

**SPECIAL MEETING OF THE BUCHANAN CITY COMMISSION**  
**MONDAY, JANUARY 31, 2022 – 6:00 PM**  
**CHAMBER OF BUCHANAN CITY HALL - 302 N REDBUD TRAIL, BUCHANAN MI**

**AGENDA**

THE COMMISSION OF THE CITY OF BUCHANAN, in compliance with Michigan’s Open Meetings Act, hereby gives notice of a regular meeting of the Buchanan City Commission to be held in the Chamber of City Hall.

\* Requests to be added to the agenda as a “Scheduled Matter from the Floor” should be submitted in writing to the City Clerk at least 5 business days prior to the scheduled meeting during which the speaker wishes to appear, and the approval of such requests remain within the discretion of the Mayor. If denied, the speaker may nonetheless speak during the “non-agenda items only” public comments section of the agenda.

\* Those who are unable to appear during a meeting but who still wish to share public comment may submit such comments in written form to the City Clerk at least 4 hours in advance of the meeting.

\* Individuals with disabilities may request necessary reasonable accommodations by submitting requests to the City Clerk, preferably at least 24 hours in advance.

\* Written requests and comments may be submitted to the City Clerk either in person or via mail to Buchanan City Hall, 302 N. Redbud Trail, Buchanan, MI 49107, or via email to [clerk@cityofbuchanan.com](mailto:clerk@cityofbuchanan.com)

- I. Call to Order**
- II. Recognition**
- III. Pledge of Allegiance**
- IV. Roll Call**
- V. Approve Agenda**
- VI. Public Comment - Agenda Items Only** (3-minute limit)
- VII. Consent Agenda** (can be approved all in one motion, for general housekeeping items)

- A. Approve Regular Meeting Minutes for January 24, 2022 .
- B. Approve Closed Session Minutes for January 24, 2022.
- C. Approve Expenditures for January 31, 2022 in the amount of \$215,071.05. This includes the 2021 Summer and Winter tax disbursements in the amount of \$161,976.16.

**VIII. Scheduled Matters from the Floor**

- A. A brief presentation from Carl Bowling- He plans to discuss a proposal whereby he and Bill Green are offering to build, at their own expense (no cost to the City), a new section of trail to connect to the McCoy Creek Trail.

**IX. Reports by: Departments, Committees, Boards**

- A. Introduction of Courtney Baham, Bookkeeper- City Manager Grace will introduce Courtney to the City Commission.
- B. Police Department Report from Cheif Ganus & Sergeant Burnet.

**X. Unfinished Business**

- A. Bailey Investments Group and LPL Financial for Honor Credit Union. Consider the request to move 2 million dollars in the City investment account to an indexed annuity with 4% growth and no downside on returns.

**XI. New Business**

[A. Goal Setting between City Manager Grace and City Commissioners.](#)

**XII. Communications** *(informational only, formal board action is not necessary for these items, unless so desired)*

**XIII. Public Comment - Non-Agenda Items Only** *(3-minute limit)*

**XIV. Executive Comments**

A. City Manager Comments

B. Commissioner Comments

C. Mayor Comments

**XV. Adjourn**



**PUBLIC HEARING, JOINT MEETING WITH BUCHANAN CITY  
COMMISSION AND BUCHANAN TWP BOARD OF TRUSTEES,  
REGULAR MEETING OF THE BUCHANAN CITY COMMISSION**

**MONDAY, JANUARY 24, 2022 – 7:00 PM**

**CHAMBER OF BUCHANAN CITY HALL - 302 N REDBUD TRAIL, BUCHANAN MI**

**MINUTES**

*The entire Joint 5-Year Recreation Plan is available on the City website and can be found at the following link: <https://tinyurl.com/4baehab8> . Printed copies are also available at Buchanan City Hall.*

**I. City Call to Order Joint Meeting**

Mayor Denison called to order at 7:00 P.M.

**II. Township Call to Order Joint Meeting.**

Supervisor Cole-Crocker called to order at 7:00 P.M.

**III. City Roll Call**

Present: Mayor Sean Denison, Mayor Pro Tem Mark Weedon, Commissioner Cameron Downey, Commissioner Larry Money, Commissioner Patrick Swem.

Absent: None

**IV. Township Roll Call**

Present: Supervisor Mindy Cole-Crocker, Township Trustee Lynn Ferris, Treasurer Rachel Plank, Clerk Wendi Heyliger

Absent: Brad Huebner

**V. City Approve Agenda**

Motion made by Weedon, seconded by Downey to approve the agenda. Roll call vote carried unanimously.

**VI. Township Approve Agenda**

Motion made by Heyliger, seconded by Ferris to approve the agenda. Roll call vote carried unanimously.

**VII. City Open Public Hearing**

Motion made by Swem to the City of Buchanan Joint Public Hearing on the draft "Joint Five-Year Recreation Plan", to accept public comment regarding the plan, Seconded by Weedon. At 7:02 PM.

Yea: Denison, Weedon, Downey, Money, Swem.

Nay: None

**VIII. Township Open Public Hearing**

Motion made by Plank to the City of Buchanan Joint Public Hearing on the draft "Joint Five-Year Recreation Plan", to accept public comment regarding the plan, Seconded by Ferris. At 7:02 PM.

Yea: Cole-Crocker, Ferris, Plank, Heyliger.

Nay: None

**Public Comments were made.**

**Dan Vigansky** Wanted to say thank you to Marcy Hamilton, the time limit was very constrained on this. Heyliger and Plank were a lot of help on this, with lots of time going into proofreading the plan. Dan is very excited to be working with the township collectively.

**Juanita Lewis** New Resident to Buchanan, happy to be here. Believes we can all work together.

**Marcy Hamilton** with Southwest Michigan Planning Commission- Been a pleasure to work with the City and Township on a Joint Plan. SMPC serves Berrien, Cass, and Van Buren Counties. Buchanan City and Township are one of the few that chose to work with their neighbors on Joint Plans and wanted to commend the City and Township on that effort. No other communities in Berrien County have done a joint plan. Offered Congratulations to City and Township.

**Mayor Denison** thanked Marcy Hamilton for all her work making this happen.

**IX. City Close Public Hearing**

Motion made by Denison, seconded by Swem to close the City of Buchanan's joint public hearing on the draft 'Joint Five-Year Recreation Plan". At 7:08 PM.

Yea: Denison, Weedon, Downey, Money, Swem.

Nay: None

**X. Township Close Public Hearing**

Motion made by Cole-Crocker, seconded by Plank to close Buchanan Township's joint public hearing on the draft 'Joint Five-Year Recreation Plan". At 7:08 PM.

Yea: Cole-Crocker, Ferris, Plank, Heyliger.

Nay: None

**XI. Joint New Buisness**

**A. City of Buchanan to Consider a Resolution to Adopt the Buchanan Community Recreation Plan 2022-2026.**

Motion made by Money, seconded by Downey, to Approve Resolution #2022.01/240 to adopt the "Joint Five-Year Recreation Plan" as presented. Roll call vote carried unanimously.

**B. Buchanan Township to Consider a Resolution to Adopt the Buchanan Community Recreation Plan 2022-2026.**

Motion made by Plank, seconded by Heyliger, to Approve Resolution #2022-06 to adopt the "Joint Five-Year Recreation Plan" as presented. Roll call vote carried unanimously.

Discussion opened with Plank, echoing the comments about Marcy, as well as City Manager Grace. Township happy to be involved.

**XII. Township Public Comment**

None.

**XIII. Township Executive Comments**

Cole-Crocker thanked everyone for coming out, as well as thanking City Manager Grace and Marcy Hamilton. Stating this is a huge endeavor and will bring people in to enjoy our parks. Believes it's a fantastic move for the City and Township to work together.

**XIV. Township Adjourn- End of Joint Session, Regular meeting of the Buchanan City Commission Continues.**

Motion made by Plank, seconded by Ferris, to adjourn the Buchanan Township Board of Trustees Meeting. Roll call vote carried unanimously. (*Regular meeting of the Buchanan City Commission continues.*) At 7:09 PM.

**XV. Recognition**

None

**XVI. Public Comment - Agenda Items Only** (3-minute limit)

Dan Vigansky- Concerned about a written comment that was turned in. Voiced his concern about closed session.

**XVII. Consent Agenda** (can be approved all in one motion, for general housekeeping items)

A. Approve Expenditures for January 24, 2022, in the amount of \$85,417.63.

B. Consider Approving Minutes for the January 10th, 2022, Regular Meeting of the City Commission.

C. Consider approving Minutes from the January 12, 2022, Special Meeting of the City Commission.

Motion made by Money, seconded by Downey to approve the consent agenda, as presented, including the approval of the 1/24/2022 bill run in the amount of \$85,417.63. Roll call vote carried unanimously.

**XVIII. Scheduled Matters from the Floor** (if any)

**XIX. Reports by: Departments, Committees, Boards**

A. Treasurers Report- Treasurer Stephanie Powers will give a brief report and will introduce Tim Bailey of Bailey Investments Group and LPL Financial for Honor Credit Union. Consider the request to move 2 million dollars in the city investment account to an indexed annuity with 4% growth and no downside on returns.

Powers gave a brief report to the Commission.

Weedon wanted an update on the new current software. Powers stated it's fantastic, there is a lot to it and we are still learning how to use its full ability.

Weedon also asked for an update with Plante Moran assisting at City Hall with the finance department and audit. Powers believes with the audit starting today that the assistance will be completed by the end of February.

Powers introduced Tim Bailey to talk about the investment account. Bailey is the advisor on the investment accounts for the city.

Swem asked about "no downsize on returns" and wanted to make sure this is compliant with the city's investment policy.

Bailey explained how the account works.

Grace said it is compliant with the investment policy.

Swem would like to see a side by side with investment account of what the city is currently at and what Bailey is proposing. Commission decided to table the item till the Special Meeting on January 31, 2022.

**B. Community Development Director Report**- Rich Murphy will discuss two additional economic development incentive programs:

1. *Redevelopment Liquor Licenses*- Director Murphy, Manager Grace, Assessor Cole, and Building Inspector Lewis have been working together, along with the City Attorneys, to try to make the City of Buchanan eligible for additional liquor licenses through a special "redevelopment liquor license" program offered through the State of Michigan. Murphy shared details regarding the program and asked for Commission support in the form of a resolution-- Consider Approving a Resolution to Create a City Redevelopment Project Area, which is proposed to encompass the entire City. [Note that an establishment would still need to satisfy zoning requirements for any specific location wanting to utilize a liquor license]. This process is the first step for the path forward. As a municipality we're doing everything we can to provide the tools, but the State must approve it and the applicant. But they can't do either one unless we have the tool for redevelopment.

Motion made by Swem, Seconded by Weedon, to adopt Resolution # 2022.01/241 which authorizes the creation of a City Redevelopment Project Area.

Yea: Denison, Weedon, Money, Swem

Nay: None

Abstain: Downey- Conflict

2. *Tax Abatements*- Director Murphy, Manager Grace, and Assessor Cole, along with generous assistance from Cornerstone Alliance, are working to have a tax abatement program ready to discuss in more detail during the February 14th City Commission meeting, but a brief preview explanation of the planned program will be discussed at this time.

OPRA is the Obsolete Property Rehabilitation Act- this provides a reduction in future taxes on improvements made on an eligible building in an established OPRA district. Murphy will be bringing the resolution to the commission to create the districts.

Murphy is trying to create buzz and find a sense of self for Buchanan, starting with building blocks to redevelop the city. There is interest in the city and he feels we need to keep doing what were doing and would like to hear the goals from the leadership on what they want to see next.

**XX. Unfinished Business**

None.

**XXI. New Business**

**A. Consider Entering Closed Session to discuss matters subject to attorney-client privilege, pursuant to MCL 15.268 Sec. 8(1)(h).**

1. *Draft Harassment and Discrimination Policy*
2. *Draft Land Redevelopment Program*
3. *Draft Parking Ordinance*
4. *DDA Loan Follow-up*

5. *USDA Project Follow-up*
6. *Architect Contract Follow-up*
7. *Zoning Questions Follow-up*
8. *Blight Enforcement Questions Follow-up*
9. *Draft Mobile Food Vending Ordinance*

Motion made by Weedon, seconded by Money to enter Closed Session to discuss matters subject to attorney-client privilege, pursuant to MCL 15.268 Sec. 8(1)(h) at 7:44 PM. Roll call vote carried unanimously.

**B. Consider Re-Entering Open Session**

Motion made by Downey, Seconded by Swem to re-enter Open Session at 7:58 PM. Roll call vote carried unanimously.

**C. Consider taking action, if any, on items discussed in Closed Session**

None currently.

**XXII. Communications** *(informational only, formal board action is not necessary for these items, unless so desired)*

None

**XXIII. Public Comment - Non-Agenda Items Only** *(3-minute limit)*

City Manager Grace made note of a written comment that was received prior to this meeting. There was a written communication that requested to be shared as a public comment at tonight's meeting. The communication was distributed to the Commission and there is a public copy available in the binder at the table. If anyone would like to review it, please do so or we would be happy to provide you with a copy. Thank you. (Summary provided below)

"Alan Robandt (written comments)- Shared concerns regarding perceived issues of transparency and favoritism, alleging a lack of public input. Indicated that he felt that the City should not share handouts with certain property developers, and that tax abatements should not be considered for particular projects. He also shared concerns regarding the past dissolution of the DDA and current expenditures."

Dan Vigansky - would like to know why the written comment was not read.

Rhett Johnson - has been developing the properties at 402, 404, 408 Oak St. They have been working around the clock and happy to be in Buchanan.

**XXIV. Executive Comments**

**A. City Manager Comments**

Thanked everyone in attendance, welcomed new residents, thanked individuals sharing their comments and concerns, as well as new businesses investing in our community. It's an exciting time in our community. Regards to the procedures that are used for closed session, in Michigan we are subject to follow the OMA. There is a section of that legislative act that governs proceedings for closed sessions. When we discuss matters that are subject to attorney client privilege with the City Attorney as we did this evening, we go to a private location and discuss those matters. Those matters are not made public until a decision is going to be made. Anytime a decision is going to be made, they are made during open session with the public willing and able to

participate. We are having conversations, but no decision are being made behind closed doors. Every decision that's made and any expenditure using city taxpayer money is done publicly. A big part of why we have some of those discussion in closed session, there a certain things that are not appropriate for legal reasons to discuss publicly. Confidentiality issues with staff or real estate transactions of developers, so very important things we work hard on to make sure it's in the best interest of the Buchanan city residents. And again, we are always as transparent as possible. Anyone who has further questions on it, Grace would be happy to answer after the meeting. Thank you.

**B. Commissioner Comments**

Commissioner Weedon- If you haven't had a chance to go downtown and visit the Sweet Shop, he cannot encourage you enough. Weedon took the family down and the kids were smiling the whole time and of course wanted everything. They have a lot of pride. Joe and Tom are excited to show you the business. Once again a lot of great things coming. It's a beautiful place and they have put their heart and soul into it. Please take an opportunity to go down and see it. Thanked Marcy and Heather for the 5 year-Rec Plan. It's fantastic to hear that we're the only one in the county working with their Township. Really enjoyed their presence and would be a great thing to see more often.

Commissioner Swem- Thanked Buchanan Township for all the work that went in the Joint Rec-Plan. As well as BARB, it's important to set an example for our neighbors to work together. Commended Murphy on his work on the Liquor License program, with Heather, Guy and Mindy. Appreciate everyone coming out.

Commissioner Downey- No comment.

Commissioner Money- Welcomed Juanita, thanked Murphy on all the work he's been doing downtown. Thanked Chief Ganus and Sargent Leonard for their presence downtown, as it seems to have made a difference. Thanked Mike Baker for doing a great job on keeping the roads clear.

**C. Mayor Comments**

Thanked Fran and The Chamber for doing a phenomenal job. Thanked all of the staff for their hard work. Congratulations to Lily Wagner on becoming our new Miss. Buchanan, and thanked Jade Smith for her historic 2 year run of Miss. Buchanan; she did a great job and very proud of her. Thanked the Commission and the public.

**XXV. Adjourn**

Motion made by Weedon, Seconded by Money to adjourn the meeting at 8:12 PM. Roll call vote carried unanimously.



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Kalla Langston, City Clerk

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Mayor Sean Denison

Pending Approval

| Inv Ref#                        | Vendor                            | Inv Date | Due Date | Inv Amt    | Amt Due    | Status | Jrnlized |
|---------------------------------|-----------------------------------|----------|----------|------------|------------|--------|----------|
| --- TOTALS BY FUND ---          |                                   |          |          |            |            |        |          |
|                                 | 101 - GENERAL                     |          |          | 45,438.87  | 45,438.87  |        |          |
|                                 | 501 - W & S MAINTENANCE & OPERATI |          |          | 7,656.02   | 7,656.02   |        |          |
|                                 | 703 - TAXES                       |          |          | 161,976.16 | 161,976.16 |        |          |
| --- TOTALS BY DEPT/ACTIVITY --- |                                   |          |          |            |            |        |          |
|                                 | 000.000 -                         |          |          | 161,976.16 | 161,976.16 |        |          |
|                                 | 101.000 - CITY COMMISSION         |          |          | 324.00     | 324.00     |        |          |
|                                 | 172.000 - CITY MANAGER            |          |          | 4,107.40   | 4,107.40   |        |          |
|                                 | 253.000 - TREASURER               |          |          | 36,263.64  | 36,263.64  |        |          |
|                                 | 265.000 - BUILDING AND GROUNDS    |          |          | 1,268.80   | 1,268.80   |        |          |
|                                 | 269.000 - RENTAL PROPERTY         |          |          | 163.55     | 163.55     |        |          |
|                                 | 271.430 - PEAR'S MILL             |          |          | 263.24     | 263.24     |        |          |
|                                 | 276.000 - CEMETERY                |          |          | 84.76      | 84.76      |        |          |
|                                 | 301.000 - POLICE                  |          |          | 1,512.19   | 1,512.19   |        |          |
|                                 | 336.000 - FIRE DEPARTMENT         |          |          | 488.27     | 488.27     |        |          |
|                                 | 441.000 - DEPARTMENT OF PUBLIC WO |          |          | 963.02     | 963.02     |        |          |
|                                 | 590.000 - SEWER MAINTENANCE & OPE |          |          | 1,227.43   | 1,227.43   |        |          |
|                                 | 591.000 - WATER MAINTENANCE & OPE |          |          | 6,428.59   | 6,428.59   |        |          |

| GL Number                                         | Inv. Line Desc          | Vendor                  | Invoice Desc.                        | Invoice        | Due Date | Amount    | check # |
|---------------------------------------------------|-------------------------|-------------------------|--------------------------------------|----------------|----------|-----------|---------|
| Fund 101 GENERAL                                  |                         |                         |                                      |                |          |           |         |
| Dept 101.000 CITY COMMISSION                      |                         |                         |                                      |                |          |           |         |
| 101-101.000-885.000                               | PUBLIC RELATIONS        | IMPRESSIVE LETTERING    | CITY HALL SWEATER ORDER              | 000292         | 01/13/22 | 324.00    |         |
|                                                   |                         |                         |                                      |                |          | 324.00    |         |
| Total For Dept 101.000 CITY COMMISSION            |                         |                         |                                      |                |          | 324.00    |         |
| Dept 172.000 CITY MANAGER                         |                         |                         |                                      |                |          |           |         |
| 101-172.000-826.000                               | LEGAL FEES              | KOTZ, SANGSTER, WY SOCK | LEGAL FEES                           | 520666         | 02/15/22 | 4,107.40  |         |
|                                                   |                         |                         |                                      |                |          | 4,107.40  |         |
| Total For Dept 172.000 CITY MANAGER               |                         |                         |                                      |                |          | 4,107.40  |         |
| Dept 253.000 TREASURER                            |                         |                         |                                      |                |          |           |         |
| 101-253.000-728.000                               | OFFICE SUPPLIES         | PRINTING SYSTEMS        | TAX FORMS FOR & ENVELOPES            | 221033         | 12/16/21 | 103.64    |         |
| 101-253.000-818.000                               | CONTRACTUAL             | PLANTE & MORAN          | FOR GOVERNMENTAL ACCOUNTING SERVICE. | 2086164        | 01/30/22 | 36,160.00 |         |
|                                                   |                         |                         |                                      |                |          | 36,263.64 |         |
| Total For Dept 253.000 TREASURER                  |                         |                         |                                      |                |          | 36,263.64 |         |
| Dept 265.000 BUILDING AND GROUNDS                 |                         |                         |                                      |                |          |           |         |
| 101-265.000-921.000                               | UTILITIES               | SEMCO ENERGY            | MONTHLY BILL FOR JANUARY             | 1/1/22 BATCH   | 01/31/22 | 1,268.80  |         |
|                                                   |                         |                         |                                      |                |          | 1,268.80  |         |
| Total For Dept 265.000 BUILDING AND GROUNDS       |                         |                         |                                      |                |          | 1,268.80  |         |
| Dept 269.000 RENTAL PROPERTY                      |                         |                         |                                      |                |          |           |         |
| 101-269.000-921.000                               | UTILITIES               | SEMCO ENERGY            | MONTHLY BILL FOR JANUARY             | 1/1/22 BATCH   | 01/31/22 | 163.55    |         |
|                                                   |                         |                         |                                      |                |          | 163.55    |         |
| Total For Dept 269.000 RENTAL PROPERTY            |                         |                         |                                      |                |          | 163.55    |         |
| Dept 271.430 PEAR'S MILL                          |                         |                         |                                      |                |          |           |         |
| 101-271.430-921.000                               | UTILITIES               | INDIANA MICHIGAN POWER  | MONTHLY BILLING FOR NOV & DEC        | 12/30/21-23201 | 02/02/22 | 263.24    |         |
|                                                   |                         |                         |                                      |                |          | 263.24    |         |
| Total For Dept 271.430 PEAR'S MILL                |                         |                         |                                      |                |          | 263.24    |         |
| Dept 276.000 CEMETERY                             |                         |                         |                                      |                |          |           |         |
| 101-276.000-921.000                               | UTILITIES               | COMCAST BUSINESS        | INTERNET UTILITY                     | 01/07/22-CEM   | 01/28/22 | 84.76     |         |
|                                                   |                         |                         |                                      |                |          | 84.76     |         |
| Total For Dept 276.000 CEMETERY                   |                         |                         |                                      |                |          | 84.76     |         |
| Dept 301.000 POLICE                               |                         |                         |                                      |                |          |           |         |
| 101-301.000-756.000                               | MISCELLANEOUS SUPPLIES  | EVIDENT INC.            | EVIDENCE SUPPLIES                    | 13074B         | 12/16/21 | 19.00     |         |
| 101-301.000-818.000                               | CONTRACTUAL             | VERIZON WIRELESS        | AIR CARDS (X4) FOR PATROL CAR LAPTO  | 9896983503     | 02/02/22 | 160.08    |         |
| 101-301.000-851.000                               | RADIO MAINTENANCE       | AXON ENTERPRISE, INC.   | 2 TASER BATTERIES & 6 TASER CARTRID  | INUS045943     | 02/11/22 | 358.42    |         |
| 101-301.000-886.000                               | COMMUNITY POLICING      | GALL'S INC.             | PAIR OF DUTY BOOTS FOR JOHN LEONARD  | 019436655      | 11/03/21 | 159.95    |         |
| 101-301.000-921.000                               | UTILITIES               | SEMCO ENERGY            | MONTHLY BILL FOR JANUARY             | 1/1/22 BATCH   | 01/31/22 | 770.74    |         |
| 101-301.000-961.000                               | MEDICAL EXAMS           | SPECTRUM HEALTH LAKELA  | MEDICAL EXAM FOR CODE ENFR. OFC MAN  | 01/03/22       | 01/23/22 | 44.00     |         |
|                                                   |                         |                         |                                      |                |          | 1,512.19  |         |
| Total For Dept 301.000 POLICE                     |                         |                         |                                      |                |          | 1,512.19  |         |
| Dept 336.000 FIRE DEPARTMENT                      |                         |                         |                                      |                |          |           |         |
| 101-336.000-921.000                               | UTILITIES               | SEMCO ENERGY            | MONTHLY BILL FOR JANUARY             | 1/1/22 BATCH   | 01/31/22 | 488.27    |         |
|                                                   |                         |                         |                                      |                |          | 488.27    |         |
| Total For Dept 336.000 FIRE DEPARTMENT            |                         |                         |                                      |                |          | 488.27    |         |
| Dept 441.000 DEPARTMENT OF PUBLIC WORKS           |                         |                         |                                      |                |          |           |         |
| 101-441.000-921.000                               | UTILITIES               | SEMCO ENERGY            | MONTHLY BILL FOR JANUARY             | 1/1/22 BATCH   | 01/31/22 | 951.62    |         |
| 101-441.000-933.000                               | MAINTENANCE - EQUIPMENT | HULL LIFT TRUCK         | FUEL CAP                             | PSI-0275129    | 01/29/22 | 11.40     |         |
|                                                   |                         |                         |                                      |                |          | 963.02    |         |
| Total For Dept 441.000 DEPARTMENT OF PUBLIC WORKS |                         |                         |                                      |                |          | 963.02    |         |
| Total For Fund 101 GENERAL                        |                         |                         |                                      |                |          | 45,438.87 |         |
| Fund 501 W & S MAINTENANCE & OPERATION            |                         |                         |                                      |                |          |           |         |
| Dept 590.000 SEWER MAINTENANCE & OPERATION        |                         |                         |                                      |                |          |           |         |
| 501-590.000-728.000                               | OFFICE SUPPLIES         | PRINTING SYSTEMS        | SHUT OFF NOTICES                     | 221506         | 02/13/22 | 60.62     |         |
| 501-590.000-921.000                               | UTILITIES               | COMCAST BUSINESS        | MONTHLY BILLING FOR JANUARY          | 1/12/22-175    | 02/12/22 | 460.91    |         |
| 501-590.000-921.000                               | UTILITIES               | SEMCO ENERGY            | MONTHLY BILL FOR JANUARY             | 1/1/22 BATCH   | 01/31/22 | 645.90    |         |
| 501-590.000-960.000                               | EDUCATION AND TRAINING  | EGLE                    | WATER TREATMENT COURSE FOR CRAIG MI  | 17558          | 02/12/22 | 60.00     |         |
|                                                   |                         |                         |                                      |                |          | 1,227.43  |         |

| GL Number                                         | Inv. Line Desc            | Vendor                 | Invoice Desc.                       | Invoice          | Due Date | Amount     | check # |
|---------------------------------------------------|---------------------------|------------------------|-------------------------------------|------------------|----------|------------|---------|
| Fund 501 W & S MAINTENANCE & OPERATION            |                           |                        |                                     |                  |          |            |         |
| Dept 590.000 SEWER MAINTENANCE & OPERATION        |                           |                        |                                     |                  |          |            |         |
| Total For Dept 590.000 SEWER MAINTENANCE & OPERAT |                           |                        |                                     |                  |          | 1,227.43   |         |
| Dept 591.000 WATER MAINTENANCE & OPERATION        |                           |                        |                                     |                  |          |            |         |
| 501-591.000-728.000                               | OFFICE SUPPLIES           | PRINTING SYSTEMS       | SHUT OFF NOTICES                    | 221506           | 02/13/22 | 60.63      |         |
| 501-591.000-730.000                               | POSTAGE                   | UPS STORE              | SHIPPING OF 2 WATER SAMPLES FOR ANA | MM3U1GBZVYCB     | 01/31/22 | 104.00     |         |
| 501-591.000-743.000                               | CHEMICALS                 | ALEXANDER CHEMICAL COR | WATER TREATMENT CHEMICALS           | 49303            | 02/07/22 | 1,225.75   |         |
| 501-591.000-743.000                               | CHEMICALS                 | USA BLUE BOOK          | FLUORIDE REAGENT                    | 845223           | 02/13/22 | 256.39     |         |
| 501-591.000-751.000                               | GAS AND OIL               | AALFS PETROLEUM INC.   | DIESEL FOR GENERATORS               | 51908            | 01/31/22 | 535.74     |         |
| 501-591.000-756.000                               | MISCELLANEOUS SUPPLIES    | MID-STATES BOLT & SCRE | SCREWS FOR WORKING ON WATER DEPT TR | 32137170         | 02/02/22 | 27.68      |         |
| 501-591.000-818.000                               | CONTRACTUAL               | KISM, LLC              | ANNUAL SCADA MONITORING SYSTEM      | 700808           | 02/06/22 | 4,095.00   |         |
| 501-591.000-921.000                               | UTILITIES                 | SEMCO ENERGY           | MONTHLY BILL FOR JANUARY            | 1/1/22 BATCH     | 01/31/22 | 123.40     |         |
| Total For Dept 591.000 WATER MAINTENANCE & OPERAT |                           |                        |                                     |                  |          | 6,428.59   |         |
| Total For Fund 501 W & S MAINTENANCE & OPERATION  |                           |                        |                                     |                  |          | 7,656.02   |         |
| Fund 703 TAXES                                    |                           |                        |                                     |                  |          |            |         |
| Dept 000.000                                      |                           |                        |                                     |                  |          |            |         |
| 703-000.000-700.005                               | DISBURSEMENTS - WINTER TA | BERRIEN COUNTY TREASUR | SUMMER DISBERSMENT FOR 2021 (SET, C | 01/20/22         | 01/31/22 | 53,665.81  |         |
| 703-000.000-700.005                               | DISBURSEMENTS - WINTER TA | BROWNFIELD AUTHORITY # | COUNTY GENERAL 2021 TAX CAPTURE     | 01/20/22         | 01/31/22 | 3,652.35   |         |
| 703-000.000-700.005                               | DISBURSEMENTS - WINTER TA | BUCHANAN DISTRICT LIBR | 2021 WINTER TAX DISTRIBUTION        | 01/20/22         | 01/31/22 | 53,445.94  |         |
| 703-000.000-700.005                               | DISBURSEMENTS - WINTER TA | CLAUDE BOWER           | BOR REFUND - WINTER 2021            | 501 RYNEARSON    | 01/31/22 | 11.87      |         |
| 703-000.000-700.005                               | DISBURSEMENTS - WINTER TA | CORELOGIC REAL ESTATE  | BOR REFUND - WINTER 2021            | 12/29/21         | 01/31/22 | 17.13      |         |
| 703-000.000-700.005                               | DISBURSEMENTS - WINTER TA | CORELOGIC REAL ESTATE  | SUMMER & WINTER 2021 TAX BILL CORRE | 315 LAKE ST      | 01/31/22 | 144.76     |         |
| 703-000.000-700.005                               | DISBURSEMENTS - WINTER TA | S.M.C.A.S.             | SMCAS WINTER TAX DISTRIBUTION FOR 2 | 1/20/22          | 01/31/22 | 23,100.00  |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | BERRIEN COUNTY TREASUR | SUMMER DISBERSMENT FOR 2021 (SET, C | 01/20/22         | 01/31/22 | (1,480.36) |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | BERRIEN RESA           | SUMMER TAX DISBURSEMENT FOR 2021    | 1/20/22          | 01/31/22 | 1,275.18   |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | BROWNFIELD AUTHORITY # | COUNTY GENERAL 2021 TAX CAPTURE     | 01/20/22         | 01/31/22 | 7,280.18   |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | BUCHANAN COMMUNITY SCH | 2021 SUMMER TAX DISTRIBUTION - OPER | 01/20/22         | 01/31/22 | 2,581.92   |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | CITY OF BUCHANAN       | SUMMER TAX DISTRIBUTION FOR 2021    | 01/20/22-2       | 01/31/22 | 9,479.76   |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | CITY OF BUCHANAN       | SUMMER TAX DISTRIBUTION - ADMIN FEE | 01/20/22         | 01/31/22 | 2,169.09   |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | CORELOGIC REAL ESTATE  | BOR REFUND - SUMMER 2021            | 501 RYNEAROSN    | 01/31/22 | 188.69     |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | CORELOGIC REAL ESTATE  | SUMMER & WINTER 2021 TAX BILL CORRE | 315 LAKE ST      | 01/31/22 | 2,299.23   |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | CORELOGIC REAL ESTATE  | REFUND FOR SUMMER TAX OVERPAYMENTS  | 12/31/21         | 01/31/22 | 572.78     |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | DIAL-A-RIDE            | SUMMER TAX DISTRIBUTION FOR 2021    | 1/20/22          | 01/31/22 | 534.44     |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | MAGNA PROPERTIES       | 2021 SUMMER BOR TAX CORRECTION - RE | 500 E THIRD ST   | 01/31/22 | 2,120.50   |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | MICHAEL PLOOF          | BOR REFUND - SUMMER 2021            | 917 N MAIN ST    | 01/31/22 | 589.65     |         |
| 703-000.000-700.006                               | DISBURSEMENTS - SUMMER TA | REID HAROLD SR         | CORRECTED SUMMER 2021 TAX BILL - RE | 407 N RED BUD TR | 01/31/22 | 327.24     |         |
| Total For Dept 000.000                            |                           |                        |                                     |                  |          | 161,976.16 |         |
| Total For Fund 703 TAXES                          |                           |                        |                                     |                  |          | 161,976.16 |         |

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DB: Buchanan

INVOICE GL DISTRIBUTION REPORT FOR CITY OF BUCHANAN  
EXP CHECK RUN DATES 01/31/2022 - 01/31/2022  
JOURNALIZED  
OPEN

| GL Number    | Inv. Line Desc | Vendor | Invoice Desc.                         | Invoice | Due Date | Amount     | check # |
|--------------|----------------|--------|---------------------------------------|---------|----------|------------|---------|
| Fund Totals: |                |        |                                       |         |          |            |         |
|              |                |        | Fund 101 GENERAL                      |         |          | 45,438.87  |         |
|              |                |        | Fund 501 W & S MAINTENANCE & OPERATIO |         |          | 7,656.02   |         |
|              |                |        | Fund 703 TAXES                        |         |          | 161,976.16 |         |
|              |                |        | Total For All Funds:                  |         |          | <hr/>      |         |
|              |                |        |                                       |         |          | 215,071.05 |         |

| Inv Ref# | Vendor                         | Inv Date   | Due Date   | Inv Amt   | Amt Due   | Status | Jrnlized |
|----------|--------------------------------|------------|------------|-----------|-----------|--------|----------|
| 23112    | PRINTING SYSTEMS               | 11/16/2021 | 12/16/2021 | 103.64    | 103.64    | Open   | Y        |
| 23113    | SPECTRUM HEALTH LAKELAND       | 01/03/2022 | 01/23/2022 | 44.00     | 44.00     | Open   | Y        |
| 23115    | HULL LIFT TRUCK                | 01/19/2022 | 01/29/2022 | 11.40     | 11.40     | Open   | Y        |
| 23116    | VERIZON WIRELESS               | 01/10/2022 | 02/02/2022 | 160.08    | 160.08    | Open   | Y        |
| 23118    | UPS STORE                      | 01/13/2022 | 01/31/2022 | 104.00    | 104.00    | Open   | Y        |
| 23119    | AALFS PETROLEUM INC.           | 01/10/2022 | 01/31/2022 | 535.74    | 535.74    | Open   | Y        |
| 23120    | COMCAST BUSINESS               | 01/07/2022 | 01/28/2022 | 84.76     | 84.76     | Open   | Y        |
| 23121    | GALL'S INC.                    | 10/01/2021 | 11/03/2021 | 159.95    | 159.95    | Open   | Y        |
| 23122    | EVIDENT INC.                   | 11/16/2021 | 12/16/2021 | 19.00     | 19.00     | Open   | Y        |
| 23123    | PLANTE & MORAN                 | 12/30/2021 | 01/30/2022 | 36,160.00 | 36,160.00 | Open   | Y        |
| 23124    | COMCAST BUSINESS               | 01/12/2022 | 02/12/2022 | 460.91    | 460.91    | Open   | Y        |
| 23125    | INDIANA MICHIGAN POWER COMPANY | 12/30/2021 | 02/02/2022 | 263.24    | 263.24    | Open   | Y        |
| 23128    | KISM, LLC                      | 01/06/2022 | 02/06/2022 | 4,095.00  | 4,095.00  | Open   | Y        |
| 23129    | USA BLUE BOOK                  | 01/13/2022 | 02/13/2022 | 256.39    | 256.39    | Open   | Y        |
| 23130    | EGLE                           | 01/12/2022 | 02/12/2022 | 60.00     | 60.00     | Open   | Y        |
| 23131    | MID-STATES BOLT & SCREW CO.    | 01/04/2022 | 02/02/2022 | 27.68     | 27.68     | Open   | Y        |
| 23132    | ALEXANDER CHEMICAL CORP.       | 01/07/2022 | 02/07/2022 | 1,225.75  | 1,225.75  | Open   | Y        |
| 23133    | AXON ENTERPRISE, INC.          | 01/11/2022 | 02/11/2022 | 358.42    | 358.42    | Open   | Y        |
| 23134    | IMPRESSIVE LETTERING           | 01/13/2022 | 01/13/2022 | 324.00    | 324.00    | Open   | Y        |
| 23135    | SEMCO ENERGY                   | 01/01/2022 | 01/31/2022 | 4,412.28  | 4,412.28  | Open   | Y        |
| 23137    | KOTZ, SANGSTER, WYSOCKI        | 01/15/2022 | 02/15/2022 | 4,107.40  | 4,107.40  | Open   | Y        |
| 23138    | PRINTING SYSTEMS               | 01/13/2022 | 02/13/2022 | 121.25    | 121.25    | Open   | Y        |
| 23139    | DIAL-A-RIDE                    | 01/20/2022 | 01/31/2022 | 534.44    | 534.44    | Open   | Y        |
| 23140    | BERRIEN RESA                   | 01/20/2022 | 01/31/2022 | 1,275.18  | 1,275.18  | Open   | Y        |
| 23141    | S.M.C.A.S.                     | 01/20/2022 | 01/31/2022 | 23,100.00 | 23,100.00 | Open   | Y        |
| 23142    | CITY OF BUCHANAN               | 01/20/2022 | 01/31/2022 | 2,169.09  | 2,169.09  | Open   | Y        |
| 23143*   | BERRIEN COUNTY TREASURER       | 01/20/2022 | 01/31/2022 | 52,185.45 | 52,185.45 | Open   | Y        |
| 23144    | BROWNFIELD AUTHORITY #109      | 01/20/2022 | 01/31/2022 | 10,932.53 | 10,932.53 | Open   | Y        |
| 23145    | CITY OF BUCHANAN               | 01/20/2022 | 01/31/2022 | 9,479.76  | 9,479.76  | Open   | Y        |
| 23146    | BUCHANAN COMMUNITY SCHOOLS     | 01/20/2022 | 01/31/2022 | 2,581.92  | 2,581.92  | Open   | Y        |
| 23147    | BUCHANAN DISTRICT LIBRARY      | 01/20/2022 | 01/31/2022 | 53,445.94 | 53,445.94 | Open   | Y        |
| 23148    | CORELOGIC REAL ESTATE SERVICE  | 12/20/2021 | 01/31/2022 | 2,443.99  | 2,443.99  | Open   | Y        |
| 23149    | CORELOGIC REAL ESTATE SERVICE  | 12/31/2021 | 01/31/2022 | 572.78    | 572.78    | Open   | Y        |
| 23150    | CLAUDE BOWER                   | 12/29/2021 | 01/31/2022 | 11.87     | 11.87     | Open   | Y        |
| 23151    | CORELOGIC REAL ESTATE SERVICE  | 12/29/2021 | 01/31/2022 | 17.13     | 17.13     | Open   | Y        |
| 23152    | CORELOGIC REAL ESTATE SERVICE  | 12/29/2021 | 01/31/2022 | 188.69    | 188.69    | Open   | Y        |
| 23153    | MICHAEL PLOOF                  | 12/29/2021 | 01/31/2022 | 589.65    | 589.65    | Open   | Y        |
| 23154    | REID HAROLD SR                 | 12/20/2021 | 01/31/2022 | 327.24    | 327.24    | Open   | Y        |
| 23155    | MAGNA PROPERTIES               | 12/20/2021 | 01/31/2022 | 2,120.50  | 2,120.50  | Open   | Y        |

|                                   |    |        |    |         |            |            |
|-----------------------------------|----|--------|----|---------|------------|------------|
| # of Invoices:                    | 39 | # Due: | 39 | Totals: | 215,071.05 | 215,071.05 |
| # of Credit Memos:                | 0  | # Due: | 0  | Totals: | 0.00       | 0.00       |
| Net of Invoices and Credit Memos: |    |        |    |         | 215,071.05 | 215,071.05 |

\* 1 Net Invoices have Credits Totalling: (1,480.36)

| Inv Ref#                        | Vendor                            | Inv Date | Due Date | Inv Amt    | Amt Due    | Status | Jrnlized |
|---------------------------------|-----------------------------------|----------|----------|------------|------------|--------|----------|
| --- TOTALS BY FUND ---          |                                   |          |          |            |            |        |          |
|                                 | 101 - GENERAL                     |          |          | 45,438.87  | 45,438.87  |        |          |
|                                 | 501 - W & S MAINTENANCE & OPERATI |          |          | 7,656.02   | 7,656.02   |        |          |
|                                 | 703 - TAXES                       |          |          | 161,976.16 | 161,976.16 |        |          |
| --- TOTALS BY DEPT/ACTIVITY --- |                                   |          |          |            |            |        |          |
|                                 | 000.000 -                         |          |          | 161,976.16 | 161,976.16 |        |          |
|                                 | 101.000 - CITY COMMISSION         |          |          | 324.00     | 324.00     |        |          |
|                                 | 172.000 - CITY MANAGER            |          |          | 4,107.40   | 4,107.40   |        |          |
|                                 | 253.000 - TREASURER               |          |          | 36,263.64  | 36,263.64  |        |          |
|                                 | 265.000 - BUILDING AND GROUNDS    |          |          | 1,268.80   | 1,268.80   |        |          |
|                                 | 269.000 - RENTAL PROPERTY         |          |          | 163.55     | 163.55     |        |          |
|                                 | 271.430 - PEAR'S MILL             |          |          | 263.24     | 263.24     |        |          |
|                                 | 276.000 - CEMETERY                |          |          | 84.76      | 84.76      |        |          |
|                                 | 301.000 - POLICE                  |          |          | 1,512.19   | 1,512.19   |        |          |
|                                 | 336.000 - FIRE DEPARTMENT         |          |          | 488.27     | 488.27     |        |          |
|                                 | 441.000 - DEPARTMENT OF PUBLIC WO |          |          | 963.02     | 963.02     |        |          |
|                                 | 590.000 - SEWER MAINTENANCE & OPE |          |          | 1,227.43   | 1,227.43   |        |          |
|                                 | 591.000 - WATER MAINTENANCE & OPE |          |          | 6,428.59   | 6,428.59   |        |          |

# Stephanie Powers

**CASH FLOW**  
**January 26, 2022**

**PREPARED BY:**  
Timothy Bailey  
8067 Vineyard Pkwy.  
Kalamazoo, MI 49009  
(269) 720-6490



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# Disclaimer

This financial planning analysis ("Analysis") contained herein is hypothetical in nature and provided for informational purposes to illustrate certain financial and estate planning ideas and concepts based on information provided and reviewed by you.

## Data and Assumptions

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Depending on your answers, performance results in this Analysis may be more aggressive than your current allocation mix and return rates may be overstated. Your assets may lose value including a portion or all of your initial investment. Data used to provide performance projections is historical, and past performance is no guarantee of future performance.

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Monte Carlo Analysis is a complex statistical method that charts the probability of certain financial outcomes at certain times in the future by generating many possible economic scenarios that could affect the performance of your investments. The Monte Carlo simulation uses at most 1000 scenarios to determine the probability of outcomes resulting from the asset allocation choices and underlying assumptions regarding rates of return and volatility of certain asset classes. Some scenarios assume favorable financial market returns, consistent with some of the best periods in investing history. Some scenarios assume unfavorable financial market returns, consistent with some of the worst periods in investing history. Most scenarios will fall somewhere in between. The outcomes presented using the Monte Carlo simulation represent only a few of the many possible outcomes. Since past performance and market conditions may not be repeated in the future, your investment goals may not be fulfilled by following advice that is based on the projections.

Tools such as the Monte Carlo simulation will yield different results with each use and over time depending on the variables inputted and the assumptions underlying the calculation. If this Analysis makes use of a Monte Carlo simulation, the term "Monte Carlo" will be included in the title. Simulation assumptions include the assumed rates of return and standard deviations of the portfolio model associated with each asset. The assumed rates of return are based on the historical rates of returns and standard deviations, for certain periods of time, for the benchmark indexes comprising the asset classes in the model portfolio. Since the market data used to generate these rates of return change over time your results will vary with each use over time.

*IMPORTANT: The projections or other information generated by a Monte Carlo simulation regarding the likelihood of various investment outcomes are hypothetical in nature, do not reflect actual investment results and are not guarantees of future results.*

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Signature

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Stephanie Powers: \_\_\_\_\_  
Signature Date

: \_\_\_\_\_  
Signature Date

Timothy Bailey: \_\_\_\_\_  
Signature Date

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|----------------------------------------------------------------|-----------------------------------------|------------------------------------------------------|-----------------------|

# Growth Rates Summary | Base Facts



The Growth Rates Summary report shows assets and the assigned growth models.

## Pre-Retirement Rates of Return

| Investment Account Type    | Value       | Rate of Return | Model Portfolio (Rate)                   | Allocation % |
|----------------------------|-------------|----------------|------------------------------------------|--------------|
| <b>Cash Alternatives</b>   |             |                |                                          |              |
|                            | \$2,000,000 | 4.16%          | Income with Capital Preservation (4.16%) | 100.00%      |
| <b>Taxable Investments</b> |             |                |                                          |              |
|                            | \$6,392,839 | 0.25%          | Custom (0.25%)                           | 100.00%      |

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# Growth Rates Summary | Base Facts



The Growth Rates Summary report shows assets and the assigned growth models.

## Post-Retirement Rates of Return

| Investment Account Type    | Value       | Rate of Return | Model Portfolio (Rate)                   | Allocation % |
|----------------------------|-------------|----------------|------------------------------------------|--------------|
| <b>Cash Alternatives</b>   |             |                |                                          |              |
|                            | \$2,000,000 | 4.16%          | Income with Capital Preservation (4.16%) | 100.00%      |
| <b>Taxable Investments</b> |             |                |                                          |              |
|                            | \$6,392,839 | 0.25%          | Custom (0.25%)                           | 100.00%      |

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# Growth Rates Summary | Base Facts



The Growth Rates Summary report shows assets and the assigned growth models.

## Default Growth Rates

---

### Retirement Assets

---

**Pre-Retirement Rate of Return:** By Asset Mix

**Post Retirement Rate of Return:** By Asset Mix

### Taxable Investments

---

**Pre-Retirement Rate of Return:** By Asset Mix

**Post Retirement Rate of Return:** By Asset Mix

### Cash Alternatives

---

**Pre-Retirement Rate of Return:** By Asset Mix

**Post Retirement Rate of Return:** By Asset Mix

### 529 Plans

---

**Pre-Retirement Rate of Return:** By Asset Mix

**Post Retirement Rate of Return:** By Asset Mix

### Life Insurance

---

**Cash Value Growth Rate:** Inflation (2.05%)

**Proceeds Reinvested at:** Inflation (2.05%)

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# Growth Rates Summary | Base Facts

The Growth Rates Summary report shows assets and the assigned growth models.

## Model Portfolios

The table below displays the underlying assumptions used for the gross growth rates of investment assets. Indexes are unmanaged, are not available for direct investment and they are not indicative of the performance of any particular investment. The index information is updated periodically and the model portfolio growth rates may change over time as the index rates change. Past performance does not guarantee future results.

| Market Index                                 | Percent        | Rate of Return | Mean Rate | Standard Deviation | Time Period (years) | Period Ending |
|----------------------------------------------|----------------|----------------|-----------|--------------------|---------------------|---------------|
| <b>Inflation Rate</b>                        |                |                |           |                    |                     |               |
| Consumer Price Index                         | 100.00%        | 2.05%          | 2.06%     | 1.41%              | 15                  | 3/31/2019     |
| <b>Total</b>                                 | <b>100.00%</b> | <b>2.05%</b>   |           |                    |                     |               |
| <b>Income with Capital Preservation</b>      |                |                |           |                    |                     |               |
| Russell 1000 Growth Index                    | 5.00%          | 9.71%          | 10.84%    | 15.98%             | 15                  | 3/31/2019     |
| Russell 1000 Value Index                     | 5.00%          | 7.63%          | 8.76%     | 15.77%             | 15                  | 3/31/2019     |
| Russell Midcap Value Index                   | 4.00%          | 9.22%          | 10.70%    | 18.29%             | 15                  | 3/31/2019     |
| Russell 2000 Value Index                     | 2.00%          | 7.24%          | 9.13%     | 20.55%             | 15                  | 3/31/2019     |
| MSCI EAFE Index                              | 2.00%          | 5.59%          | 7.07%     | 17.96%             | 15                  | 3/31/2019     |
| Barclays U.S. Aggregate Bond Index           | 34.00%         | 3.89%          | 3.94%     | 3.34%              | 15                  | 3/31/2019     |
| Barclays U.S. 1-3 Year Treasury Bond Index   | 28.00%         | 2.04%          | 2.05%     | 1.24%              | 15                  | 3/31/2019     |
| Ibbotson Domestic High Yield Corporate Index | 4.00%          | 7.41%          | 7.86%     | 9.94%              | 15                  | 3/31/2019     |
| FTSE World Gov Bond Index                    | 3.00%          | 3.43%          | 3.47%     | 2.97%              | 15                  | 3/31/2019     |
| NAREIT                                       | 3.00%          | 8.20%          | 10.90%    | 24.92%             | 15                  | 3/31/2019     |
| FTSE 3-month Treasury Bill Index             | 10.00%         | 1.28%          | 1.28%     | 0.47%              | 15                  | 3/31/2019     |

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| Market Index                                 | Percent        | Rate of Return | Mean Rate | Standard Deviation | Time Period (years) | Period Ending |
|----------------------------------------------|----------------|----------------|-----------|--------------------|---------------------|---------------|
| <b>Total</b>                                 | <b>100.00%</b> | <b>4.16%</b>   |           |                    |                     |               |
| <b>Income with Moderate Growth</b>           |                |                |           |                    |                     |               |
| Russell 1000 Growth Index                    | 10.00%         | 9.71%          | 10.84%    | 15.98%             | 15                  | 3/31/2019     |
| Russell 1000 Value Index                     | 10.00%         | 7.63%          | 8.76%     | 15.77%             | 15                  | 3/31/2019     |
| Russell Midcap Growth Index                  | 4.00%          | 9.94%          | 11.52%    | 18.95%             | 15                  | 3/31/2019     |
| Russell Midcap Value Index                   | 4.00%          | 9.22%          | 10.70%    | 18.29%             | 15                  | 3/31/2019     |
| Russell 2000 Growth Index                    | 2.00%          | 8.71%          | 10.80%    | 21.79%             | 15                  | 3/31/2019     |
| Russell 2000 Value Index                     | 2.00%          | 7.24%          | 9.13%     | 20.55%             | 15                  | 3/31/2019     |
| MSCI EAFE Index                              | 5.00%          | 5.59%          | 7.07%     | 17.96%             | 15                  | 3/31/2019     |
| Barclays U.S. Aggregate Bond Index           | 30.00%         | 3.89%          | 3.94%     | 3.34%              | 15                  | 3/31/2019     |
| Barclays U.S. 1-3 Year Treasury Bond Index   | 16.00%         | 2.04%          | 2.05%     | 1.24%              | 15                  | 3/31/2019     |
| Ibbotson Domestic High Yield Corporate Index | 4.00%          | 7.41%          | 7.86%     | 9.94%              | 15                  | 3/31/2019     |
| FTSE World Gov Bond Index                    | 3.00%          | 3.43%          | 3.47%     | 2.97%              | 15                  | 3/31/2019     |
| NAREIT                                       | 3.00%          | 8.20%          | 10.90%    | 24.92%             | 15                  | 3/31/2019     |
| FTSE 3-month Treasury Bill Index             | 7.00%          | 1.28%          | 1.28%     | 0.47%              | 15                  | 3/31/2019     |
| <b>Total</b>                                 | <b>100.00%</b> | <b>5.33%</b>   |           |                    |                     |               |
| <b>Growth with Income</b>                    |                |                |           |                    |                     |               |
| Russell 1000 Growth Index                    | 18.00%         | 9.71%          | 10.84%    | 15.98%             | 15                  | 3/31/2019     |
| Russell 1000 Value Index                     | 17.00%         | 7.63%          | 8.76%     | 15.77%             | 15                  | 3/31/2019     |
| Russell Midcap Growth Index                  | 6.00%          | 9.94%          | 11.52%    | 18.95%             | 15                  | 3/31/2019     |

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| Market Index                                 | Percent        | Rate of Return | Mean Rate | Standard Deviation | Time Period (years) | Period Ending |
|----------------------------------------------|----------------|----------------|-----------|--------------------|---------------------|---------------|
| Russell Midcap Value Index                   | 6.00%          | 9.22%          | 10.70%    | 18.29%             | 15                  | 3/31/2019     |
| Russell 2000 Growth Index                    | 3.00%          | 8.71%          | 10.80%    | 21.79%             | 15                  | 3/31/2019     |
| Russell 2000 Value Index                     | 3.00%          | 7.24%          | 9.13%     | 20.55%             | 15                  | 3/31/2019     |
| MSCI EAFE Index                              | 7.00%          | 5.59%          | 7.07%     | 17.96%             | 15                  | 3/31/2019     |
| Barclays U.S. Aggregate Bond Index           | 21.00%         | 3.89%          | 3.94%     | 3.34%              | 15                  | 3/31/2019     |
| Barclays U.S. 1-3 Year Treasury Bond Index   | 8.00%          | 2.04%          | 2.05%     | 1.24%              | 15                  | 3/31/2019     |
| Ibbotson Domestic High Yield Corporate Index | 3.00%          | 7.41%          | 7.86%     | 9.94%              | 15                  | 3/31/2019     |
| FTSE World Gov Bond Index                    | 3.00%          | 3.43%          | 3.47%     | 2.97%              | 15                  | 3/31/2019     |
| FTSE 3-month Treasury Bill Index             | 5.00%          | 1.28%          | 1.28%     | 0.47%              | 15                  | 3/31/2019     |
| <b>Total</b>                                 | <b>100.00%</b> | <b>6.43%</b>   |           |                    |                     |               |
| <b>Growth</b>                                |                |                |           |                    |                     |               |
| Russell 1000 Growth Index                    | 23.00%         | 9.71%          | 10.84%    | 15.98%             | 15                  | 3/31/2019     |
| Russell 1000 Value Index                     | 23.00%         | 7.63%          | 8.76%     | 15.77%             | 15                  | 3/31/2019     |
| Russell Midcap Growth Index                  | 8.00%          | 9.94%          | 11.52%    | 18.95%             | 15                  | 3/31/2019     |
| Russell Midcap Value Index                   | 8.00%          | 9.22%          | 10.70%    | 18.29%             | 15                  | 3/31/2019     |
| Russell 2000 Growth Index                    | 4.00%          | 8.71%          | 10.80%    | 21.79%             | 15                  | 3/31/2019     |
| Russell 2000 Value Index                     | 3.00%          | 7.24%          | 9.13%     | 20.55%             | 15                  | 3/31/2019     |
| MSCI EAFE Index                              | 8.00%          | 5.59%          | 7.07%     | 17.96%             | 15                  | 3/31/2019     |
| MSCI Emerging Market Free Price Index        | 3.00%          | 8.28%          | 10.88%    | 24.44%             | 15                  | 3/31/2019     |
| Barclays U.S. Aggregate Bond Index           | 12.00%         | 3.89%          | 3.94%     | 3.34%              | 15                  | 3/31/2019     |

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| Market Index                               | Percent        | Rate of Return | Mean Rate | Standard Deviation | Time Period (years) | Period Ending |
|--------------------------------------------|----------------|----------------|-----------|--------------------|---------------------|---------------|
| Barclays U.S. 1-3 Year Treasury Bond Index | 3.00%          | 2.04%          | 2.05%     | 1.24%              | 15                  | 3/31/2019     |
| FTSE 3-month Treasury Bill Index           | 5.00%          | 1.28%          | 1.28%     | 0.47%              | 15                  | 3/31/2019     |
| <b>Total</b>                               | <b>100.00%</b> | <b>7.37%</b>   |           |                    |                     |               |
| <b>Aggressive Growth</b>                   |                |                |           |                    |                     |               |
| Russell 1000 Growth Index                  | 26.00%         | 9.71%          | 10.84%    | 15.98%             | 15                  | 3/31/2019     |
| Russell 1000 Value Index                   | 26.00%         | 7.63%          | 8.76%     | 15.77%             | 15                  | 3/31/2019     |
| Russell Midcap Growth Index                | 10.00%         | 9.94%          | 11.52%    | 18.95%             | 15                  | 3/31/2019     |
| Russell Midcap Value Index                 | 10.00%         | 9.22%          | 10.70%    | 18.29%             | 15                  | 3/31/2019     |
| Russell 2000 Growth Index                  | 4.00%          | 8.71%          | 10.80%    | 21.79%             | 15                  | 3/31/2019     |
| Russell 2000 Value Index                   | 4.00%          | 7.24%          | 9.13%     | 20.55%             | 15                  | 3/31/2019     |
| MSCI EAFE Index                            | 11.00%         | 5.59%          | 7.07%     | 17.96%             | 15                  | 3/31/2019     |
| MSCI Emerging Market Free Price Index      | 4.00%          | 8.28%          | 10.88%    | 24.44%             | 15                  | 3/31/2019     |
| FTSE 3-month Treasury Bill Index           | 5.00%          | 1.28%          | 1.28%     | 0.47%              | 15                  | 3/31/2019     |
| <b>Total</b>                               | <b>100.00%</b> | <b>8.07%</b>   |           |                    |                     |               |

**Mean:** Simple average, equal to the sum of all values divided by the number of values.

**Rate of Return:** The average annual return for the number of years shown.

**Standard Deviation:** A statistical measure of the volatility based on the distribution of a set of data from its mean (average value). Example: a portfolio with an average return of 10% and a standard deviation of 15% would have a 95% probability (twice the standard deviation) of having a return somewhere between -20% and 40%. Generally, more aggressive portfolios have a higher standard deviation and more conservative portfolios have a lower standard deviation.

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By investing in a 529 plan outside of the state in which you pay taxes, you may lose tax benefits offered by the state's plan. Withdrawals used for qualified expenses are federally tax-free. Tax treatment at the state level may vary.

Unless certain criteria is met, Roth IRA owners must be 59 1/2 or older and have held the IRA for 5 years before tax-free withdrawals are permitted.

Variables Annuities are long-term investment vehicles designed for retirement purposes and contain both an investment and insurance component. They are sold by prospectus. Guarantees are based on the claims paying ability of the issuing company. Withdrawals made prior to 59 1/2 are subject to 10% IRS penalty tax and surrender charges may apply. Gains from tax-deferred investments are taxable as ordinary income upon withdrawal. The investment returns and principal value of the available sub-accounts may fluctuate in value. When redeemed the value of the account may be worth more or less than the original value.

Life insurance policies are subject to substantial fees and charges. Investment portfolios are subject to market risk. Death benefit guarantees are subject to the claims-paying ability of the issuing life insurance company. Loans will reduce the policy's death benefit and cash surrender value, and have tax consequences if the policy lapses.

**Municipal Bond Indexes**

Barclays Capital 10yr Muni Bond Index - An unmanaged index comprised of investment grade municipal bonds with a minimum credit rating of Baa and with maturities ranging from 8-12 years.

Barclays Capital 20yr Muni Bond Index - An unmanaged index comprised of investment grade municipal bonds with a minimum credit rating of Baa and with maturities ranging from 17-22 years.

Barclays Capital 7yr Muni Bond Index – The **7 Year (6-8)** component of the Municipal Bond Index. This index is a rules-based, market-value-weighted index engineered for the long-term tax-exempt bond market. To be included in the index, bonds must be rated investment-grade. The bonds must be fixed rate, have a dated-date after December 31, 1990, and must be at least one year from their maturity date. Remarketed issues, taxable municipal bonds, bonds with floating rates, and derivatives, are excluded from the benchmark.

Barclays Capital 3yr Muni Bond Index - An unmanaged index comprised of investment grade bonds with a minimum credit rating of Baa and with maturities of greater than two years and less than four years.

Barclays Capital Municipal Bond Index - Covers the long term tax exempt bond market. The index has four main sectors: State and Local General Obligation bonds, Revenue bonds, Insured bonds, and Prerefunded bonds.

Barclays Capital 1-10yr Muni Bond Index - A rules based, market-value weighted index engineered for the long-term tax exempt market.

**Taxable Bond Indexes**

Ibbotson HY Corp Bond Index - An unmanaged index representing fixed rate, non-investment grade debt. In general, all securities must be rated Ba1 or lower including defaulted issues.

Barclays Capital High Yield Index – Covers the universe of fixed rate, non-investment grade debt. Pay-in-kind (PIK) bonds, Eurobonds, and debt issues from countries designated as emerging markets (e.g., Argentina, Brazil, Venezuela, etc.) are excluded, but Canadian and global bonds (SEC registered) of issuers in non-EMG countries are included. Original issue zeroes, step-up coupon structures, and 144-As are also included.

Ibbotson IT Gov't Bond Index - An unmanaged index that is representative of a portfolio of Treasury bonds with 10 years to maturity.

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*Ibbotson LT Corp Bond Index - An unmanaged index representing the Salomon Brothers Long-Term High-Grade Corporate Bond Index, which includes nearly all Aaa and Aa-rated bonds with at least 10 years to maturity.*

*Ibbotson LT Gov't Bond Index - An unmanaged index that is representative of a portfolio of Treasury bonds with 20 years to maturity.*

*Barclays Capital 1-3yr Treasury Bond Index - An unmanaged index comprised of investment grade issues with maturities ranging from 1 to (but not including) 3 years.;*

*Barclays Capital Mortgage Bond Index - Covers the fixed-rate agency mortgage-backed pass-through securities of Ginnie Mae (GNMA), Fannie Mae (FNMA), and Freddie Mac (FHLMC). The index is a subset of the U.S. Aggregate Index.*

*Barclays Capital TIPS Index - An unmanaged market index comprised of all U.S. Treasury Inflation Protected Securities rated investment grade (Baa3 or better).*

*Barclays Capital U.S. Aggregate Bond Index - Covers the investment-grade, fixed-rate, taxable bond market of SEC-registered securities. The index includes bonds from the Treasury, Government-Related, Corporate, MBS, ABS, and CMBS sectors. The U.S. Aggregate Index family includes a wide range of standard and customized sub-indices by sector, quality, and maturity.*

*Barclays Capital U.S. Universal Bond Index - The Universal Index represents the union of the U.S. Aggregate Index, U.S. Corporate High-Yield Index, Investment-Grade 144A Index, Eurodollar Index, U.S. Emerging Markets Index, the non-ERISA eligible portion of the CMBS Index, and the CMBS High-Yield Index. The index covers taxable bonds that are rated either investment-grade or below investment-grade.*

#### **Large-Cap Equity Indexes**

*Russell 1000 Growth Index - Measures the performance of those Russell 1000 companies with higher price-to-book ratios and higher forecasted growth values.*

*Russell 1000 Index - Measures the performance of the 1,000 largest companies in the Russell 3000 Index, which represents approximately 92% of the total market capitalization of the Russell 3000 Index.*

*Russell 1000 Value Index - Measures the performance of those Russell 1000 companies with lower price-to-book ratios and lower forecasted growth values.*

*Russell 3000 Index - Measures the performance of the 3,000 largest U.S. companies based on total market capitalization, which represents approximately 98% of the investable U.S. equity market.*

*S&P 500 Index - Measures performance of the broad domestic economy through changes in the aggregate market value of 500 stocks representing all major industries. The S&P 500 covers 80% of the U.S. market encompassing more than 100 industry groups.*

*S&P/Citigroup 500 Growth Index - Measures the performance of those S&P 500 companies with higher price-to-book ratios and higher forecasted growth values.*

*S&P/Citigroup 500 Value Index - Measures the performance of those S&P 500 companies with lower price-to-book ratios and lower forecasted growth values.*

#### **Mid-Cap Equity Indexes**

*Russell Midcap Growth Index - Measures the performance of those Russell Midcap companies with higher price-to-book ratios and higher forecasted growth values. The stocks are also members of the Russell 1000 Growth index.*

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*Russell Midcap Index - Measures the performance of the 800 smallest companies in the Russell 1000 Index, which represent approximately 25% of the total market capitalization of the Russell 1000 Index.*

*Russell Midcap Value Index - Measures the performance of those Russell Midcap companies with lower price-to-book ratios and lower forecasted growth values. The stocks are also members of the Russell 1000 Value index.*

*S&P MidCap 400 Index - Measures the performance of mid-sized companies. The S&P MidCap 400 represents about 7% of U.S. market cap.*

#### **Small/Mid-Cap Equity Indexes**

*Russell 2500 Growth Index - Measures the performance of those Russell 2500 companies with higher price-to-book ratios and higher forecasted growth values.*

*Russell 2500 Index - Measures the performance of the 2,500 smallest companies in the Russell 3000 Index, which represents approximately 16% of the total market capitalization of the Russell 3000 Index.*

*Russell 2500 Value Index - Measures the performance of those Russell 2500 companies with lower price-to-book ratios and lower forecasted growth values.*

#### **Small-Cap Equity Indexes**

*Ibbotson Small Co Stock Index - Measures the performance of those companies that have a market capitalization in the lowest 4 percent of the market universe. The market universe is defined as the aggregate of the NYSE, AMEX and NASDAQ NMS firms.*

*Russell 2000 Growth Index - Measures the performance of those Russell 2000 companies with higher price-to-book ratios and higher forecasted growth values.*

*Russell 2000 Index - Measures the performance of the 2,000 smallest companies in the Russell 3000 Index, which represents approximately 8% of the total market capitalization of the Russell 3000 Index.*

*Russell 2000 Value Index - Measures the performance of those Russell 2000 companies with lower price-to-book ratios and lower forecasted growth values.*

*S&P SmallCap 600 Index - Measures the performance of small-sized companies. The S&P SmallCap 600 represents about 3% of U.S. market cap.*

#### **Real Estate Indexes**

*FTSE NAREIT All REITs Index - Consists of all tax-qualified REITs listed on the New York Stock Exchange, American Stock Exchange, and NASDAQ National Market List.*

#### **Energy Indexes**

*S&P Energy Sector Index - The S&P Energy Sector Index comprises companies whose businesses are dominated by either of the following activities: The construction or provision of oil rigs, drilling equipment and other energy related service and equipment, including seismic data collection. Companies engaged in the exploration, production, marketing, refining and/or transportation of oil and gas products, coal and other consumable fuels.*

#### **Commodity Indexes**

*Bloomberg Commodity TR Index - The index is designed to minimize concentration in any one commodity or sector. It currently has 22 commodity futures in seven sectors.*

#### **Hedge Indexes**

*CSFB/Tremont Hedge Fund Index - An asset-weighted hedge fund index which separates funds into ten primary subcategories based on their investment style. The index represents at least 85% of the assets under management in each respective category of the index universe.*

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*HFR Equity Hedge Index – Equity Hedge, also known as long/short equity, combines core long holdings of equities with short sales of stock or stock index options. Equity hedge portfolios may be anywhere from net long to net short depending on market conditions. Equity hedge managers generally increase net long exposure in bull markets and decrease net long exposure or even are net short in a bear market. Generally, the short exposure is intended to generate an ongoing positive return in addition to acting as a hedge against a general stock market decline. Stock index put options are also often used as a hedge against market risk. Profits are made when long positions appreciate and stocks sold short depreciate. Conversely, losses are incurred when long positions depreciate and/or the value of stocks sold short appreciates. Equity hedge managers' source of return is similar to that of traditional stock pickers on the upside, but they use short selling and hedging to attempt to outperform the market on the downside.*

#### **International Indexes**

*MSCI EAFE Index - Morgan Stanley Capital International's market capitalization weighted index composed of companies representative of the market structure of 20 developed market countries in Europe, Australasia and the Far East. Countries include: Australia, Austria, Belgium, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Netherlands, New Zealand, Norway, Singapore, Spain, Sweden, Switzerland, and United Kingdom.*

*Dow Jones World Emerging Markets Index - The Dow Jones market capitalization index represents the following 22 emerging markets: Brazil, Bulgaria, Chile, Cyprus, Czech Republic, Estonia, Europe, Hungary, Latvia, Lithuania, Malaysia, Malta, Mexico, Philippines, Poland, Romania, South Africa, South Korea, Slovakia, Slovenia, Taiwan, and Thailand.*

*MSCI Emerging Market Free Price Index - Morgan Stanley Capital International's float-adjusted market capitalization index composed of the following 25 emerging market country indexes: Argentina, Brazil, Chile, China, Colombia, Czech Republic, Egypt, Hungary, India, Indonesia, Israel, Jordan, Korea, Malaysia, Mexico, Morocco, Pakistan, Peru, Philippines, Poland, Russia, South Africa, Taiwan, Thailand, and Turkey.*

*MSCI All Countries World Index ex US – Morgan Stanley Capital International All Country World Index Ex-U.S. is a market-capitalization-weighted index designed to provide a broad measure of stock performance throughout the world, with the exception of U.S.-based companies. The index includes both developed and emerging markets.*

*Citigroup World Government Bond Index - Citigroup's market capitalization weighted index tracks the returns of government bonds in the following countries: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, the Netherlands, Norway, Poland, Portugal, Singapore, Spain, Sweden, Switzerland, the United Kingdom, and the United States. Market eligibility depends on both market capitalization and investability.*

*Cit Non US World Gov Bond Hedged Index – Citigroup World Government Bond Index ex-US – Hedged Index is a market capitalization weighted index consisting of the government bonds of the following countries: Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, the Netherlands, Norway, Poland, Portugal, Singapore, Spain, Sweden, Switzerland, and the United Kingdom. This index represents the WGBI ex-U.S. hedged back to the U.S. Dollar.*

#### **Metals Indexes**

*PHLX Gold Silver Index - A capitalization-weighted index composed of 16 companies involved in the gold and silver mining industry.*

#### **Other Indexes**

*30 Day T-Bill Rate - From Ibbotson Associates, provides the rate on debt obligations of the US Treasury that have maturities of one year or less. Maturities for T-bills are usually 91 days, 182 days, or 52 weeks.*

*Citigroup 3-month T-Bill – Measures monthly return equivalents of yield averages that are not marked to market. The Three-Month Treasury bill Indexes consist of the last three three-month Treasury bill issues.*

*Consumer Price Index - Cost of living index that measures the change in the cost of a fixed basket of products and services, including housing, electricity, food, and transportation.*

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*Indices are unmanaged and cannot be invested into directly. Past performance is no guarantee of future results.*

*Investing in real estate/REITs involves special risks such as potential illiquidity and may not be suitable for all investors. There is no assurance that the investment objectives of this program will be attained.*

*Mid-capitalization companies are subject to higher volatility than those of large-capitalized companies.*

*Small-cap stocks may be subject to a higher degree of risk than more established companies' securities. The illiquidity of the small-cap market may adversely affect the value of these investments.*

*Municipal bonds are subject to market and interest rate risk if sold prior to maturity. Bond values will decline as interest rates rise. Interest income may be subject to the alternative minimum tax. Federally tax-free but other state and local taxes may apply.*

*International and emerging market investing involves special risks such as current fluctuation and political instability and may not be suitable for all investors.*

*The fast price swings of commodities will result in significant volatility in an investor's holdings.*

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# Cash Flow | Base Facts vs. As Is (All Years)

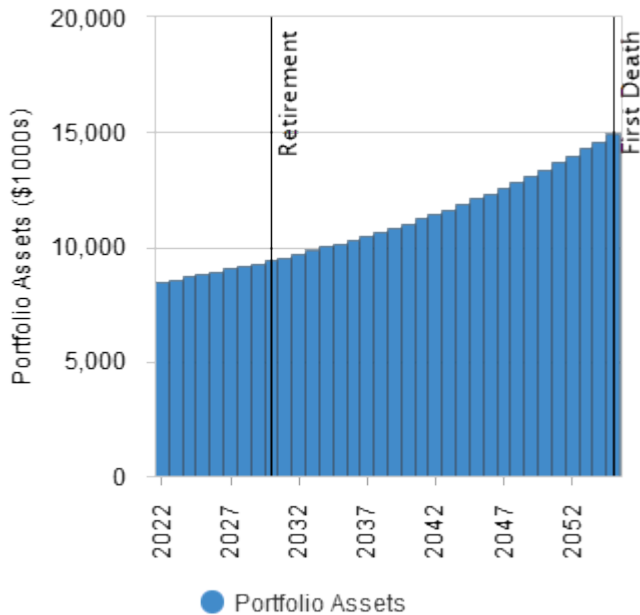


The Cash Flow report illustrates your income, savings, expenses, and resulting net cash flow on an annual basis.

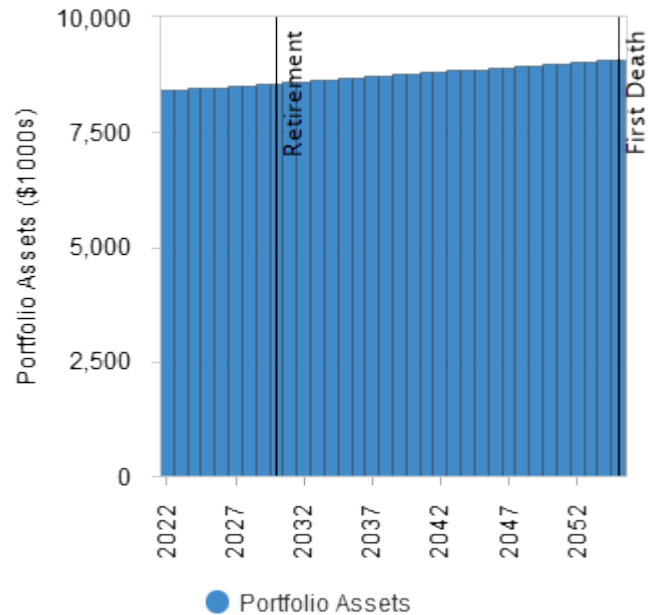
Based upon the levels of income and spending in the *Base Facts*, your portfolio assets will last through at least **2055** (age **90**).

Based upon the levels of income and spending in the *As Is*, your portfolio assets will last through at least **2055** (age **90**).

**Portfolio Assets  
Base Facts**



**Portfolio Assets  
As Is**



| RELEVANT FACTS           |           |
|--------------------------|-----------|
| Stephanie's Retirement:  | 2030 (65) |
| First Death (Stephanie): | 2055 (90) |
| <b>LIVING EXPENSES</b>   |           |
| Current:                 | \$0       |
| Indexed at:              | 2.05%     |
| Inflation Rate:          | 2.05%     |

| RELEVANT FACTS           |           |
|--------------------------|-----------|
| Stephanie's Retirement:  | 2030 (65) |
| First Death (Stephanie): | 2055 (90) |
| <b>LIVING EXPENSES</b>   |           |
| Current:                 | \$0       |
| Indexed at:              | 2.05%     |
| Inflation Rate:          | 2.05%     |

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# Cash Flow | Base Facts vs. As Is (All Years)



The Cash Flow report illustrates your income, savings, expenses, and resulting net cash flow on an annual basis.

| Year | Age | Base Facts    |                |               | As Is                  |               |                |               |                        |
|------|-----|---------------|----------------|---------------|------------------------|---------------|----------------|---------------|------------------------|
|      |     | Total Inflows | Total Outflows | Net Cash Flow | Total Portfolio Assets | Total Inflows | Total Outflows | Net Cash Flow | Total Portfolio Assets |
| 2022 | 57  | \$0           | \$0            | \$0           | \$8,492,021            | \$0           | \$0            | \$0           | \$8,412,821            |
| 2023 | 58  | 0             | 0              | 0             | 8,594,704              | 0             | 0              | 0             | 8,432,851              |
| 2024 | 59  | 0             | 0              | 0             | 8,701,032              | 0             | 0              | 0             | 8,452,929              |
| 2025 | 60  | 0             | 0              | 0             | 8,811,155              | 0             | 0              | 0             | 8,473,055              |
| 2026 | 61  | 0             | 0              | 0             | 8,925,231              | 0             | 0              | 0             | 8,493,230              |
| 2027 | 62  | 0             | 0              | 0             | 9,043,421              | 0             | 0              | 0             | 8,513,453              |
| 2028 | 63  | 0             | 0              | 0             | 9,165,894              | 0             | 0              | 0             | 8,533,724              |
| 2029 | 64  | 0             | 0              | 0             | 9,292,828              | 0             | 0              | 0             | 8,554,044              |
| 2030 | 65  | <b>0</b>      | <b>0</b>       | <b>0</b>      | <b>9,424,407</b>       | <b>0</b>      | <b>0</b>       | <b>0</b>      | <b>8,574,413</b>       |
| 2031 | 66  | 0             | 0              | 0             | 9,560,821              | 0             | 0              | 0             | 8,594,831              |
| 2032 | 67  | 0             | 0              | 0             | 9,702,271              | 0             | 0              | 0             | 8,615,298              |
| 2033 | 68  | 0             | 0              | 0             | 9,848,965              | 0             | 0              | 0             | 8,635,814              |
| 2034 | 69  | 0             | 0              | 0             | 10,001,119             | 0             | 0              | 0             | 8,656,379              |
| 2035 | 70  | 0             | 0              | 0             | 10,158,959             | 0             | 0              | 0             | 8,676,993              |
| 2036 | 71  | 0             | 0              | 0             | 10,322,720             | 0             | 0              | 0             | 8,697,657              |
| 2037 | 72  | 0             | 0              | 0             | 10,492,646             | 0             | 0              | 0             | 8,718,371              |
| 2038 | 73  | 0             | 0              | 0             | 10,668,993             | 0             | 0              | 0             | 8,739,135              |
| 2039 | 74  | 0             | 0              | 0             | 10,852,025             | 0             | 0              | 0             | 8,759,948              |
| 2040 | 75  | 0             | 0              | 0             | 11,042,019             | 0             | 0              | 0             | 8,780,811              |
| 2041 | 76  | 0             | 0              | 0             | 11,239,263             | 0             | 0              | 0             | 8,801,725              |
| 2042 | 77  | 0             | 0              | 0             | 11,444,057             | 0             | 0              | 0             | 8,822,688              |
| 2043 | 78  | 0             | 0              | 0             | 11,656,713             | 0             | 0              | 0             | 8,843,701              |
| 2044 | 79  | 0             | 0              | 0             | 11,877,558             | 0             | 0              | 0             | 8,864,766              |
| 2045 | 80  | 0             | 0              | 0             | 12,106,930             | 0             | 0              | 0             | 8,885,881              |
| 2046 | 81  | 0             | 0              | 0             | 12,345,181             | 0             | 0              | 0             | 8,907,046              |
| 2047 | 82  | 0             | 0              | 0             | 12,592,681             | 0             | 0              | 0             | 8,928,263              |
| 2048 | 83  | 0             | 0              | 0             | 12,849,811             | 0             | 0              | 0             | 8,949,530              |
| 2049 | 84  | 0             | 0              | 0             | 13,116,971             | 0             | 0              | 0             | 8,970,849              |
| 2050 | 85  | 0             | 0              | 0             | 13,394,576             | 0             | 0              | 0             | 8,992,218              |
| 2051 | 86  | 0             | 0              | 0             | 13,683,059             | 0             | 0              | 0             | 9,013,639              |
| 2052 | 87  | 0             | 0              | 0             | 13,982,871             | 0             | 0              | 0             | 9,035,111              |
| 2053 | 88  | 0             | 0              | 0             | 14,294,482             | 0             | 0              | 0             | 9,056,635              |
| 2054 | 89  | 0             | 0              | 0             | 14,618,381             | 0             | 0              | 0             | 9,078,210              |
| 2055 | 90  | <b>0</b>      | <b>0</b>       | <b>0</b>      | <b>14,955,078</b>      | <b>0</b>      | <b>0</b>       | <b>0</b>      | <b>9,099,838</b>       |

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I'm a firm believer in keeping the number of goals at a very limited number. Here are my top 5 goals, in order of importance:

**1. Tax Review & Strategy for future.**

- a. Look at what millages are in place, and when they fall of or end. Try and get an understanding of where we are today with new tax revenue vs. where we were two/three years ago – and where can we expect to be in the next year/two.

**2. Front Street infrastructure project.**

- a. Planning of a strategy for thru traffic, signage, parking and how to market all of that to the public in a straightforward, worst case scenario way.

**3. Strategy to make the remainder of key blighted/vacant properties development ready.**

- a. There are only a few left, but they are extremely important ones:
  - i. Electra-Voice Bldg.
  - ii. Feed Mill site
  - iii. River Street Property

**4. Land redevelopment Program for city owned parcels.**

- a. It is imperative that we get these properties back on the tax roll. What is the best and fastest way to make that happen in a way that will provide long lasting benefits to the city.

**5. Continuation of Existing/Ongoing work**

- a. Its important to remember that we have many projects that we are already working on. I would like to see us focus on getting a good solid foundation under us (from an operations standpoint) where we have defined roles for everyone at City Hall, DPW, Water & Sewer. Get accustomed to the new software, and keep moving forward with the economic development efforts already underway.



# Starting Point for Goal-Setting Conversation



Examples of 11 Goals developed by  
Commissioner Swem





# 11-Goal Summary

1. 2023 Front Street Strategy
2. DPW Successful Completion
3. Master Plan Objective Strategy
4. BARB Master Plan Objective Strategy
5. Michigan Main Street Program Objectives
6. City-Owned Property & Structure Strategy
7. Water/Sewer Bill Impact Strategy
8. Business Development Strategy
9. City Overhead Efficiency Review
10. Community Enrichment Strategy
11. Tax Review & Strategy



# 2023 Front Street Strategy

*Including, but not limited to:*

- ***Funding***
- ***Business Impact Minimization***
- ***Design***
- ***Parking***





# DPW Successful Completion

*Including but not limited to:*

- *Defining what is a successful project;*
- *Funding Strategy; &*
- *Cost*



# Master Plan Objective Strategy

*Setting goals to  
achieve the mutually  
agreed upon plan  
within the recently  
passed Master Plan.*





# BARB Master Plan Objective Strategy

*Setting goals to achieve the  
BARB master plan  
objectives.*

# MI Main Street Objective Strategy

*Identify and outline strategies on how we will achieve more favorable scoring in order to be successful in the program (in reference to the recently supplied evaluation by the MEDC)*





# City-Owned Property and Structure Strategy



***Identify and outline strategies as to how the City will maintain and/or replace the police, fire, and City Hall properties. Also, which properties, both developed and undeveloped, does the City want to move back into the private sector and which ones might the City want to acquire and why?***

# Water/Sewer Bill Impact Strategy

*Following the 2023 expansion, what measures can the City take to reduce the impact on our resident's water bills? Consider the change order that was approved for the water treatment facility to allow the City to take more commercial waste for treatment. This potential revenue sector, if successfully implemented, should have a major impact on the City's enterprise billing. This, along with other cost saving strategies, should be priority.*





# Business Development Strategy

Conduct a feasibility study as to:

- *What does the City want to attract?*
- *Are they sustainable?*
- *How can the City nurture growth?*
- *Does the City need to protect any current businesses?*
- *How does the City measure success?*

# City Overhead Efficiency Review

- *What are the areas in which the City is overstaffed, understaffed, can be automated, consolidated, outsourced and/or eliminated altogether?*
- *What services are no longer needed?*
- *What is the ROI on expenditures?*
- *Develop departmental capital outlay strategies.*



# Community Enrichment Strategy



Item XI. A.

## CONCERTS ON THE COMMON

BUCHANAN MICHIGAN

JUNE | JULY | AUGUST | SEPTEMBER | 2021

OUTDOOR CONCERTS IN BEAUTIFUL DOWNTOWN BUCHANAN, MICHIGAN

### SUMMER 2021 | CONCERT SCHEDULE

|                                            |                                                                |
|--------------------------------------------|----------------------------------------------------------------|
| JUNE 25 <sup>TH</sup>                      | THE CAROL KING TRIBUTE                                         |
| JULY 9 <sup>TH</sup>                       | WAY DOWN WANDERERS                                             |
| JULY 16 <sup>TH</sup>                      | THE AGORN 9 <sup>TH</sup> ANNUAL SINGER SONGWRITER COMPETITION |
| AUGUST 13 <sup>TH</sup> + 14 <sup>TH</sup> | CHIPPEWAPALOOZA ON THE COMMON                                  |
| AUGUST 20 <sup>TH</sup>                    | KELLER WILLIAMS                                                |

- How does the City become and remain a place where people love to live, visit, and entertain?
- What else can the City do to maintain an interest in our community year-round, e.g., concerts on the Common.
- How does the City focus on bringing vibrancy to the community?





# Review of Taxes Levied & Strategy Going Forward

**What are the City's taxes being used for?**

**The City should be able to explain to residents how their tax dollars are used.**



# Review questions

1

Does the Commission want to adopt the list of goals suggested by Commissioner Swem, or do other Commissioners suggest other goals that they also want to be considered?

2

How should the final list of goals be prioritized?

What order should the goals be listed in?

3

**Is the Commission ready to clearly communicate a consensus on a prioritized list of goals?**

**Or, in other words, is the Commission ready to vote to approve a prioritized list of goals, or do you want more time to think about it first?**



Thank you for your help charting the course for the future of Buchanan!

*-City Manager Heather K. Grace*

# Buchanan's Future is BRIGHT!



Item XI. A.

Planting Seeds for Tomorrow

A Bright Future is Ahead!



# CITY MANAGER GOAL SETTING

*Setting & Prioritizing  
Achievable Objectives*

# FIRST:

- *Start with the broad, big picture goals:*

# BUILD & MANAGE

*Create a strong team  
environment & lead  
them to high levels of  
achievement.*

# OVERSEE DAILY OPERATIONS

*Ensure quality services  
are provided to all.*



## EXECUTE THE CITY COMMISSION'S OPERATIONAL & POLICY DIRECTIVES

*Utilize City staff and  
3rd party contractors to  
achieve goals set by the  
City Commission, within  
the constraints of the  
City budget.*

# SECOND:

• *Dial down to determine specific goals the City Commission wants achieved, and their order of priority:*

For a City Manager to be successful in achieving the goals and objectives of the City Commission, the City Commission must clearly communicate exactly what their goals and objectives are.

*Specifically, the City Manager needs to know:*

*(a) That there is consensus on the goal [from a majority of the Commission, not just one Commissioner], &*

*(b) What the order of priority is for the goals that are set.*

--It is **very important** to remember that the best way to clearly communicate the information needed to the Manager is through an official vote of the City Commission. Directives given by individual Commissioners can sometimes conflict with individual directives from other Commissioners, putting the City Manager in an untenable position with no clear right answer—which causes confusion & delay.

## SET GOALS THAT ARE BOTH F.A.S.T. & S.M.A.R.T.

*“Success is the progressive realization  
of a worthy goal or ideal.”* Earl

Nightingale

*“A goal properly set is halfway  
reached.”* Zig Ziglar.



## F.A.S.T. Goals





- **F**- Frequently discussed
- **A**- Ambitious
- **S**- Specific
- **T**- Transparent



## S.M.A.R.T. Goals

- **S**- Specific
- **M**- Measurable
- **A**- Achievable
- **R**- Relevant
- **T**- Time bound



|                                                                                                                  | <i>Definition</i>                                                                                                                     | <i>Benefits</i>                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Frequently discussed</b><br> | Goals should be embedded in ongoing discussions to review progress, allocate resources, prioritize initiatives, and provide feedback. | <ul style="list-style-type: none"> <li>• Provides guidance for key decisions.</li> <li>• Keeps employees focused on what matters most.</li> <li>• Links performance feedback to concrete goals.</li> <li>• Evaluates progress and course corrects.</li> </ul>                                         |
| <b>Ambitious</b><br>            | Objectives should be difficult but not impossible to achieve.                                                                         | <ul style="list-style-type: none"> <li>• Boosts performance of individuals and teams.</li> <li>• Minimizes the risk of sandbagging.</li> <li>• Forces broader search for innovative ways to achieve goals.</li> </ul>                                                                                 |
| <b>Specific</b><br>             | Goals are translated into concrete metrics and milestones that force clarity on how to achieve each goal and measure progress.        | <ul style="list-style-type: none"> <li>• Clarifies what employees are expected to deliver.</li> <li>• Helps identify what is not working and quickly course corrects.</li> <li>• Boosts performance of individuals and teams.</li> </ul>                                                              |
| <b>Transparent</b><br>        | Goals and current performance should be made public for all employees to see.                                                         | <ul style="list-style-type: none"> <li>• Makes use of peer pressure to perform on goals.</li> <li>• Shows employees how their activities support company goals.</li> <li>• Understands other teams' agendas.</li> <li>• Surfaces activities that are redundant or unaligned with strategy.</li> </ul> |



## FAST & SMART

Making sure that goals align with the “FAST” strategy has been shown to be more effective than just setting “SMART” goals. However, making sure that goals are SMART also helps ensure that the goal is spelled out appropriately.

# EVEN **SMARTER** GOALS

## *Evaluate & Revise*

Finally, recent research states that goals should also be

- (a) **REVIEWED** frequently, both to ensure that the goal is still valid and to ensure steady progress towards the goal; &
- (b) **REVISED** if the goal or the plan to achieve the goal is not working as desired, or if circumstances have changed that affect the implementation of the plan to achieve the goal.

# NOW LET'S SET SOME GOALS!!!!

Clearly communicated consensus  
from a majority of Commissioners of

SMARTER & FASTER goals

that are listed in order of **PRIORITY**

*Manager Grace's Goal  
for this Special Meeting!*