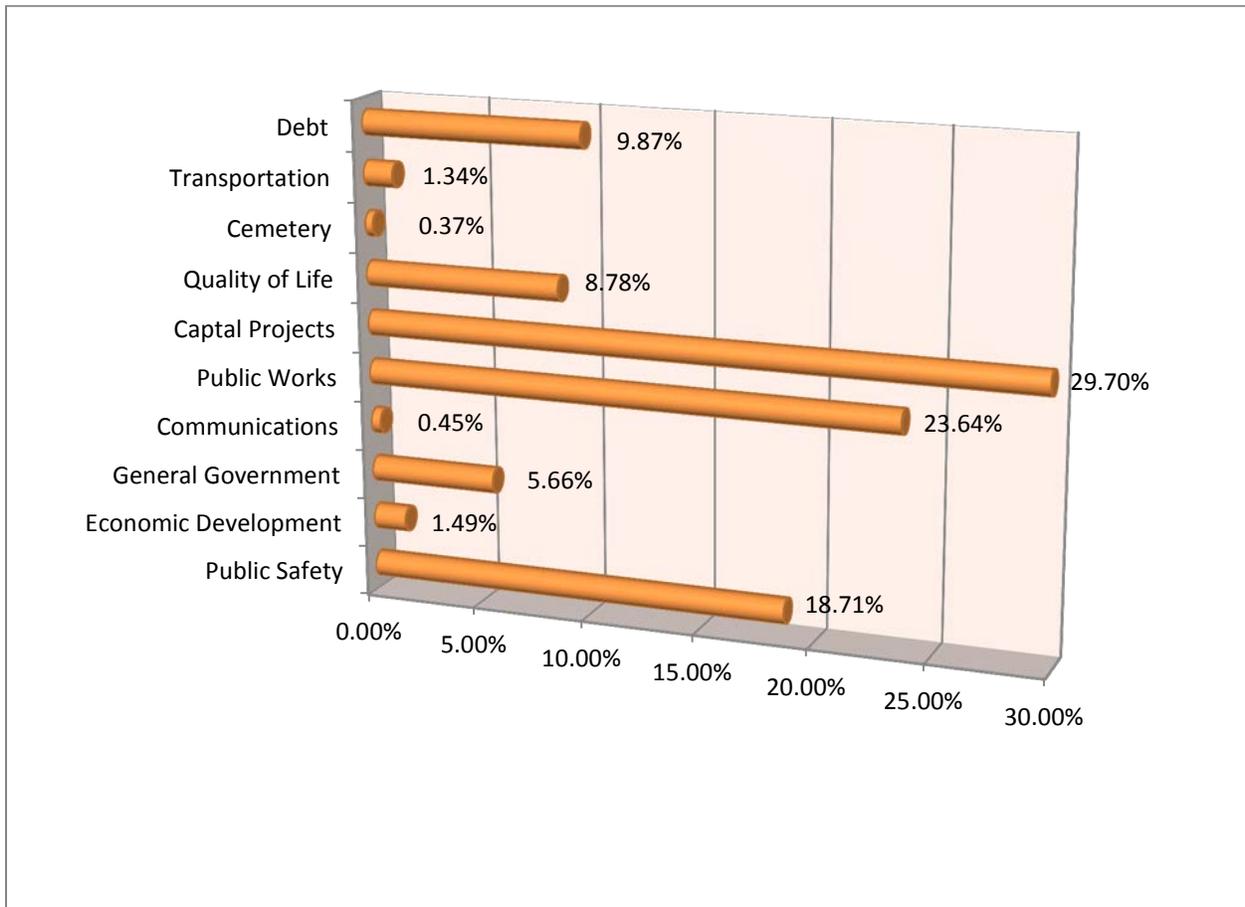


2015 Recommended Budget



## 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

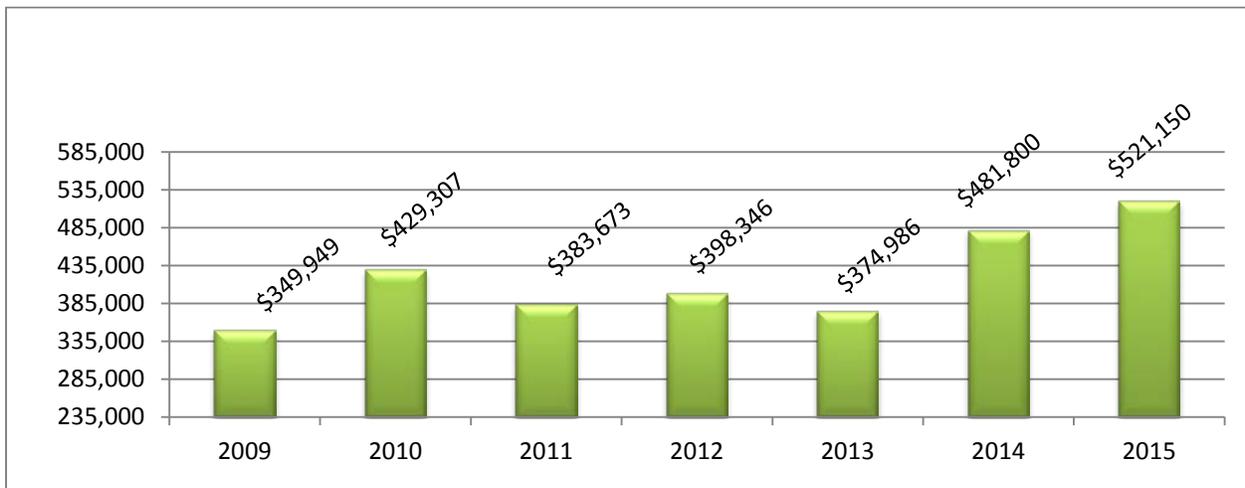
The City of Marshfield receives state mass transit operating and capital assistance aids under Section 85.20 of Wisconsin Statutes, and under Section 5311 of the Urban Mass Transportation Act. The purpose is to offer assistance to surface public transportation system operating out of urbanized areas.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

<b>Summary of Services Provided</b>	
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.
	Marshfield Public Transit also operates a shuttle bus to and from Tomah, WI.

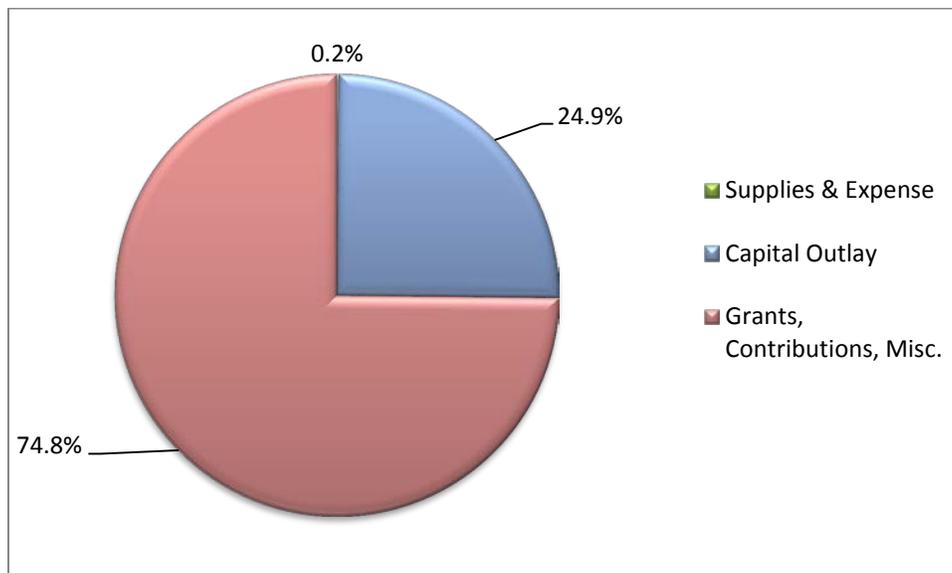
**Taxi Budget Summary**  
2205352234

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$374,986</u>	<u>\$491,242</u>	<u>\$481,800</u>	<u>\$521,150</u>

Expenditures History/Projections



2015 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.

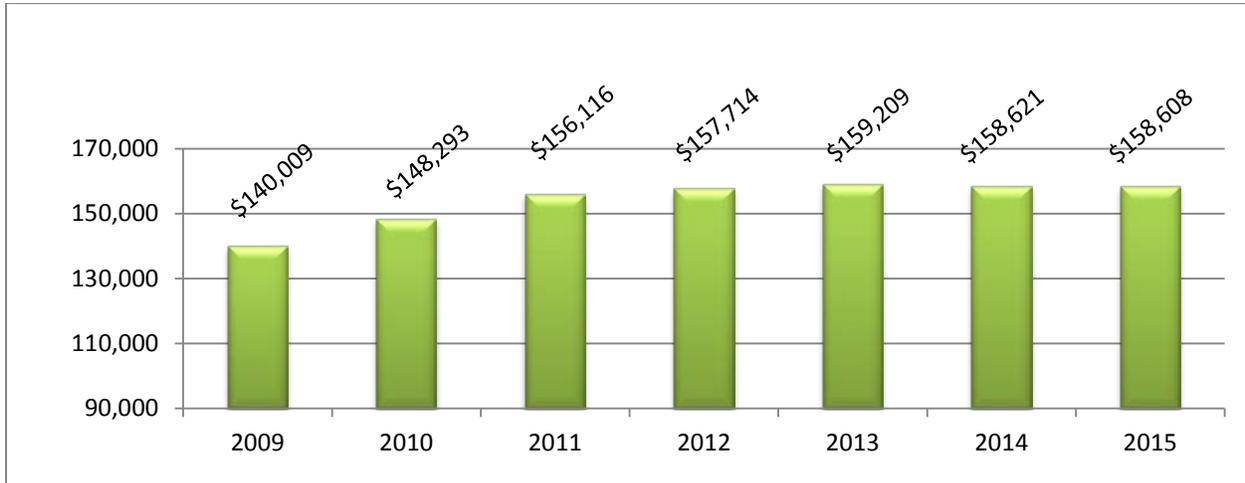
<b>Summary of Services Provided</b>	
<b>Airport</b>	
	Provide and maintain a safe, user-friendly, and well-maintained airport for both business and private aircraft.
	Maintain and improve lighting and landing system, runways, taxiways and ramps, mowing and brush control, snow removal.
	Greet and help 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**

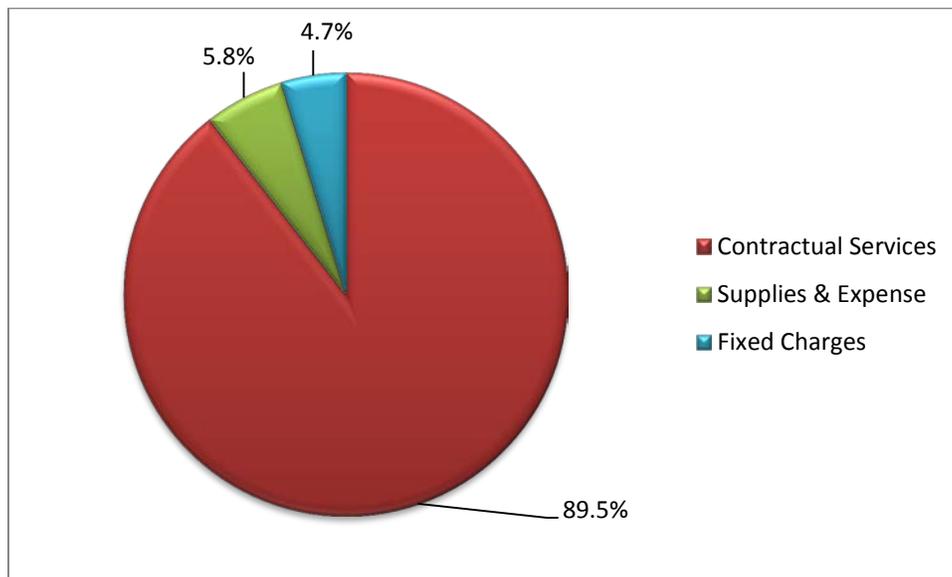
1015351033

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$159,209</u>	<u>\$165,712</u>	<u>\$158,621</u>	<u>\$158,608</u>

Expenditures History/Projections

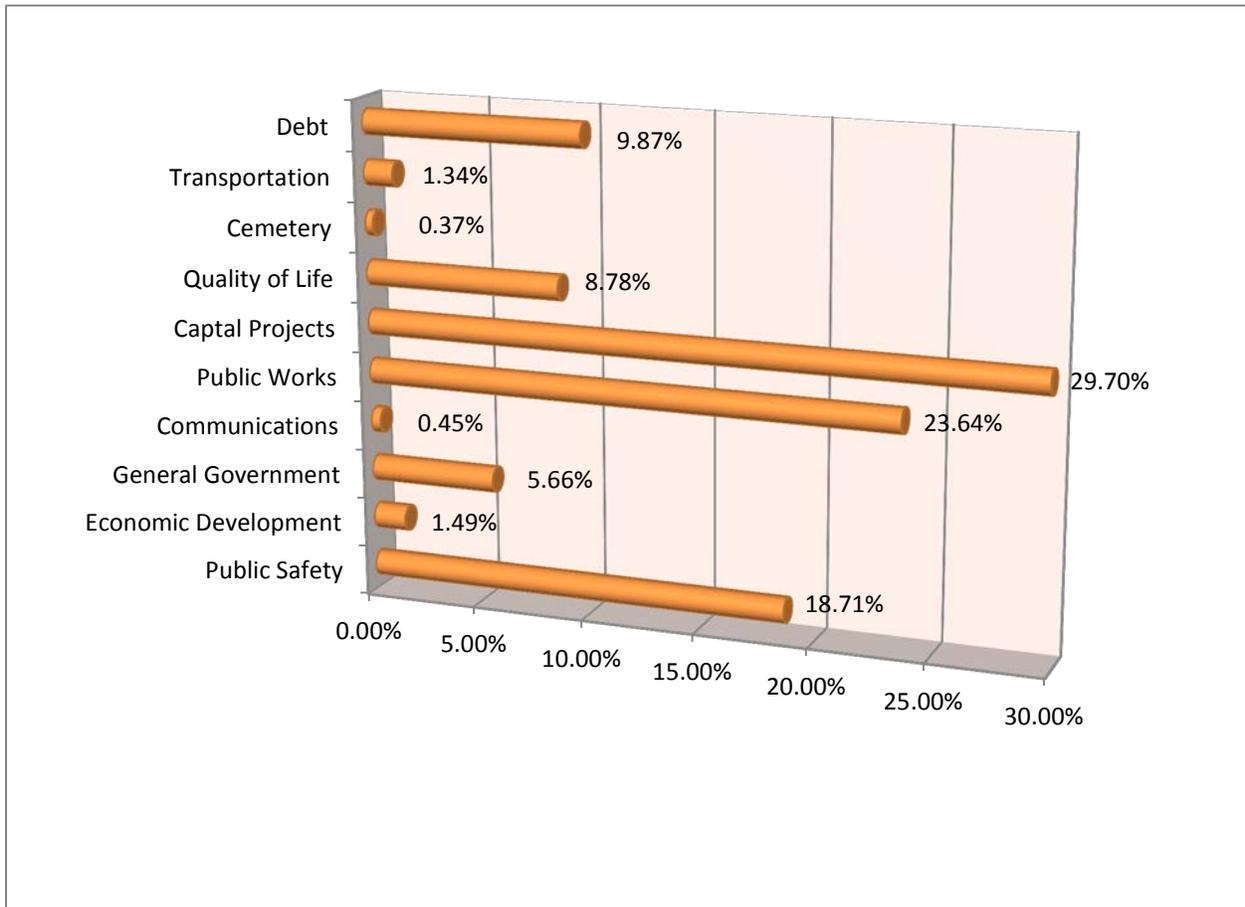


2015 Recommended Budget



## 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

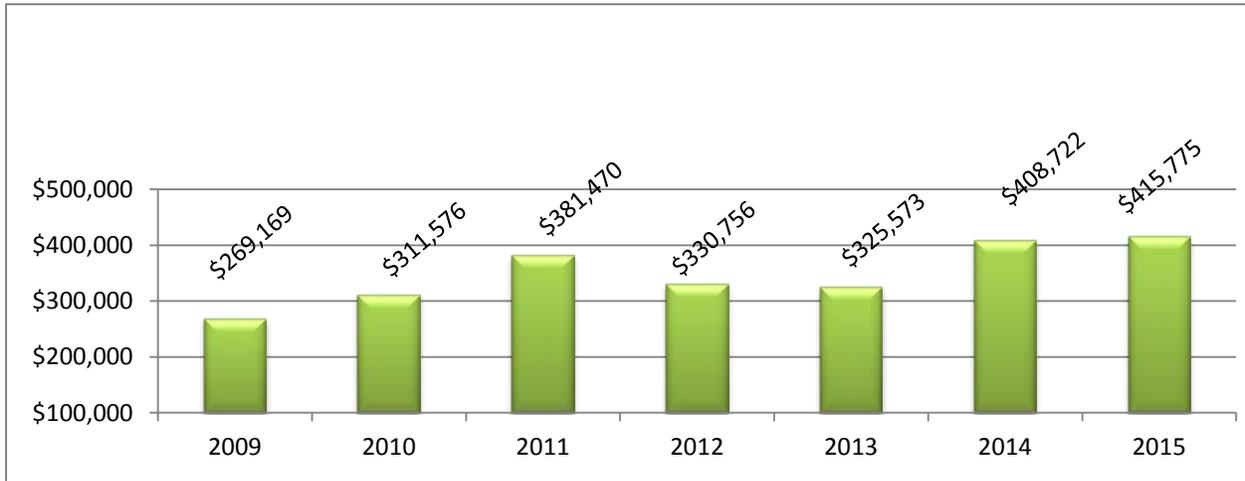
The Planning & Economic Development Department engages in and coordinates processes to ensure planned, orderly development for the City of Marshfield. To be effective, this should be accomplished in a manner that is consistent with the goals and objectives of existing plans and policies.

<b>Summary of Services Provided</b>	
<b>Planning &amp; Economic Development</b>	
	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.

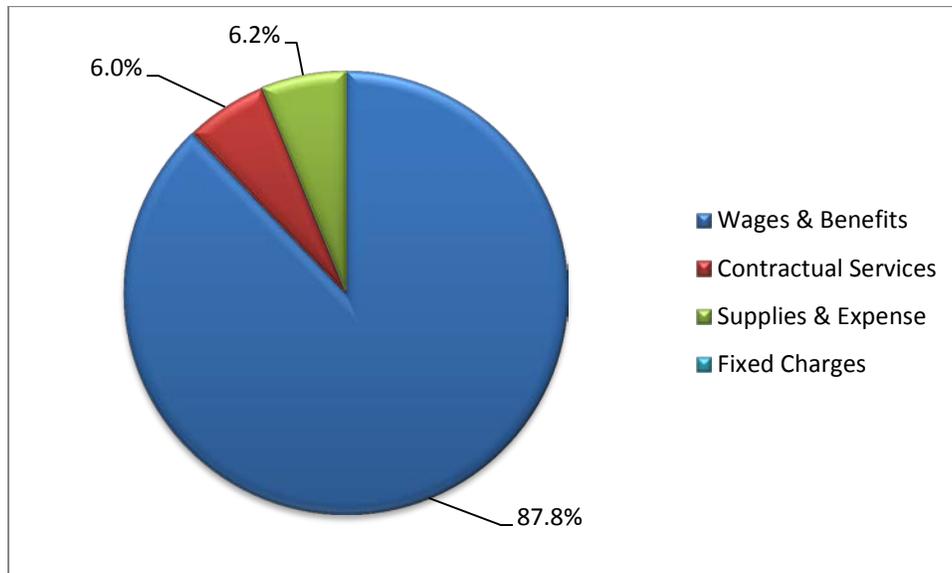
**Planning and Economic Development Budget Summary**  
1015690170

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$325,573</u>	<u>\$458,056</u>	<u>\$408,722</u>	<u>\$415,775</u>
Full-Time Positions	3	4	4	4

Expenditures History/Projections



2015 Recommended Budget



## Economic Development Fund

<b>Summary of Services Provided</b>	
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.

## EDB's recommended 2015 budget for economic development

On July 17<sup>th</sup> and August 7<sup>th</sup>, the Economic Development Board (EDB) reviewed funding requests for economic development projects/activities. In creating the EDB, the Council delegated to the Board the task of crafting an annual budget for economic development purposes, funded by the annual dividend from Marshfield Utilities. After careful consideration, the Board recommends the attached allocation of 2015 budget funds.

Staff recommends that Council approve the EDB's proposed budget as part of the City's overall 2015 budget.

Wages & Benefits	\$69,819
Office Supplies & Expenses	\$7,000
Travel, Training & Dues	\$14,325
Professional Services & Projects	\$150,250
Miscellaneous or Other	<u>\$17,500</u>
TOTAL	<u>\$258,894</u>
City	\$23,969
Main Street Marshfield	\$12,050
Marshfield Area Chamber Foundation Inc	\$73,875
Economic Development Board	\$4,000
Community Development Authority	\$0
Special Projects	<u>\$145,000</u>
TOTAL	<u>\$258,894</u>

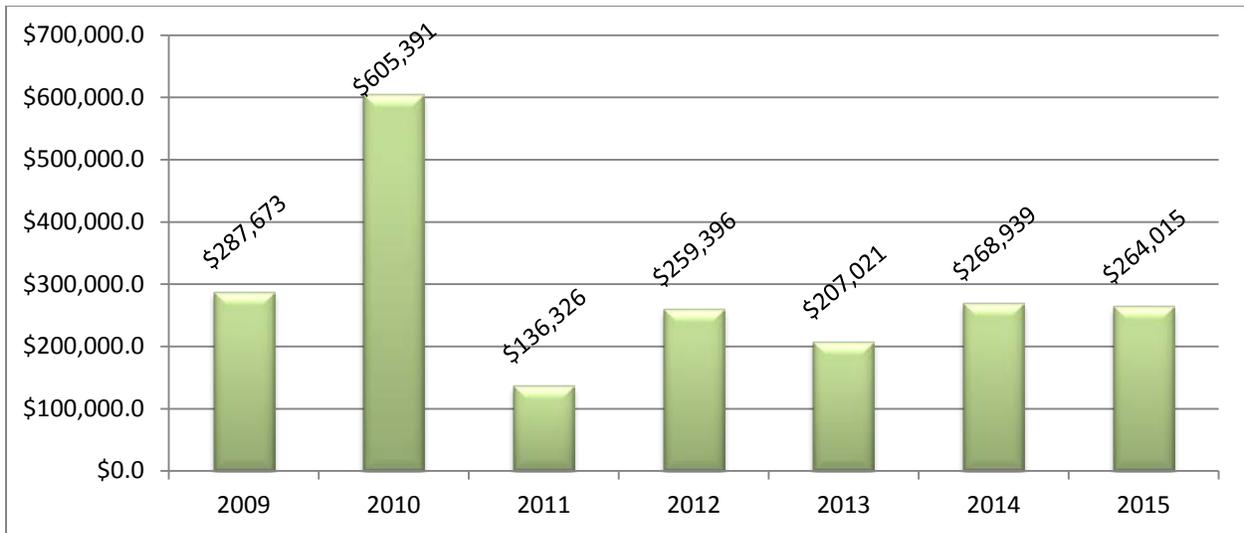
**Economic Development Fund Budget Summary**

2055673008

	Actual <u>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total*	<u>\$207,021</u>	<u>\$268,939</u>	<u>\$207,445</u>	<u>\$264,015</u>

\*The 2015 request includes \$5,121 for Finance hours in administering the historic local RLF program. This amount was not approved by the Economic Development Board, but it's included in the budget per past Council budget approvals and the Council's direction to offset these administrative costs with the interest received on these loans.

Expenditures History/Projections



## **Business Improvement District Fund**

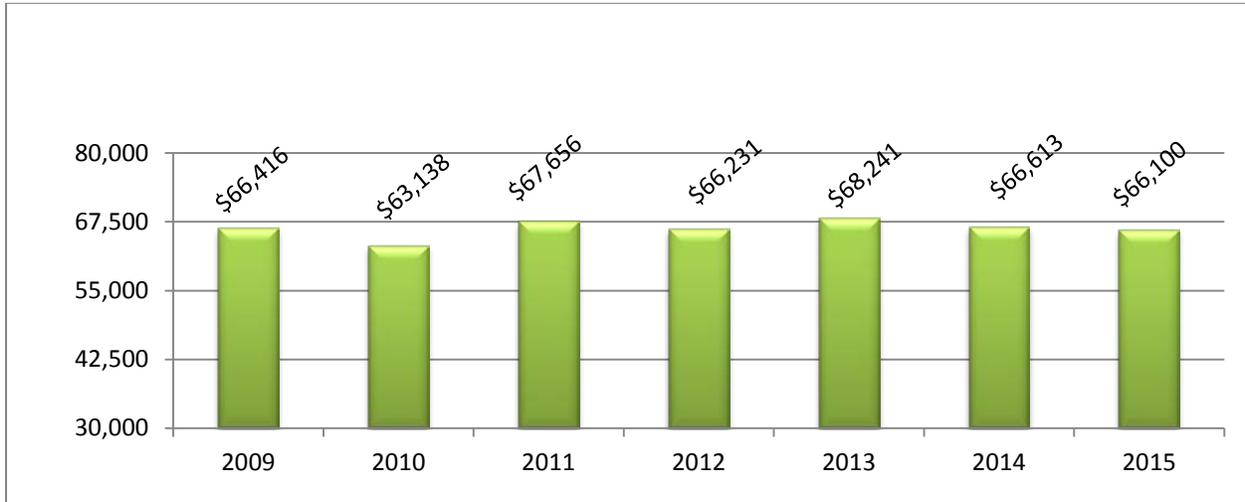
In 1990, the Common Council created the Downtown Marshfield Business Improvement District. The purpose of the district is to provide a mechanism of self-assessment to property owners within the Business Improvement District, with these funds intended for purposes that enhance and improve the downtown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

**Business Improvement District Budget Summary**

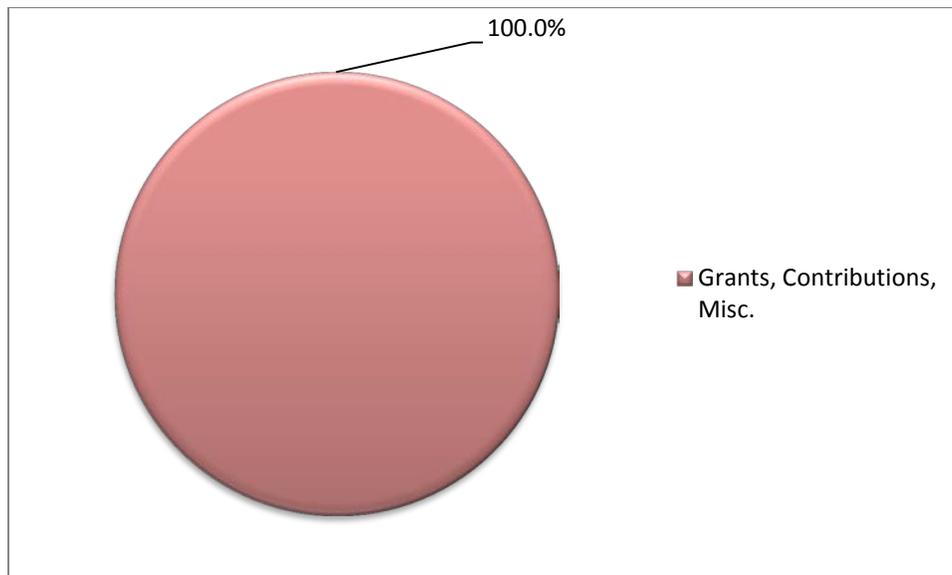
2145670108

	<u>Actual 2013</u>	<u>Budget 2014</u>	<u>Estimated 2014</u>	<u>Recommended 2015</u>
Operating Expenditure Total	<u>\$68,241</u>	<u>\$66,100</u>	<u>\$66,613</u>	<u>\$66,100</u>

Expenditures History/Projections



2015 Recommended Budget



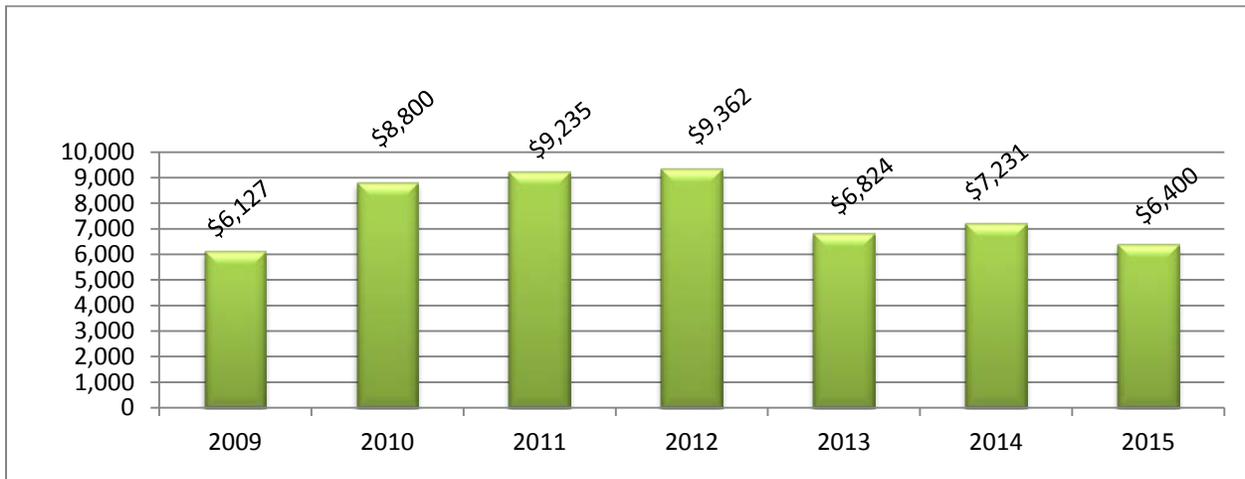
## **Industrial Park Authority**

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>2013</u>	Budget <u>2014</u>	Estimated <u>2014</u>	Recommended <u>2015</u>
Operating Expenditure Total	<u>\$6,824</u>	<u>\$7,231</u>	<u>\$7,231</u>	<u>\$6,400</u>

Expenditures History/Projections



## Residential Rehabilitation

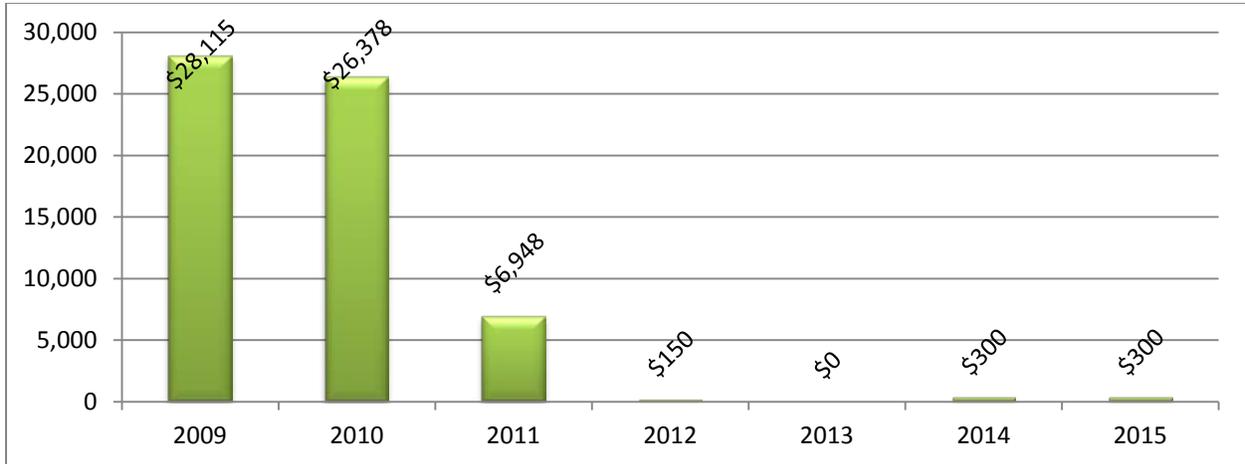
In 1992, the City of Marshfield received a Community Development Block Grant (CDBG) to assist in creating additional affordable housing units for low to moderate income (LMI) persons.

<b>Summary of Services Provided</b>
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

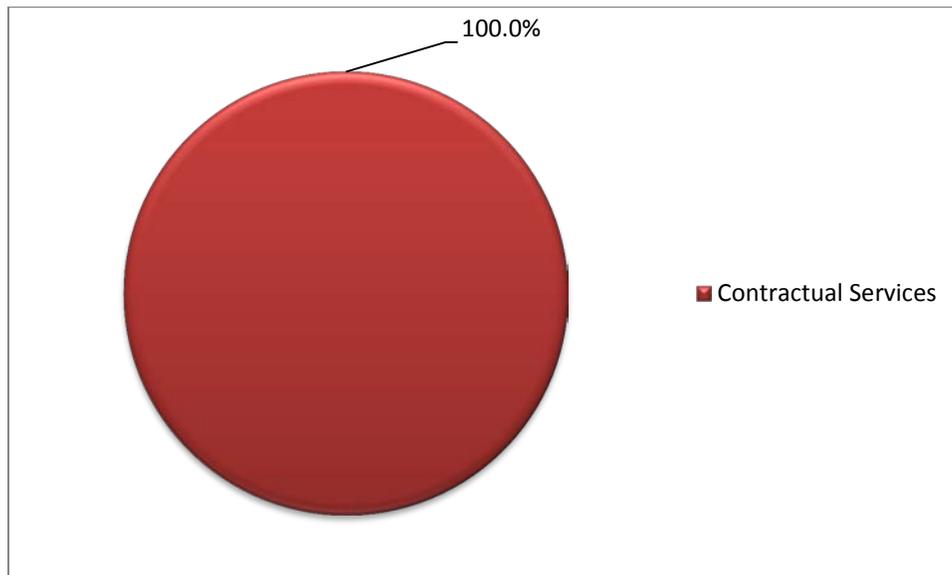
**Residential Rehabilitation Budget Summary**  
2045661008

	<u>Actual 2013</u>	<u>Budget 2014</u>	<u>Estimated 2014</u>	<u>Recommended 2015</u>
Operating Expenditure Total	<u>\$0</u>	<u>\$300</u>	<u>\$300</u>	<u>\$300</u>

Expenditures History/Projections

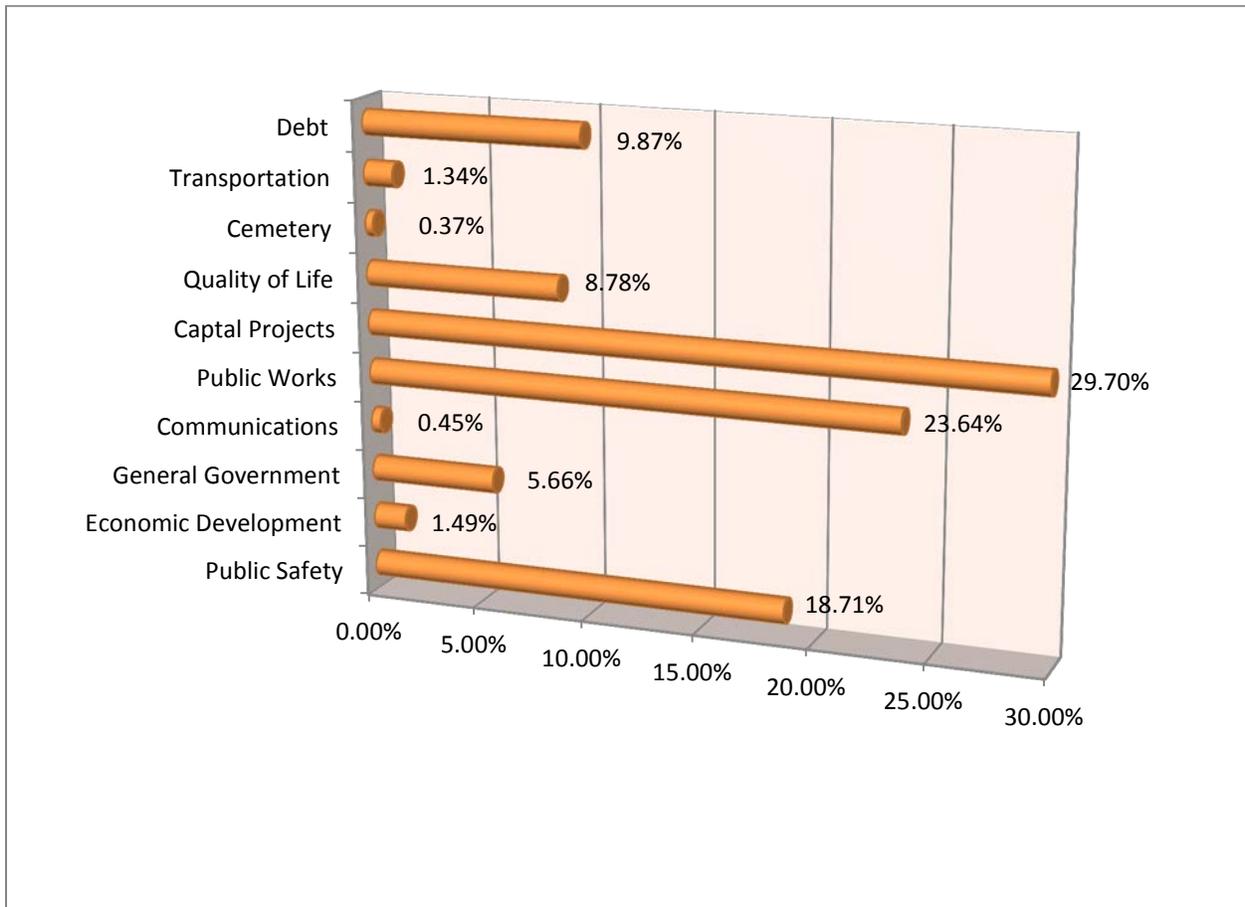


2015 Recommended Budget



## 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

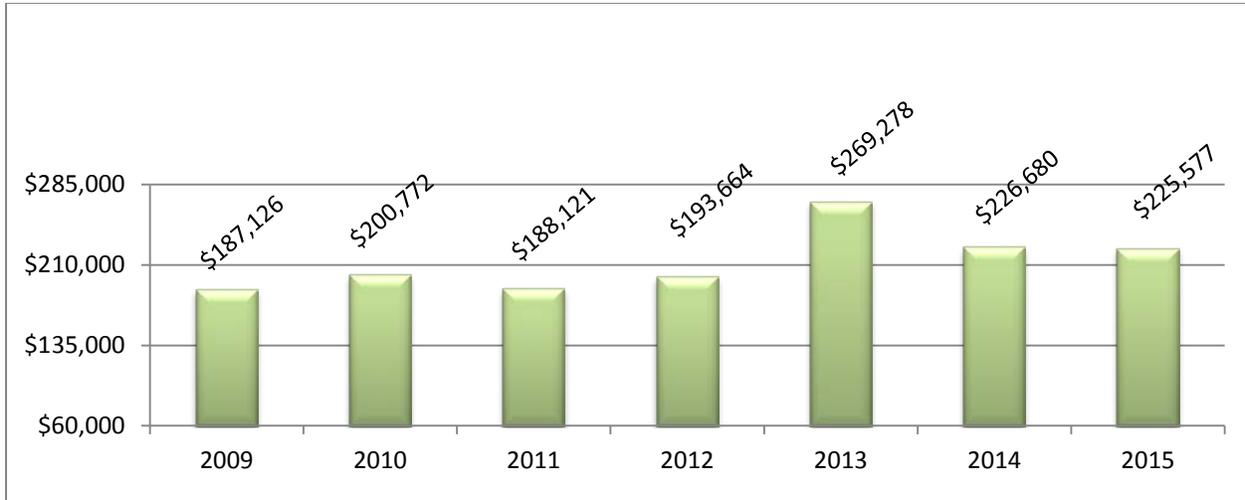
Cable Access serves the residents of the City of Marshfield that have Cable television.

<b>Summary of Services Provided</b>	
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.

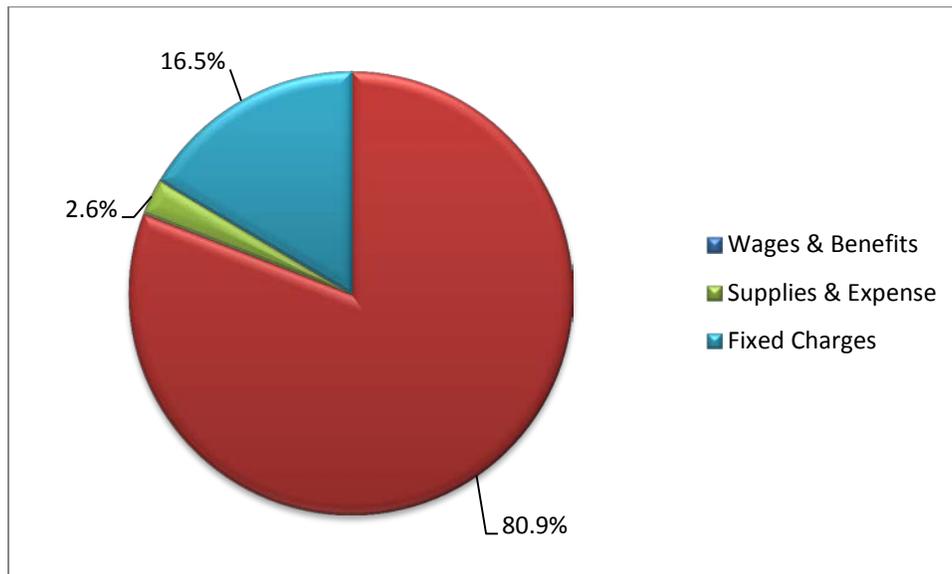
**Cable Access Budget Summary**  
2355112001

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Operating Expenditure Total	<u>\$269,278</u>	<u>\$237,319</u>	<u>\$226,680</u>	<u>\$225,577</u>

Expenditure History/Projections

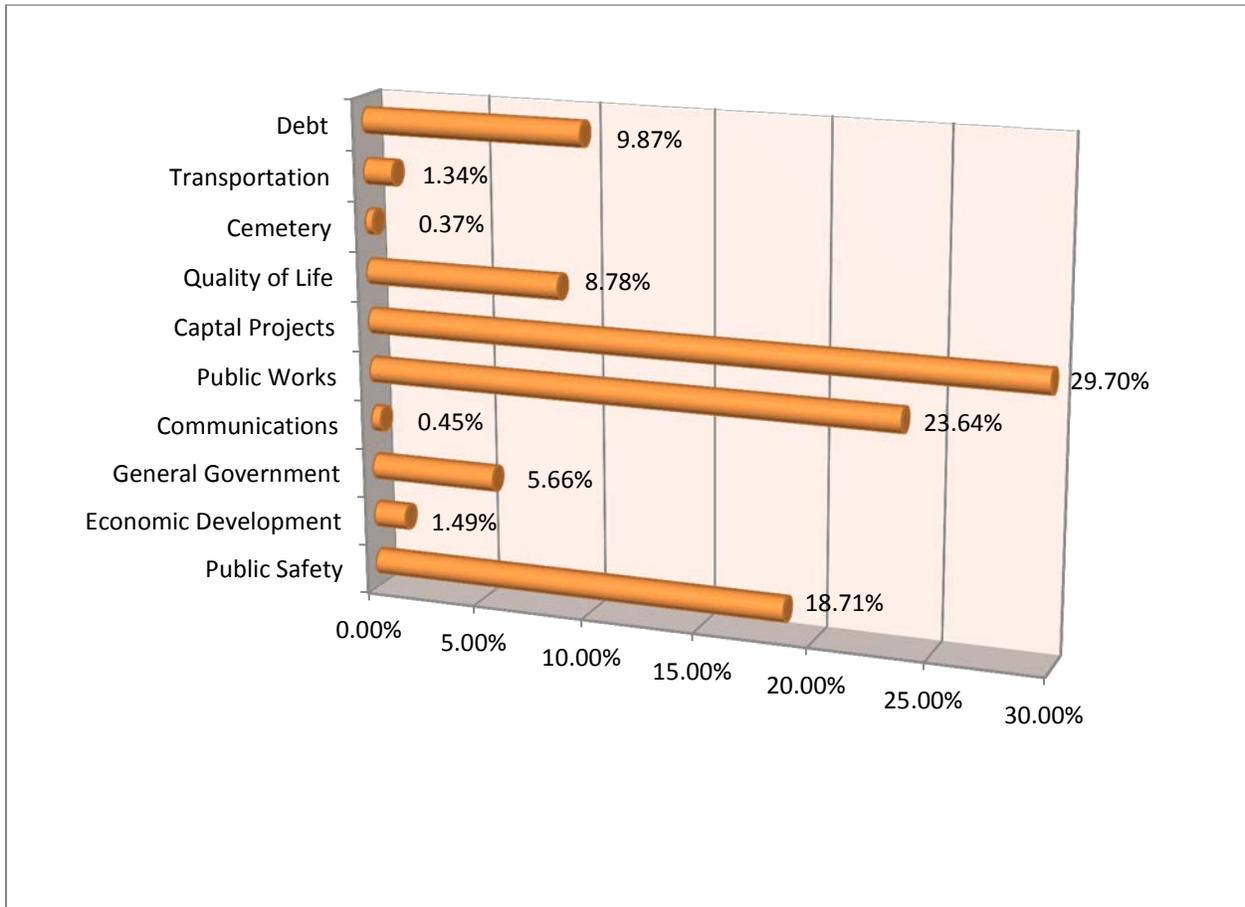


2015 Recommended Budget



## 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

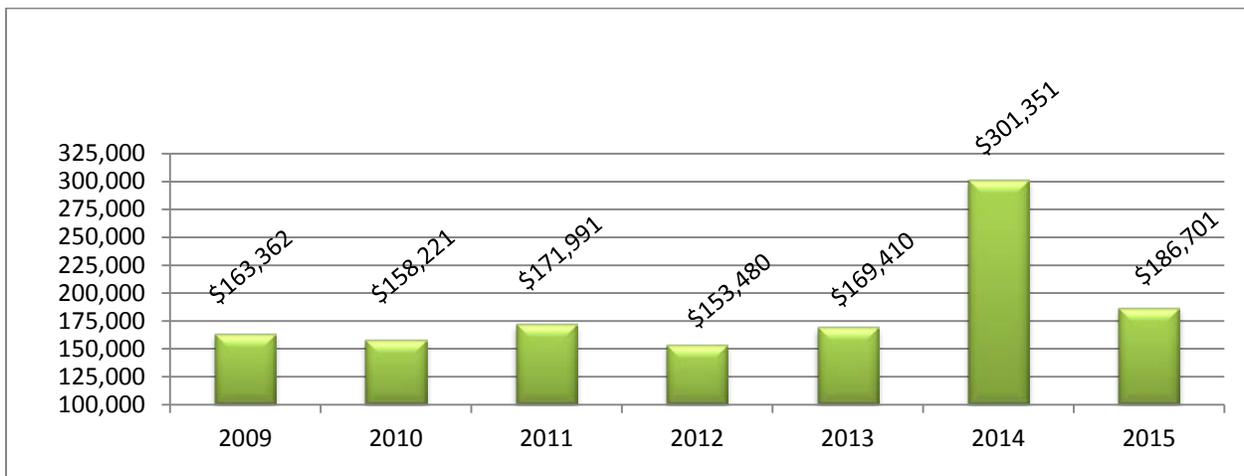
The mission of the Hillside Cemetery is to assist with interments; provide care and maintenance of the grounds and equipment; keep accurate records; and serve as a resource for individuals seeking locations of burial sites of loved ones.

<b>Summary of Services Provided</b>	
Cemetery	
	Clean and maintain the Vaughn-Hansen Chapel; dig graves as required and authorized; level sites and brings 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 trims 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 on individuals on locations of interments

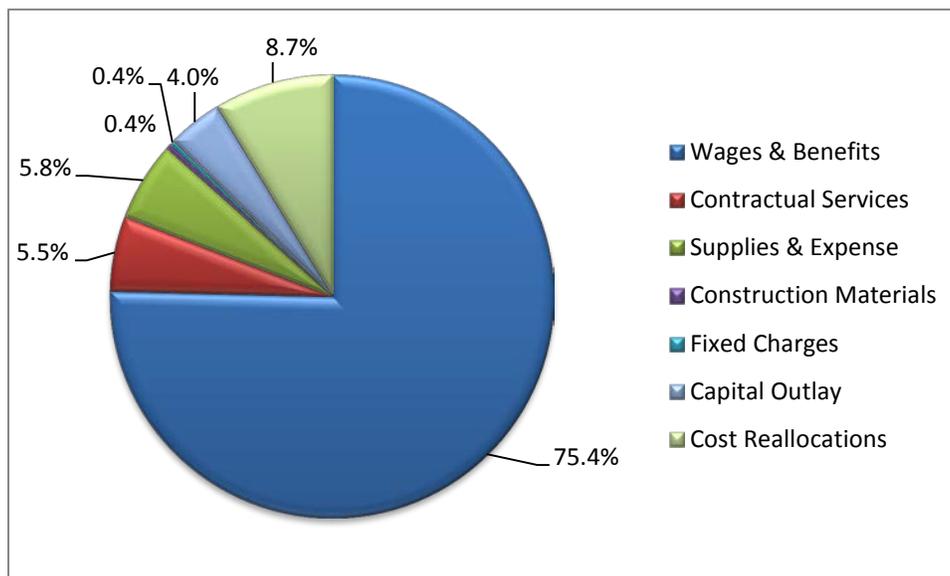
**Cemetery Budget Summary**

	Actual 2013	Budget 2014	Estimated 2014	Recommended 2015
Cemetery, 1015491051	\$168,677	\$169,064	\$160,601	\$170,518
General Fund Transfer to Perpetual Care Fund 1015900008	0	0	0	\$15,383
Cemetery Perpetual Care Fund, 8015900008	<u>733</u>	<u>\$140,880</u>	<u>\$140,750</u>	<u>\$800</u>
<b>Operating Expenditure Total</b>	<b><u>\$169,410</u></b>	<b><u>\$309,944</u></b>	<b><u>\$301,351</u></b>	<b><u>186,701</u></b>
Full-time Positions	2	2	2	2

Expenditure History/Projections



2015 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 expenditures 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 with a self-imposed assessment.

**Capital Outlay** - 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. This is a long-term plan of capital expenditures. The City of Marshfield annually updates its 5-year CIP to guide physical development and improvement within limited 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 12-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, Public Works, Parks & 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 can be 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 representing 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 costs of services provided. The recommended budget includes 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 proceeds of specific revenue

sources that are legally restricted to expenditures 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 one year will be used to finance the next year's 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 (TID)** - A geographical area designated for public and private development. Public improvements within a TID 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 TID which are segregated from taxes levied on the base year value of that TID. At present, the City of Marshfield has 5 active TIDs - the Purdy School project, Downtown Redevelopment project, Mill Creek Business Park project, and Yellowstone Industrial Park project, and Hartl Manor redevelopment project.

**PROPOSED NEW ITEMS (\$5,000 or more, non-CIP) INCLUDED IN BUDGET**  
**(Does not include equipment replaced on an annual basis - squad cars, PCs, etc.)**

<u>Department</u>	<u>Description</u>	<u>Amount</u>
Ordinance	MAPS project – pet shelter	250,000 (a)
Planning & ED	Update of aerial photography	78,443 (b)
CVB	Donation to zoo bear exhibit	75,000 (c)
Police	Heroin Task Force project	50,000 (d)
Police	2 digital recording systems	12,000
Technology	New position – Technician	30,000 (e)
Traffic Control	Epoxy painting (contracted)	20,000 (f)
Library	Replace 5 computer servers	16,550 (g)
Parks & Recreation	Color coating for tennis courts (Miller)	15,000
Fire	Replace 2 SCBA units (breathing apparatus)	14,162 (h)
Airport	Approach light engineering	10,000
Planning & ED	Design assistance for comp plan	10,000
Parks & Recreation	Replace upper pond airline	8,000
Cemetery	Replace lawn mower	7,400
Parks & Recreation	Replace old park signage (2 signs)	6,000
Forestry	Plant new trees	5,000 (i)
Traffic Control	Traffic study – McMillan/St. Joe's	5,000 (j)

(a) This would be a one-time donation toward construction of this improvement

(b) Total cost is \$118,667, but Marshfield Utilities/Wastewater are contributing

(c) CVB is funded through room tax, so this won't impact our levy or borrowing

(d) The request is for this to be the first of a 5-year donation toward this project

(e) This position would start in mid-year; cuts in intern costs would help fund it

(f) \$25,000 was proposed, but amount was cut through staff budget discussion

(g) The Library's old computer servers will no longer be serviceable after 2014

(h) 3 SCBA units (\$21,393) were proposed; but this was cut to 1 in staff discussion

(i) No funds budgeted last 2 years; \$10,000 was proposed, but this was reduced

(j) 2 traffic intersection studies (\$10,000) were proposed; but this was cut to one

**PROPOSED NEW MACHINERY/VEHICLE PURCHASES (\$5,000 or more)**

Street	Single axle dump truck with snow plow, Snow wing and spreader	171,600
Street	Loader mounted snow blower	145,450
Street	Vibratory compacting roller	93,570
Police	3 replacements Chevrolet Tahoes	81,120
Street	One ton pickup truck	51,450
Ordinance	Replace existing vehicle	23,500
Street	Two ton vibratory plate	6,875
Street	Grader laser	6,680

**Appendix A**

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Street	Metal cutting band saw	6,125
Street	Skid steer box plow	5,675
Street	Tig welder	5,250
Parks and Recreation	Skid steer v-plow	5,250

**PROPOSED NEW ITEMS (\$5,000 or more, non-CIP) NOT INCLUDED IN BUDGET**

<b><u>Department</u></b>	<b><u>Description</u></b>	<b><u>Amount</u></b>
Technology	Wireless roll call system (CC Chambers)	16,770
Parks & Recreation	Replace air conditioner (Senior Center)	16,000
Parks & Recreation	Replace tables/chairs (Oak Avenue CC)	12,800
Fire	Replace 1 SCBA unit (see note above)	7,131
Library	Replace Cisco network switches	6,150
Forestry	Plant new trees (see note above)	5,000
Traffic Control	Epoxy painting (see note above)	5,000
Traffic Control	Traffic study – Upham/Central (note above)	5,000

CITY OF MARSHFIELD  
DEPARTMENT Technology  
PROGRAM IMPROVEMENT REQUEST FORM  
CONTACT Eng. K. Ng  
BUDGET YEAR 2015  
ACCOUNT #101.5145007.0000  
FUND# DEPT# PRJ-PRG

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DESCRIPTION: In this space, specifically describe the full extent of the request, the intended impact of the improvement, and the benefits accruing to the public and/or department. (Please attach a plain white sheet of paper if additional room is needed.)

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**I01: - Technology Technician \$ 58,973**

The Technology Department is requesting a Technology Technician position for 2015. We have been at the same staffing level of 3 full-time positions (1 director/lead analyst and 2 analysts) and 2 part-time interns since 1998. In 2008, the Technology department did request adding a 4th full-time Analyst position. It was approved by the Finance, Budget & Personnel Committee, but disapproved by the Council. However, since the last staff addition in 1998, the City technology use has grown significantly. The following expansions or additions are just some of the examples:

- Storage Area Network
- Disaster Recovery site/hardware
- GIS Hardware/Software
- GPS-related equipment for surveying/GIS
- Additional/updated database servers
- VoIP Telephone System (100% maintained in-house)
- Anti-SPAM system
- Internet/E-mail Access
- Multi-function Devices
- Addition of mobile devices (Smart phones, Tablet PCs etc)
- Virtualization of Servers
- Virtual Desktop Infrastructure (VDI)
- NetMotion and 2-Factor Authentication
- Beast Evidence Management Software
- WatchGuard Video Recording System for Squad Cars
- Surveillance Cameras or Video Capture for PD Report Rooms and certain City Buildings
- Enterprise Business Software (Payroll, Financial Accounting, Accounts Payable, Cash Receipt, Business License, Animal License, Building Permits, Fixed Assets, Parking Tickets etc.)
- Enterprise Document Management System (EDMS)

The City started implementing the Enterprise Document Management System (EDMS) in 2011, and added 4-5 part-time scanner positions in 2013 for the Technology Department to manage. The key impact of doing without the 4th full-time position is our ability to introduce/implement new technology would take much longer in time, and our user support, at times, especially when all the interns have returned to school, could be slower. In addition, little to no time would be left for the Technology Department to support/implement organizational process improvements.

According to the final staffing study report released by Springsted Incorporated on 1/24/2014, the addition of a Technology (Support) Technician should be evaluated in the near future. If the Technology Technician position is approved, the Technology Technician position would focus on handling the day-to-day end-user support and

## Appendix C

monitoring/maintaining the day-to-day Technology operations. For example, the following duties are normal for this position. Other duties may be required and assigned:

- Working with the Technology Team: purchases, installs and maintains user PCs and general office equipment.
- Installs and maintains desktop software for the entire organization.
- Installs critical security updates and patches on workstations and ensures network virus and spyware definitions are up to date.
- Rotates backup devices as necessary for monthly archived backups. Assists in testing backup plans and procedures for disaster recovery situations. Installs and removes backup clients and restores files as requested. Reports backup results to Technology Director.
- Assist users in updating/maintaining website pages and files. Monitors performance of the website and proposes changes/additions/deletions.
- Provides help desk support for the entire organization.
- Monitor server room for equipment failures and works with vendors to correct the hardware malfunction.
- Maintains the equipment inventory of computer equipment.
- Conduct computer training and other application program trainings for City Employees.
- Document historical problem-resolution or develop how-to instructions.
- General installation and maintenance of the VOIP telephone system.

This would free up the 2 analysts' time to focus on deploying new technologies, implementing new software programs (such as the EDMS programs or EBS modules), improving business processes etc. Currently, both analysts have to constantly switch between user support and their assigned projects. Lots of time and efforts were lost because of the interruptions or the switching back and forth.

Below is the estimated total cost for the Technology Technician position:  
(Provided by Brenda Hanson, Assistant Finance Director)

		2015	2015
		Technology	Hourly
Object		Technician	Wage
51110	2015 Estimated Base Wage (2088 hrs):	\$ 45,455.76	\$21.77
51530	FICA - 7.65%:	3,477.37	1.67
51510	Retirement (Employer) - 6.8%:	3,090.99	1.48
51570	Workers Compensation - 0.23%:	104.55	0.05
51540	Health Insurance (family):	15,489.36	7.42
51550	Dental Insurance (family):	1,482.36	0.71
51560	Life Insurance:	56.00	0.03
51600	Post Employment Health Plan - 2.0%:	909.12	0.44
	<b>2015 Estimated Wage &amp; Benefit:</b>	<b>\$ 70,065.51</b>	<b>\$33.57</b>

## Appendix C

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If the Technology Technician position is approved, we could rely less both on consulting hours (by \$7,000) and Technology Intern hours (by \$5,000). Specifically, we would reduce the 2015 Technology budget for the following object numbers, but add to the budget for a computer desk and a chair:

51170	Temporary-Straight Time	<b>-\$5,000</b>
51530	Social Security	<b>-\$ 382</b>
51570	Workers Compensation	<b>-\$ 11</b>
52100	Professional Services	<b>-\$7,000</b>
53100	Computer Desk	<b>+\$ 900</b>
53100	Chair	<b>+\$ 400</b>

This will bring the total cost for this improvement program down to **\$58,973**.