



# 2012 – 2013 Budget

Adopted April 16, 2012

Robert E. Clark, Mayor

<u>City Council Members</u>	<u>Precinct</u>
Jeffery A. Hensley	1
Jerry McKart	2
Christopher M. Bica	3
Jeremy J. Molenda (Mayor Pro Tempore)	4
James R. Kansier	5
Brian P. Beneteau	6

**CITY OF MONROE**

**2012 - 2013 BUDGET**

Adopted April 16, 2012

**MAYOR**

*Robert E. Clark*

**FIRST PRECINCT**

*Jeffery A. Hensley*

**SECOND PRECINCT**

*Jerry McKart*

**THIRD PRECINCT**

*Christopher M. Bica*

**FOURTH PRECINCT**

*Jeremy J. Molenda*

**FIFTH PRECINCT**

*James R. Kansier*

**SIXTH PRECINCT**

*Brian P. Beneteau*

**CITY MANAGER**

*George A. Brown*

**FINANCE DIRECTOR**

*Edward J. Sell Jr.*

**CITY OF MONROE**  
2012-2013  
**ANNUAL BUDGET**  
**TABLE OF CONTENTS**

**BUDGET ORDINANCE** ..... I – V

**INTRODUCTION SECTION** ..... VI - XIII

**BUDGET SUMMARIES**

**GENERAL FUND**

Fund Balance Trend ..... 1

Revenue ..... 2 – 3

Expenditures ..... 4 - 8

**Expenditures**

Mayor & Council ..... 9 - 12

City Manager ..... 13 - 17

Clerk – Treasurer ..... 18 - 23

Assessor ..... 24 - 28

City Attorney ..... 29 - 32

Finance ..... 33 - 37

Human Resources ..... 38 - 41

Engineering ..... 42 - 48

Police ..... 49 - 53

Fire ..... 54 - 59

Public Services ..... 60 - 67

Building Services ..... 68 - 71

Economic & Community Development ..... 72 - 83

Recreation ..... 84 - 91

Non-Departmental ..... 92

**SPECIAL REVENUE FUNDS**

Major Street Fund ..... 93 - 96

Local Street Fund ..... 97 - 99

Refuse Fund ..... 100 - 101

Parking Fund ..... 102 - 103

Economic Development Fund ..... 104 - 105

Building Safety Fund ..... 106 - 109

Budget Stabilization Fund ..... 110

Drug Forfeiture Fund ..... 111 - 112

Grant Fund ..... 113 - 114

Airport Fund ..... 115 - 116

**DEBT SERVICE FUND** ..... 117 - 118

<b>CAPITAL PROJECTS FUND</b> .....	119 - 120
<b>ENTERPRISE FUNDS</b>	
Wastewater Fund .....	121 - 130
Water Fund .....	131 - 141
Raw Water Partnership .....	142 - 143
<b>INTERNAL SERVICE FUNDS</b>	
Information Systems Fund .....	144 - 146
Stores and Equipment Fund .....	147 - 149
Employment Benefit Fund .....	150 - 151
Post-Retirement Health Care .....	152 - 153
Insurance Fund .....	154
<b>PERMANENT FUND</b>	
Cemetery Fund .....	155 - 156
<b>COMPONENT UNITS</b>	
Mainstreet Monroe / Downtown Development Authority .....	157 - 158
Brownfield Redevelopment Authority .....	159 - 160
Port of Monroe .....	161 - 162

# BUDGET ORDINANCE

**ORDINANCE 12-003**

Budget Appropriation Act  
July 1, 2012 - June 30, 2013

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2013, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2012 and ending June 30, 2013 are hereby appropriated on a departmental and activity total basis as follows:

<b>GENERAL GOVERNMENT</b>	
City Council	\$129,530
City Manager	269,354
Assessor	350,141
Attorney	136,225
Clerk-Treasurer	485,682
Finance	427,882
Human Resources	264,102
Engineering	307,758
City Hall Grounds	261,516
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$2,632,190</b>
<b>PUBLIC SAFETY</b>	
Police	5,628,017
Fire	2,940,076
Zoning/Code Enforcement	139,059
<b>TOTAL PUBLIC SAFETY</b>	<b>\$8,707,152</b>
<b>PUBLIC WORKS</b>	<b>\$1,921,999</b>
<b>COMMUNITY DEVELOPMENT</b>	<b>\$239,938</b>
<b>CULTURAL-RECREATION</b>	
Library	\$57,500
Social Services	140,000
Public Access TV	154,250
Parks and Recreation	1,531,622
<b>TOTAL CULTURAL-RECREATION</b>	<b>\$1,883,372</b>
<b>CONTINGENCIES</b>	<b>\$150,000</b>
<b>DEBT SERVICE</b>	<b>\$61,615</b>
<b>TRANSFERS OUT</b>	<b>\$1,627,574</b>
<b>TOTAL EXPENDITURES</b>	<b>\$17,223,840</b>

Section 2. Revenues shall be raised from the following sources and are estimated as follows:

<b>GENERAL FUND</b>	
General Revenue	\$15,170,794
Service Revenue	1,979,306
Operating Grants	73,740
<b>TOTAL REVENUES</b>	<b>\$17,223,840</b>

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2012 through June 30, 2013 for the following funds in the amounts set forth below:

<b>SUMMARY OF EXPENDITURES BY FUND</b>	
Major Street Fund	\$1,986,400
Local Street Fund	1,075,410
Refuse Fund	1,386,500
Parking Fund	231,629
Economic Development Fund	26,000
Building Safety Fund	420,581
Budget Stabilization Fund	0
Drug Forfeiture Fund	20,735
Grant Fund	412,000
Airport Fund	355,767
Debt Service	488,767
Capital Project Fund	1,196,250
Wastewater Department	7,595,105
Water Department	8,317,487
Raw Water Partnership Fund	397,900
Information Systems	310,315
Stores & Equipment Fund	920,055
Employment Benefit Fund	2,253,951
Post-Retirement Health Care Fund	3,350,312
Insurance Fund	336,645
Cemetery Fund	44,000
Downtown Development Authority	265,513
Brownfield Redevelopment Authority	848,812
Port of Monroe	638,158
<b>TOTAL</b>	<b>\$32,878,292</b>

Section 4. The City Council does hereby levy a tax of 13.726 mills for the period of July 1, 2012 through June 30, 2013 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. This tax is levied for the purpose of defraying the general expense and liability of the City of Monroe.

Section 5. The City Council does hereby levy a tax of .5634 mills for the period of July 1, 2012 through June 30, 2013 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. The tax is levied for the purpose of funding the unfunded actuarially accrued liability of the post-retirement healthcare system.

Section 6. The City Council does hereby levy a tax of 1.448 mills for the period of July 1, 2012 through June 30, 2013 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. This tax is levied for the purpose of defraying the cost of refuse collection and cleanup authorized by Act 298 of the Public Acts of 1917.

Section 7. The City Council does hereby levy a tax of 0.375 mills for the period of July 1, 2012 through June 30, 2013 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. This tax is levied for the purpose of defraying the general expense and liability of the Port of Monroe.

Section 8. The City Council does hereby levy a tax of 0.42 mills for the period of July 1, 2012 through June 30, 2013 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. This tax is levied for the purpose of funding the repayment of debt that was issued for the purpose of repairing and rehabilitating the Roessler Street, Macomb Street, and Winchester Street bridges.

Section 9. The City Council does hereby, at the request of the Lake Erie Transportation Commission, levy a tax of .6147 mills for the period of July 1, 2012 through June 30, 2013 on all real and personal taxable property in the City of Monroe, according to the valuation of the same. This tax is a voted millage that was approved by the electorate of the City of Monroe and is levied for the purpose of funding the operations of the Lake Erie Transportation Commission.

Section 10. The City Council does hereby approve the addition of a property tax administration fee of 1.0% on all taxes collected for the City of Monroe and for taxes collected for all other taxing units.

Section 11. The City Council does with the adoption of this ordinance approve the fees for service listed in Exhibit 1, effective July 1, 2012, to support the budget for the period July 1, 2012 through June 30, 2013. The rates will be implemented and charged for all services provided as may be reflected in bills or statements generated after July 1, 2012.

Section 12. The City Manager is hereby authorized to make budgetary transfers within the appropriation centers established throughout this budget, and that all transfers between appropriations may be made only by further action of the City Council pursuant to Section 19.2 of the provisions of the Michigan Uniform and Budgeting Act. The City Manager may delegate this authority to the Finance Director.

Section 13. The Finance Director is hereby authorized to make budgetary transfers between appropriation centers at the end of the fiscal year only to rebalance the budgets among appropriation centers. The Finance Director will report these transfers to the City Council.

Section 14. The City Council did give notice of the time and place when a public hearing would be held in conformity with the provisions of the City Charter.

Section 15. The City Manager did on or before the 1st day of April, prepare and furnish to the City Council a City Budget for the period of July 1, 2012 through June 30, 2013, as provided for in the City Charter, which budget was duly signed by the City Manager and is now on file.

Section 16. The City Council hereby approves the City Budget, containing the appropriations and levy of taxes for the period of July 1, 2012 through June 30, 2013 and all sums be paid into the

several funds to which they belong and any ordinance or parts of ordinance in conflict with this ordinance are hereby repealed.

First Reading	April 2, 2012
Public Hearing	April 16, 2012
Second Reading	April 16, 2012
Adoption	April 16, 2012
Publication	April 20, 2012



A handwritten signature in black ink, appearing to read "Charles D. Evans", written over a horizontal line.

Charles D. Evans  
City Clerk-Treasurer

A handwritten signature in black ink, appearing to read "Robert E. Clark", written over a horizontal line.

Robert E. Clark  
Mayor

EXHIBIT 1

SERVICE	CURRENT FEE	NEW FEE JULY 1, 2012
Wastewater Commodity Rate	2.71	2.86
Wastewater Administration Fee	13.59	13.59
Wastewater Septic Dumping Rate/Gallon	0.070	0.070
Wastewater BOD Surcharge Rate>200mg/l per lb.	0.34	0.34
Wastewater TSS Surcharge Rate>750 mg/l per lb.	0.22	0.22
Wastewater Nitrogen Surcharge Rate >40 mg/l per lb.	0.95	0.95
<b>WATER RATES AND FEES</b>		
Quarterly Debt Service Charge**		
Meter Size		
5/8"	\$ 5.40	\$ 5.40
3/4"	\$ 8.11	\$ 8.11
1"	\$ 13.51	\$ 13.51
1 1/4"	\$ 18.91	\$ 18.91
1 1/2"	\$ 27.01	\$ 27.01
2"	\$ 43.22	\$ 43.22
2 1/2"	\$ 67.53	\$ 67.53
3"	\$ 94.55	\$ 94.55
4"	\$ 162.08	\$ 162.08
6"	\$ 337.67	\$ 337.67
8"	\$ 486.24	\$ 486.24
10"	\$ 783.38	\$ 783.38
12"	\$ 1,161.57	\$ 1,161.57
Water Quarterly Consumption Rate**	\$ 1.40	\$ 1.44
** - Rates Doubled Outside City Limits		
Water Administrative Fee	\$ 4.50	\$ 4.50
Call-Out and Turn-on Fee		
Regular Hours	\$ 55.00	\$ 55.00
Overtime	\$ 110.00	\$ 110.00
Double-time	\$ 140.00	\$ 140.00
Quarterly Pump Surcharge	\$ 0.15	\$ 0.15
Penalty - 7 Days or more delinquent	5.00%	5.00%

# INTRODUCTION



# CITY OF MONROE

---

Office of City Manager

March 29, 2012

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2012-2013 operating budget for the City of Monroe is hereby respectfully submitted for Council's review, consideration, and approval. This budget was prepared in accordance with State of Michigan statutes, Monroe City Charter requirements and conforms to generally accepted accounting and budgeting principles. We believe that the information provided for each department along with goals, performance measures and accomplishments allows the reader to better understand the operations of the many departments, which must be coordinated to provide a high level of service to City residents, businesses, institutions and visitors. The budget which is presented here includes the year-end projected budget for fiscal year 2011-2012 and the proposed operating budget for fiscal year 2012-2013.

You will recall that the 2011-2012 (FY 12) General Fund budget as initially adopted amounted to \$16,770,627. The projected General Fund budget for fiscal year 2012 as proposed is now set at \$17,033,360. The primary reason for the increase is due the decision to budget for the payoff of a capital-replacement loan approximately five (5) years earlier than planned in the original loan document. This was made possible due to an accounting change related to state revenue sharing. Instead of six payments of revenue sharing being recognized as revenue in the 2011-12 fiscal year, seven will be recognized. This will result in a onetime revenue increase of approximately \$300,000. The City will also be fully complying with the Economic Vitality Incentive Program (EVIP) that replaced statutory revenue sharing for the 2011-12 fiscal year.

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$887,374,007. This represents a 0.25% increase in taxable value as compared to fiscal year 2012. Residential taxable value has decreased by 6.3%, but industrial property values actually increased, which accounts for the increase. Increases for DTE real property investments are the major contributors to the increase.

The budget as presented recommends that the total, City Charter authorized millage of 14.6644 mills be levied (i.e. 15 mills less Headlee roll-backs) for fiscal year 2012-2013. Of this amount, 13.725 mills is proposed to be allocated to support general City operations (same as FY 11-12 allocation), 0.375 mill is proposed to be allocated to support Port of Monroe operations (same as FY 11-12 allocation) and 0.5634 is proposed to be allocated to be contributed directly to the Post-Retirement Healthcare Fund, which has been deemed to be significantly underfunded by the City's Actuarial

Consultant. This recommended levy of the City Charter Authorized operating millage is higher than the 14.101 mill levy recommended and adopted for FY 11-12. The Bridge Millage, authorized by voters to raise the funds necessary to refurbish and reconstruct three City bridges, is recommended to be levied at 0.42 mill for fiscal year 2012-2013, a reduction of 0.1 mill from the 0.52 levy for FY 11-12. This decrease is due to borrowing less than was previously estimated and excellent interest rates achieved on the first two bond sales. The Refuse Fund millage is recommended to remain at 1.448 mills and the property tax administration fee of 1.0%, charged on all millages collected by the City, is also recommended to continue. The total of all of the City millage levies recommended for the FY 2012-2013 above is 16.5324, a net change of 0.4634 mill from the FY 2011-2012 levies.

In FY 12-13., before it allocates resources for currently needed services, the City needs to set-aside the first \$3.2 million of revenue it collects to fund healthcare benefits for the retirees who provided services in the past. As previously mentioned, the FY 12-13 budget submitted recommends an increase in the funding necessary to partially address the significant unfunded retiree health care liability. The .5634 mill levy proposed would generate approximately \$486,000, with the funding allocated to reducing the City's unfunded actuarially accrued liability. For the entire city budget, approximately \$4.0 million is budgeted for retiree health care. This includes the funding generated by the proposed, additional millage levy. This amount is likely still short of that to be recommended, as the actuarial study completed as of December 31, 2008 calculated an annual required contribution of approximately \$4.7 million for fiscal year 2012. The actuarial study for December 31, 2010 has not been completed, but due to the significant underfunding in previous years, it is not expected the City's annual required contribution (ARC) will decrease. If we are to be fiscally responsible to future generations we need to accelerate the step-up to the full funding of this liability, so that the City can eventually prefund its retirement benefit obligations.

The results of collective bargaining negotiations with City employees over the last year will further help with the partial funding of future retiree healthcare benefits. Beginning in 2013 and 2014, employees eligible to receive the benefit will be required to contribute 3% of the average base wage of all City full-time employees to the plan. In the beginning, this will amount to approximately \$224,000 per year in additional funding for the plan, which will be invested in order to be available to partially pay for their healthcare benefits after they retire. Changes to retiree healthcare benefits made during previous collective bargaining sessions have resulted in the ability to better control costs paid by tax and utility-rate payers, including mirroring of the health benefit to that of active employees, capping the amount of the employer-share the City will pay to 4% per year of service, and eliminating the city-provided benefit for employees hired after July 1, 2008. Failing to be proactive in reducing the large unfunded accrued liability and with controlling future benefit costs, will result in the realization of more drastic reductions to city services and associated employment in the future.

The budget for the General Fund for fiscal year 2013 includes expenditures in the amount of \$17,223,840 which is \$453,213 (2.7%) higher than the fiscal year 2012

budget expenditures originally adopted. If the budget is adopted and implemented in its current form, the total number of full-time employees budgeted will remain flat at 168 full-time equivalent employees. This would be the first time in many years that employment levels have not been reduced as a part of the budget process. The number of General Fund budgeted full-time equivalent employees will also remain flat at 104.75. In addition to the full-time employees, funding for a seasonal employee has been budgeted to focus on blight abatement. The average cost of a General Fund, full-time employee is \$117,189, which includes all wage payments (including overtime) and benefits. If funding for the underfunded retiree health care liability is removed the average cost is reduced to \$103,666.

### Special Revenue Funds

Special Revenue Funds are used to budget for revenue proceeds meant for specific purposes and are legally restricted to expenditures for those purposes. Ten funds are budgeted within the Special Revenue category.

The *Major Street Fund* is focused on high traffic volume streets. This fund's primary source of revenue is the State of Michigan Gas and Weight Tax, which has been flat or declining since FY2001. Current trends show a small increase for 2013.

The *Local Street Fund* is the less traveled, predominately residential roadways. This fund also receives revenue from the State of Michigan Gas and Weight Tax, but at a vastly reduced rate compared to major streets. We must often depend on other revenue sources such as transfers from the General Fund and Major Street Fund to adequately maintain the local streets. Each year we budget for reconstruction of city streets within these funds.

The *Refuse Fund* is utilized to handle solid waste pickup, including curbside pickup of recyclables and yard waste, street sweeping, and the purchase of bags for leaf collection. The City annually levies a dedicated millage to cover the costs associated with these services.

The *Parking Fund* maintains and funds capital improvements for the City's parking lots and provides for parking enforcement of all parking ordinances. Funds for this account are derived from meter revenue and parking fines.

The *Economic Development Fund* provides seed money for various development projects or to provide local match for grant applications. The fund provided start-up resources to the Brownfield Redevelopment Authority. This fund is also used to account for the revenue and expenditure of major projects such as the Mason Run, Townes on Front Street, and the River Raisin Battlefield environmental response activities.

The *Building Safety Fund* was created when Public Act 245 of 1999 was signed into law. P.A. 245 requires that fees generated by the operation of the Building Department be used only for the operation of that department and should be accounted

for in a separate fund.

The *Budget Stabilization Fund* was created by ordinance of the City Council in 1997. The fund was established to protect the future financial integrity of the City and to fund unanticipated nonrecurring events. Appropriation of funds available in the fund require a resolution or ordinance of the city council with a 2/3 vote of the members elected and serving. The potential uses of the funds are set by statute.

The *Drug Forfeiture Fund* revenues are derived from property forfeitures related to narcotic offenses. These funds, by law, can only be used for drug related law enforcement activities.

The *Grant Fund* is used to account for state and federal grants requiring special reporting requirements, generally segregation of funds, such as the Community Development Block Grant.

The *Airport Fund* is the mechanism by which we track the operation of the airport, including work accomplished by DPS personnel such as snow plowing and grass mowing. We also use these funds as match money for state and federal grants for Airport Capital Improvement Projects.

### Enterprise Funds

The Enterprise Funds consist of the *Water, Raw Water Partnership, and Wastewater*. These funds must be accounted for and operated in the same manner as a private business. Revenues to operate these enterprises are derived from charges for services rendered. Besides normal operating costs there is the added burden of meeting environmental requirements which continue to increase the cost of doing business.

In the *Wastewater Fund* we will continue working on last year's capital projects and an additional \$18,942,000 in projects this year. The capital project amount includes a major improvement to the wet weather system to continue to meet State of Michigan permit requirements. A State Revolving Fund loan in the amount of \$18.0 million will finance that project. The interest rate associated with the financing will be 2.5%. Wastewater staff members have continued to pursue Council objectives for identifying economies and efficiencies in their operations. New investments in updated equipment and technology along with some reshaping of the organizational structure and responsibilities will result in long term cost reductions and enhanced operational efficiencies.

The *Water Fund* has recently declined in the volume of water it is selling, which has caused a reduction in revenue. The Water Fund's capital improvements for fiscal year 2013 amount to \$1.054 million. Efficiencies, updates and re-investments developed and implemented in Water Department operations over the past few years have resulted in long-term cost reductions.

The *Raw Water Partnership* is an interlocal agreement with Frenchtown Charter Township that allows for the joint operation of the Lake Erie intake and treatment of water that is ultimately utilized for both systems potable water. Funds to operate come from both water systems' rates and are based upon gallons of water utilized.

### Internal Service Funds

Internal Service Funds include *Stores and Equipment*, *Information Systems*, *Employee Benefit*, *Post-Retirement Health Care*, and *Insurance*. This group of funds provides service to other funds within the city.

The *Stores and Equipment Fund* rents and maintains cars, trucks and other equipment for the use of departments within the City. Revenue to operate this fund comes from equipment rental rates. In the past, the fund struggled to generate enough rental income to finance its operations in part because of high personnel overhead. With reductions in personnel overhead, brought about through implementation of the Operations Study recommendations, and more focus on efficient reshaping of this function, we intend to bring this fund into long term balance. The fund will begin to manage more of the city's cars and trucks as the operations of the fund are reshaped. For fiscal year 2010, the Police Department's vehicles came under the management of the Stores and Equipment operation. General use vehicles of all departments will be managed by this department in the future. In fiscal year 2013, the Wastewater Department will begin to use this system for one of its general use vehicles.

The *Information Systems Fund* ensures that all computer equipment purchased is compatible and that staff is properly trained. Revenue from this fund comes from rental rates from various departments based upon various cost allocation methods. The IT function is supervised by the Finance Director and the staffing of the function is provided by Monroe County through a contractual agreement.

The *Employee Benefit Fund* handles all of the City's employment related insurance requirements including health care, workers compensation, life insurance, and long term disability, as well as termination pay. Departments are charged for their costs based upon their number of personnel and premiums charged per employee. The fund then bids out the insurance for the entire city and covers all of the associated costs. Termination pay is a long-term liability that is fully funded. The termination pay benefit has been eliminated for all current employees. The only liability that remains is for terminated employees that have deferred their vested benefit in the retirement system.

The *Insurance Fund* is used to account for general property and liability insurance costs. Each fund contributes to the Insurance Fund based upon an allocation of the insurance premium costs and the Insurance Fund secures coverage for the entire city.

*The Post-Retirement Health Care Fund* was established to fund future and present retiree health care costs. In accordance with State law the City is now investing funds for future retirees, utilizing the City's Pension Board as the investment fiduciary. Funding for retiree health care costs is based on a percentage of payroll for each city employee. The City has historically failed to adequately fund this liability and continues to do so. While the retiree health care benefit was established for most city employees about 30 years ago, the City did not establish a fund to help finance this benefit until the late-1990s, well after the unfunded liability had become significant. The 2012 budget includes approximately \$4.0 million in funding for the benefit, with \$486,000 of that amount coming from the levy of the remaining available operating millage, as previously mentioned. However, the annual required contribution (ARC) as calculated by an actuary is \$4.7 million for fiscal year 2012. The ARC for the 2013 fiscal year has not yet been calculated, but due to underfunding the ARC in previous years and closing the plan to new hires, the ARC is not expected to be reduced. The lack of adequate funding provided for this benefit over the previous 30 years has already significantly impacted our ability to fund current city services. The result has been that current taxpayers pay part of the costs of city services provided in the past. Without additional effective and decisive action to address the cost and sustainability of this benefit this problem will continue to grow, thereby diminishing the resources available for current city services even more substantially. That is the primary reason for recommending the levy of the remaining City operating millage.

#### Debt Service Fund

The *Debt Service Fund* is used to account for the retirement of various bond issues. The statutory debt limit by law is 10% of our State Equalized Value. The principal and interest payments on the bonds to be issued for the rehabilitation of the City bridges and the bonds issued for the DDA parking project will be paid from this fund. The property tax millage approved for the bridge rehabilitation will be deposited into this fund for payment of the debt service installments. From a debt perspective the City of Monroe is in excellent financial health.

#### Capital Project Fund

The *Capital Project Fund* is used to account for capital projects, which are large ticket items (at least \$10,000) and have a useful life of five years or more. The Capital Improvement Project budget was adopted in February as a planning tool. Funding for Capital Projects come from a variety of sources including the General Fund, Major and Local Street Funds, Water and Wastewater Funds and State and Federal grants. The Capital Project budget as adopted by the City Council in February is included in this budget recommendation. As you will recall, the Council adopted a fiscal year 2013 General Fund, Capital Project Budget of \$840,040. This amount represents an increase in General Fund financing of \$171,940 from the previous year and is approximately .96 mills of the operating millage levied. The level of capital funding was returned to its approximate amount two fiscal years ago.

## Cemetery Fund

The *Cemetery Fund* is a trust fund that was established to deal with the Woodland Cemetery and allows us to record the revenue and expenditures associated with the contractual arrangement with Roselawn Cemetery to maintain Woodland Cemetery.

## Component Units

Component Units are a group of funds which are legally separate organizations for which the City has overall financial responsibility. This group of funds includes the *Downtown Development Authority*, *Port of Monroe*, and *Brownfield Redevelopment Authority*.

Department Heads and I were faced with revenues that remained primarily flat from the prior year. Personnel costs continue to rise, primarily due to pension and retiree-health care costs. Health care costs for active employees have actually declined by approximately \$250,000 due to negotiated agreements with City unions and compliance with the new healthcare law, Public Act 152 of 2011. While this budget proposes to fund 168 full-time public service employees, there are now over 240 city employees drawing pension and health-care retirement benefits, for themselves and/or their spouses. The budget includes a regular (non-healthcare) pension contribution totaling \$1.351 million, with \$1.287 million of that amount being funded by the General Fund. The total pension contribution increased \$77,000 from the prior year.

The combination of Monroe being a mature, "built-out" community and the ongoing soft economy in Michigan and the nation has resulted in insufficient new real property growth to allow the City to fully meet all of its long term obligations. This stagnation and decline of revenue sources along with increased operating costs has continued to make the task of sustaining City services very challenging. The City of Monroe has been able to maintain services and service quality at a relatively high level by adopting lean methods and practices, which comport with the resources available. In partnership with the Mayor and Council and City Staff, we will continue to search for ways to implement additional efficiencies as we continue to provide Monroe City residents, businesses and visitors with quality public services in the coming years.

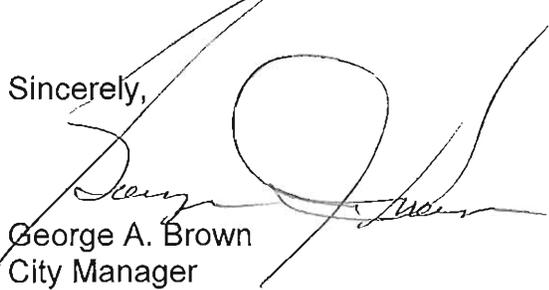
Through the fiscal direction provided by the Mayor and Council and the implementation of that policy direction by City staff, Monroe continues to operate in a responsible and fiscally sound fashion. It is with pride that I mention below the Certificate of Achievement for Financial Reporting. This recognition is something we can all be proud of and are clear indications of the teamwork and commitment to excellence exhibited by the staff.

- The Government Finance Officers Association of the United States and Canada (GFOA) has presented a "Certificate of Achievement for Excellence in Financial Reporting." This is the ninth consecutive time the City of Monroe

has received this prestigious award. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

Department Heads are congratulated for their initiatives and the extra effort required in preparing this budget. Finance Director Ed Sell deserves special mention for his constant vigilance to a fast changing fiscal environment and his uncomplaining willingness while assisting all of us as we explore multiple options. Monroe City employees as a whole are also congratulated for their continued efforts to provide Monroe residents with high quality public services, during these trying times. I believe the budget, as presented, fairly reflects a high level of service and the projected expenditures reflect the resources necessary to operate the City in the next fiscal year.

Sincerely,

A handwritten signature in cursive script, appearing to read "George A. Brown", is written over a large, stylized circular flourish. The signature is positioned to the right of the word "Sincerely,".

George A. Brown  
City Manager

# GENERAL FUND

**GENERAL FUND  
FUND BALANCE TREND**

	Actual FY08-09	Actual FY09-10	Actual FY10-11	Amended Budget FY11-12	Projected Actual FY11-12	Budget Request FY12-13
<b>REVENUE:</b>						
<b>General Revenue:</b>						
General Government	\$ 16,399,109	\$ 15,405,102	\$ 14,556,088	\$ 14,458,533	\$ 14,907,367	\$ 15,170,794
<b>Service Revenue:</b>						
General Government	597,912	662,132	781,281	847,869	847,469	824,012
Public Safety	926,867	813,029	305,255	333,526	344,041	334,370
Public Works	42,092	67,312	67,417	75,500	77,000	77,000
Recreation & Culture	852,308	865,025	719,840	782,282	658,166	743,924
<b>Operating Grants:</b>						
Public Safety	69,947	91,840	149,796	173,331	173,331	73,740
Recreation & Culture	-	-	340	-	-	-
<b>Capital Grants</b>						
Public Safety	-	1,885	16,303	-	-	-
<b>Total Revenue</b>	<b>18,888,234</b>	<b>17,906,325</b>	<b>16,596,320</b>	<b>16,671,041</b>	<b>17,007,374</b>	<b>17,223,840</b>
<b>Total Expenditures</b>	<b>18,971,137</b>	<b>17,757,451</b>	<b>16,392,998</b>	<b>16,859,525</b>	<b>17,033,360</b>	<b>17,223,840</b>
Excess (Deficiency) of Revenues over Expenditures	(82,903)	148,874	203,322	(188,484)	(25,986)	-
<b>Beginning Fund Balance</b>	<b>3,201,654</b>	<b>3,118,751</b>	<b>3,194,748</b>	<b>3,289,947</b>	<b>3,289,947</b>	<b>3,263,961</b>
<b>Committed Fund Balance</b>	<b>-</b>	<b>(72,877)</b>	<b>(108,123)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 3,118,751</b>	<b>\$ 3,194,748</b>	<b>\$ 3,289,947</b>	<b>\$ 3,101,463</b>	<b>\$ 3,263,961</b>	<b>\$ 3,263,961</b>

**GENERAL FUND  
REVENUE DETAIL**

	Actual FY08-09	Actual FY09-10	Actual FY10-11	Amended Budget FY11-12	Projected Actual FY11-12	Budget Request FY12-13
<b>General Revenue</b>						
<b>General Government</b>						
Real Property Taxes	11,870,818	11,697,060	10,852,120	10,890,472	10,862,330	10,861,341
Real Property Taxes-PRHC	-	-	-	-	-	431,362
Tif Capture Real Property	(434,345)	(407,045)	(336,464)	(352,903)	(349,207)	(352,158)
Personal Property Taxes	1,320,696	1,076,571	1,106,319	1,137,389	1,146,587	1,198,679
Personal Property Taxes-PRHC	-	-	-	-	-	49,049
Tif Capture-Personal Property	(10,143)	(4,715)	(5,128)	(4,853)	(3,956)	(3,699)
Industrial Facilities Tax	306,394	185,650	137,391	127,670	126,825	144,721
Industrial Facilities Tax-PRHC	-	-	-	-	-	5,940
Payment In Lieu Of Taxes	26,430	24,348	23,007	25,000	23,000	23,000
Int & Pen Delinquent Taxes	75,253	79,408	81,589	80,000	80,000	80,000
Property Tax Admin Fee	461,264	449,340	430,799	430,000	433,150	435,000
Cab Driver Licenses	160	175	150	200	200	200
Vendor License	750	2,510	1,755	1,000	1,700	1,700
Zoning Permits	7,675	6,575	7,700	7,700	7,700	7,700
Slate Rev Share-Sales Tax	2,058,108	1,774,479	1,719,528	1,515,000	2,017,480	1,701,704
Slate Rev Share-Liquor License	15,448	15,469	15,766	15,500	15,500	15,500
Interest On Investments	313,825	112,811	89,668	150,000	90,000	100,000
Rent-Land	4,493	4,243	4,208	4,300	4,744	4,744
Rent-Buildings	36,562	43,861	45,964	46,558	50,814	54,511
Franchise Fees	267,655	276,697	303,680	300,000	305,000	308,500
Right Of Way Fee	61,978	63,474	58,420	60,000	58,000	58,000
Sale Of Assets	7,791	221	4,957	5,000	5,000	5,000
Reimb-Other	8,233	3,953	3,659	500	12,500	4,000
Transfer In-Economic Development	-	-	-	-	-	16,000
Transfer In-DDA	-	-	10,000	20,000	20,000	20,000
Miscellaneous Revenue	64	17	1,000	-	-	-
<b>Total General Revenue</b>	<b>16,399,109</b>	<b>15,405,102</b>	<b>14,556,088</b>	<b>14,458,533</b>	<b>14,907,367</b>	<b>15,170,794</b>
<b>Service Revenue</b>						
<b>General Government</b>						
Witness Fees	40	38	114	85	85	100
Zoning Board Of Appeals Fees	1,750	2,750	1,400	2,500	1,500	1,500
Plans & Specifications Review	2,319	46	3,251	3,000	1,000	1,000
Gis Enhanced Access Fee	3,961	4,796	5,711	4,500	5,000	5,000
Admin Services-Water Fund	346,831	407,001	408,583	452,140	452,140	448,829
Admin Services-Wastewater Fund	210,823	198,896	309,349	325,910	325,910	321,314
Admin. Svc. - Building Safety	17,791	39,945	28,540	31,646	31,646	29,269
Duplicating Charge	1,065	361	1,318	1,500	1,000	1,000
Sales-Miscellaneous	674	611	637	600	600	600
Plans & Specifications Sales	3,240	3,390	6,180	3,300	6,000	6,000
Vending Commissions/Sales	245	1,210	971	2,000	1,400	1,400
Other Charges For Services	-	-	8,333	13,188	13,188	-
Penalties	2,933	-	1,053	3,000	3,000	3,000
Miscellaneous Revenue	6,240	3,088	5,841	4,500	5,000	5,000
<b>Total General Government</b>	<b>597,912</b>	<b>662,132</b>	<b>781,281</b>	<b>847,869</b>	<b>847,469</b>	<b>824,012</b>
<b>Public Safety</b>						
Excavation Permit	12,450	13,550	15,380	14,000	17,000	17,000
Police Liaison	69,446	83,175	78,345	80,000	80,000	80,000
Emergency Medical Service Fees	570,657	406,590	(4,973)	-	1,606	-
Accident Cost Recovery Fees	-	22,393	29,921	-	2,409	-
Fire Inspection Fees	-	10,225	14,050	20,000	15,000	12,000
Plans & Specifications Review	-	-	3,350	-	10,000	10,000
Police/Fire Service-Water	99,525	91,783	88,399	92,026	92,026	89,370
Rental Housing Inspection	52,530	63,175	-	-	-	-
Ouil Fines	12,211	5,483	1,417	7,500	6,000	6,000
Penal Fines	61,957	60,727	58,044	60,000	60,000	60,000
Civil Fines	850	1,050	2,200	2,000	2,000	2,000
Rental Housing Insp Penalties	4,275	3,425	-	-	-	-
Zoning/Blight Fines	500	800	1,900	1,000	1,000	1,000

	Actual FY08-09	Actual FY09-10	Actual FY10-11	Amended Budget FY11-12	Projected Actual FY11-12	Budget Request FY12-13
Reimb-Demolitions	35,400	38,634	11,309	50,000	50,000	50,000
Miscellaneous Revenue	7,065	12,019	5,913	7,000	7,000	7,000
<b>Total Public Safety</b>	<b>926,866</b>	<b>813,029</b>	<b>305,255</b>	<b>333,526</b>	<b>344,041</b>	<b>334,370</b>
<b>Public Works</b>						
Blight Pickup	14,827	10,823	22,331	26,000	26,000	26,000
Weed Cutting	13,437	33,918	28,505	33,000	33,000	33,000
Charges For Services-Banners	800	755	1,155	2,500	1,000	1,000
Miscellaneous Revenue	13,028	21,816	15,426	14,000	17,000	17,000
<b>Total Public Works</b>	<b>42,092</b>	<b>67,312</b>	<b>67,417</b>	<b>75,500</b>	<b>77,000</b>	<b>77,000</b>
<b>Recreation &amp; Culture</b>						
Skate Sharpening	10,653	10,053	6,457	2,750	5,275	7,900
Youth Ball Program	31,588	24,552	25,820	31,000	20,000	21,000
Adult Ball Program	38,271	42,201	33,405	42,000	35,500	40,000
Adult Volleyball	13,500	13,819	12,116	13,500	4,500	13,000
Youth Basketball	4,032	6,942	6,765	6,500	5,786	6,500
Track Program	676	501	938	650	650	650
Tennls Program	1,386	1,227	102	1,400	1,000	1,000
Skating Lessons	-	-	8,480	28,200	19,868	23,894
Sales-Concessions	59,773	61,106	52,973	54,000	42,404	43,800
Sales-Pro Shop	29,297	18,857	11,287	19,000	12,573	9,900
Sales-Miscellaneous	1,416	2,958	1,232	-	1,235	1,250
Admission-Swimming	14,031	6,148	13	-	-	-
Admlsion-Public Skating	17,503	14,258	13,270	11,250	17,411	23,100
Admission-Drop In Hockey	23,078	26,666	17,507	12,500	13,132	15,450
Admission-Sports Camp	62,974	30,328	8,707	16,000	684	8,000
Admission-Inflatables	47,070	165,123	138,451	109,500	107,054	125,800
Rent-Park Facilities	8,073	8,068	7,563	8,100	8,100	8,100
Rent-Ice Surface	460,317	363,378	302,053	312,332	260,728	302,550
Rent-Dry Floor	2,823	36,627	38,530	81,200	71,233	52,800
Rent-Meeting Room	-	-	6,018	10,200	10,218	10,200
Rent-Ice Skates	-	-	1,835	2,250	4,498	6,180
Rent-Lockers	-	-	152	600	288	210
Rent-Advertising Space	-	-	2,228	6,000	2,500	6,000
Commissions-Video Games	-	-	3,263	5,850	4,441	5,040
Commissions-Vending Machines	13,256	21,393	12,469	2,900	4,488	5,500
Miscellaneous Revenue	12,591	4,015	5,312	4,000	4,000	5,500
MMSC Miscellaneous Revenue	-	6,805	2,894	600	600	600
<b>Total Recreation &amp; Culture</b>	<b>852,308</b>	<b>865,025</b>	<b>719,840</b>	<b>782,282</b>	<b>658,166</b>	<b>743,924</b>
<b>Total Service Revenue</b>	<b>2,419,178</b>	<b>2,407,498</b>	<b>1,873,793</b>	<b>2,039,177</b>	<b>1,926,676</b>	<b>1,979,306</b>
<b>Operating Grants</b>						
<b>Public Safety</b>						
Fema Grant	63,267	-	-	-	-	-
COPS Grant	-	85,523	145,681	165,331	165,331	65,740
Police Training-Act 302	6,680	6,317	4,115	8,000	8,000	8,000
<b>Total Public Safety</b>	<b>69,947</b>	<b>91,840</b>	<b>149,796</b>	<b>173,331</b>	<b>173,331</b>	<b>73,740</b>
<b>Recreation and Culture</b>						
State Recreation Grant	-	-	340	-	-	-
<b>Total Operating Grants</b>	<b>69,947</b>	<b>91,840</b>	<b>150,136</b>	<b>173,331</b>	<b>173,331</b>	<b>73,740</b>
<b>Capital Grants</b>						
<b>Public Safety</b>						
Equipment Grant	-	-	16,303	-	-	-
Bulletproof Vest Grant	-	1,885	-	-	-	-
<b>Total Capital Grants</b>	<b>-</b>	<b>1,885</b>	<b>16,303</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total General Fund Revenue</b>	<b>18,888,234</b>	<b>17,906,325</b>	<b>16,596,320</b>	<b>16,671,041</b>	<b>17,007,374</b>	<b>17,223,840</b>

## GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT

Department Name	Actual FY09-10	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13	Pct of Budget
Mayor And Council	114,077	106,033	119,643	115,498	129,530	0.75%
City Manager	246,551	256,668	272,783	264,970	269,354	1.56%
Professional Legal Consultants	550	-	1,000	-	-	0.00%
Elections	16,066	24,354	31,356	31,481	23,610	0.14%
Clerk/Treasurer	371,293	382,042	380,938	408,460	405,947	2.36%
Assessor's Office	326,181	348,893	359,141	346,137	348,633	2.02%
Board Of Review	975	1,538	1,508	1,508	1,508	0.01%
Attorney's Office	137,246	137,022	136,425	136,225	136,225	0.79%
Audit	39,452	40,496	41,715	41,715	42,967	0.25%
Finance	351,766	363,024	377,624	365,311	384,915	2.23%
Human Resources	347,364	339,522	306,400	322,021	264,102	1.53%
Engineering	363,663	207,450	286,738	291,480	307,758	1.79%
Police	5,242,670	5,109,927	5,805,513	5,562,062	5,604,517	32.54%
Police Training	6,317	4,115	8,000	8,000	8,000	0.05%
Liquor Law Enforcement	3,067	1,464	15,500	15,500	15,500	0.09%
Fire	3,867,828	3,365,951	2,955,548	3,173,468	2,940,076	17.07%
DPS General Operations	1,249,068	1,205,148	1,308,100	1,279,195	1,283,599	7.45%
Forestry	475,429	495,054	493,500	479,500	499,500	2.90%
Parks & Playgrounds	311,669	196,715	168,288	158,400	178,900	1.04%
City Hall/Grounds	226,458	230,688	265,809	259,609	261,516	1.52%
Planning Commission	2,774	2,442	5,303	4,469	5,278	0.03%
Community Development	159,101	164,208	241,788	226,003	232,710	1.35%
Historical District Commission	1,881	291	2,000	1,300	1,950	0.01%
Zoning/Ordinance Enforcement	144,457	106,368	136,571	133,714	139,059	0.81%
Administration & General	201,388	197,710	205,780	203,503	210,592	1.22%
Multi-Sports Complex	1,349,559	1,181,947	1,169,310	1,133,937	1,189,251	6.90%
Parks And Rec. Programs	144,819	78,634	84,746	84,746	91,779	0.53%
Non-Departmental	2,055,782	1,845,294	1,678,498	1,985,148	2,247,064	13.05%
<b>Total</b>	<b>17,757,451</b>	<b>16,392,998</b>	<b>16,859,525</b>	<b>17,033,360</b>	<b>17,223,840</b>	<b>100%</b>

## GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION

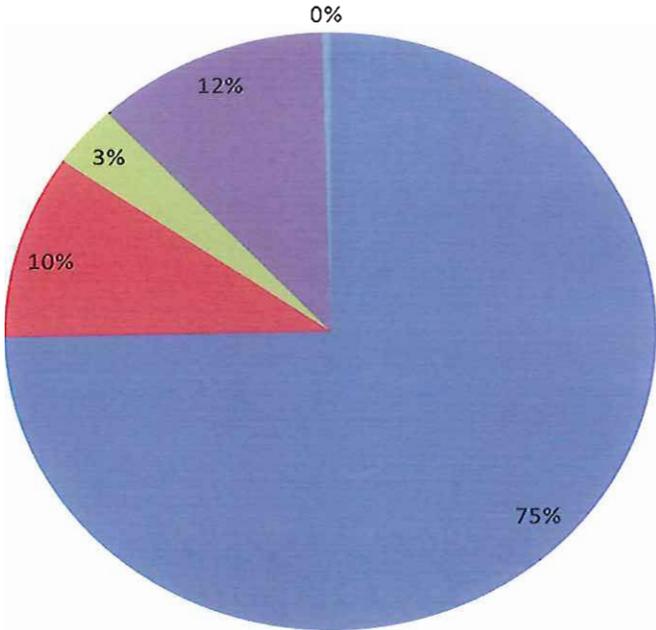
Description	Actual FY09-10	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13	Pct of Budget
<b>PERSONNEL</b>						
Full Time Salaries & Wages	\$ 6,410,462	\$ 5,756,714	\$ 6,099,600	\$ 6,129,281	\$ 6,052,230	35.14
Part Time Salaries & Wages	272,756	182,251	180,239	163,777	186,715	1.08
Overtime	617,574	894,617	611,058	755,058	549,600	3.19
Overtime-Part-Time	-	48	-	-	-	0.00
Shift Premium	25,897	20,724	23,000	23,000	23,000	0.13
Clothing Allowance	35,742	32,133	39,392	46,325	33,050	0.19
Food Allowance	16,468	8,818	7,275	7,227	5,850	0.03
Car Allowance	10,000	6,000	6,000	6,000	6,000	0.03
Uniform Allowance	21,140	20,104	23,108	20,625	20,900	0.12
Longevity	60,659	59,818	60,932	60,711	55,032	0.32
Sick Pay Bonus	86,790	73,135	78,211	65,162	78,042	0.45
On Call Bonus	1,500	1,458	1,000	1,500	1,500	0.01
Team Callout Pay	3,360	3,280	3,120	3,500	3,120	0.02
Report Time Pay	-	-	-	12,000	12,000	0.07
Retirement Termination Pay	20,850	-	-	-	-	0.00
Holiday Pay	153,913	120,211	109,246	109,246	102,959	0.60
Fees & Per Diem	9,348	19,278	18,175	17,425	20,400	0.12
Proficiency Pay	147,254	177,607	102,518	116,501	136,905	0.79
Waiver-Health Insurance	14,740	12,187	8,838	11,722	19,438	0.11
Fica	188,840	182,699	181,736	184,137	187,480	1.09
Medicare	104,320	98,151	102,700	104,279	103,104	0.60
Life Insurance	32,304	29,536	26,121	26,661	25,999	0.15
Disability Insurance	2,106	2,004	1,780	1,939	2,013	0.01
Workers' Comp Insurance	144,197	120,495	129,760	132,446	111,244	0.65
Unemployment	-	15,482	36,085	38,087	35,812	0.21
Medical Insurance	1,037,335	1,133,272	1,290,482	989,013	967,793	5.62
Flexible Benefit Plan	375	165	120	106	121	0.00
Prescription Insurance	55,623	48,397	45,565	74,997	104,829	0.61
Dental Insurance	96,737	87,257	87,294	88,073	86,353	0.50
Post Retirement Health Care	1,855,370	2,013,435	1,935,918	1,952,381	2,591,206	15.04
Pension Contribution	1,404,996	1,154,819	1,224,705	1,224,453	1,287,352	7.47
Deferred Compensation	4,923	4,923	5,330	5,330	5,470	0.03
<b>PERSONNEL</b>	<b>12,835,579</b>	<b>12,279,018</b>	<b>12,439,308</b>	<b>12,370,962</b>	<b>12,815,517</b>	<b>74.41</b>
<b>SUPPLIES</b>						
Office Supplies	35,354	34,541	28,327	33,234	34,330	0.20
Office Supplies - Rhi	547	586	-	-	-	0.00
Copies	5,161	5,118	6,000	6,570	6,150	0.04
Postage	23,915	21,236	26,193	26,493	27,175	0.16
Postage - Rhi	238	451	-	-	-	0.00
Operating Supplies	212,112	138,951	155,783	153,685	147,200	0.85
Operating Supplies - Vehicles	18,157	18,481	18,000	19,193	19,500	0.11
Ammunition	13,845	9,452	13,688	13,688	13,688	0.08
Uniforms/Clothing	18,114	10,294	27,522	28,122	41,900	0.24
Quarters Supplies	3,054	2,134	4,000	4,000	4,000	0.02
Safety Equipment	2,083	2,216	2,500	2,500	3,000	0.02
Fire Prevention Supplies	3,744	3,985	4,000	4,000	4,000	0.02
Medical Supplies	13,209	8,419	10,000	10,000	10,000	0.06
De-Icing Agent	1,442	3,872	2,000	1,500	2,000	0.01
Crime Prevention Supplies	2,468	1,496	1,500	1,500	1,500	0.01

Description	Actual FY09-10	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13	Pct of Budget
<b>SUPPLIES</b>	<b>353,443</b>	<b>261,232</b>	<b>299,513</b>	<b>304,485</b>	<b>314,443</b>	<b>1.83</b>
<b>OTHER OPERATING</b>						
Mileage	326	328	725	575	400	0.00
Planting Materials	1,488	1,976	1,500	2,000	2,000	0.01
Vending Supplies	997	928	2,000	1,400	1,400	0.01
Repair & Maint Supplies	19,626	12,329	19,500	16,000	16,000	0.09
Resale Merch - Pro Shop	12,566	8,111	14,250	9,160	6,435	0.04
Resale Merch - Concessions	25,519	25,510	37,800	29,396	26,280	0.15
Info Sys User Fee	194,221	171,491	164,389	164,389	159,183	0.92
Legal Services	222,714	222,489	221,000	235,000	220,000	1.28
Actuarial Services	7,750	-	6,250	6,250	2,500	0.01
Audit Services	39,452	40,496	41,715	41,715	42,967	0.25
General Contract Services	241,661	317,709	503,754	466,559	407,552	2.37
Billing Service	38,711	5,555	13	-	-	0.00
Demolition Service	42,344	33,288	50,000	50,000	50,000	0.29
Personnel	435,967	314,116	305,333	281,178	311,046	1.81
Employee Physicals	11,175	6,163	9,600	10,000	6,000	0.03
Contractual - Ptax Sharing	5,356	4,575	4,347	4,230	4,105	0.02
Transaction Processing Costs	543	311	1,026	500	500	0.00
Witness Fees	60	178	100	100	100	0.00
Civil Service Commission	18,265	56,549	-	-	-	0.00
Legal Services-Civil Service Commission	-	-	3,500	3,500	3,500	0.02
Telephone	58,292	59,077	63,016	63,455	58,250	0.34
Training & Travel	47,633	57,231	65,067	66,584	62,550	0.36
Prisoner Transfer	121	83	350	350	350	0.00
Tuition Reimbursement	31,417	-	-	-	-	0.00
Recruiting	998	770	1,000	1,000	1,000	0.01
Community Promotion	16,420	12,888	22,500	16,050	22,750	0.13
Awards & Gifts	5,760	1,588	1,000	1,000	1,000	0.01
Michigan Week Activities	-	1,444	-	-	-	0.00
Publishing/Advertising	33,179	24,649	28,900	28,317	31,800	0.18
Insurance Premium	270,034	245,029	176,540	180,603	138,050	0.80
Unemployment Insurance	15,000	-	-	-	-	0.00
Electric	204,929	198,355	195,798	196,929	193,975	1.13
Street Lighting	422,051	429,191	430,000	430,000	435,000	2.53
Gas	97,169	80,763	95,054	79,446	93,900	0.55
Water & Wastewater	17,679	17,174	18,000	18,220	18,400	0.11
Maintenance - Buildings	72,487	81,951	100,344	95,262	91,000	0.53
Maintenance - Equipment	29,057	15,656	20,893	27,141	25,900	0.15
Maintenance - Vehicles	16,126	16,461	13,000	13,000	13,000	0.08
Maintenance - Radios	2,989	2,685	7,500	7,500	7,500	0.04
Maintenance - Office Equipment	6,234	7,860	9,850	11,161	8,865	0.05
Rental-Vehicle	309,124	277,777	294,000	297,676	301,425	1.75
Rental-Building	524,099	524,304	537,454	537,454	526,863	3.06
Rental-Equipment	255,346	276,151	227,452	231,326	235,322	1.37
Miscellaneous Expense	7,302	5,420	2,520	44	316	0.00
Property Taxes	3,062	3,735	2,512	2,448	2,500	0.01
Licenses, Fees & Permits	21,249	12,578	16,155	16,604	16,938	0.10
Reference Material	10,735	8,824	11,134	10,369	10,300	0.06
Memberships & Dues	25,294	22,665	30,030	28,144	28,505	0.17
Michigan Municipal League	7,076	6,380	7,100	6,380	6,500	0.04
Semcog	2,652	2,652	2,700	2,657	2,700	0.02
City Share Sad	1,747	1,553	4,043	4,043	2,000	0.01
Refund - Bor Settlement	55,843	79,442	50,000	75,000	52,020	0.30
Program Exp-Sports Complex	30,000	29,321	11,250	3,425	18,750	0.11
Program Exp-Hockey	14,878	8,347	900	596	900	0.01

Description	Actual FY09-10	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13	Pct of Budget
Program Exp-Inflatables	-	-	19,000	19,903	22,763	0.13
Grant-Lesow Comm Ctr	150,000	140,000	140,000	140,000	140,000	0.81
Grant-Mpact	138,349	151,840	150,000	152,500	154,250	0.90
Grant-Monroe Cnty Library Sys	68,800	57,500	57,500	57,500	57,500	0.33
Loss in fair value of land inventory	-	141,114	-	100,000	-	0.00
Cash (Over)/Short	-	(20)	-	-	-	0.00
Contingencies	-	-	127,957	75,000	150,000	0.87
<b>OTHER OPERATING</b>	<b>4,291,872</b>	<b>4,224,540</b>	<b>4,327,321</b>	<b>4,319,039</b>	<b>4,192,810</b>	<b>24.34</b>
<b>CAPITAL OUTLAY</b>						
Operating Equipment	27,800	9,759	94,121	94,121	42,500	0.25
Office Equipment & Furniture	-	1,820	-	-	-	0.00
Vehicles	-	16,303	-	-	-	0.00
<b>CAPITAL OUTLAY</b>	<b>27,800</b>	<b>27,882</b>	<b>94,121</b>	<b>94,121</b>	<b>42,500</b>	<b>0.25</b>
<b>FORCE LABOR &amp; EXPENDITURE CREDITS</b>						
F/L Construction	513,122	393,401	360,000	336,000	366,000	2.12
Exp Cr-General Fund Departments	(471,225)	(356,943)	(320,000)	(301,000)	(331,000)	(1.92)
Exp Cr-Major Street Fund	(301,295)	(413,306)	(289,700)	(320,876)	(328,995)	(1.91)
Exp Cr-Local Street Fund	(260,158)	(303,513)	(316,800)	(334,776)	(306,590)	(1.78)
Exp Cr-Refuse Fund	(122,025)	(123,752)	(130,000)	(145,000)	(140,000)	(0.81)
Exp Cr-Parking Fund	(10,082)	(14,271)	(12,000)	(11,000)	(12,000)	(0.07)
Exp Cr-Grant Fund	(50,478)	(53,999)	(56,500)	(56,500)	(56,500)	(0.33)
Exp Cr-Airport Fund	(5,885)	(14,239)	(20,000)	(6,000)	(7,000)	(0.04)
Exp Cr-Capital Project Fund	(53,327)	(32,967)	(50,000)	(58,729)	(86,500)	(0.50)
Exp Cr-Wastewater Fund	(34,231)	(23,601)	(35,000)	(33,629)	(50,500)	(0.29)
Exp Cr-Water Fund	(143,795)	(376,882)	(242,000)	(173,410)	(103,500)	(0.60)
Exp Cr-Raw Water Partnership	-	(1,303)	-	(309)	-	0.00
Exp Cr-Expendable Trust Fund	(6,330)	(4,955)	(1,000)	(1,004)	(4,000)	(0.02)
Expenditure Credit - Bra	-	(3,026)	(13,000)	(6,500)	(6,500)	(0.04)
Exp CR-Chargeback	-	41,903	-	-	-	0.00
<b>FORCE LABOR &amp; EXP. CREDITS</b>	<b>(945,709)</b>	<b>(1,287,453)</b>	<b>(1,126,000)</b>	<b>(1,112,733)</b>	<b>(1,067,085)</b>	<b>(6.20)</b>
<b>DEBT SERVICE</b>						
Principal-City Hall	39,113	62,003	75,065	307,288	22,183	0.13
Principal-Fire	145,042	34,847	36,307	36,307	-	0.00
Interest-Adv From Other Funds	42,888	8,160	8,160	8,160	8,160	0.05
Interest - City Hall	16,255	25,766	23,949	23,949	10,219	0.06
Interest-Fire	9,014	2,981	1,521	1,522	-	0.00
<b>DEBT SERVICE</b>	<b>252,312</b>	<b>133,757</b>	<b>145,002</b>	<b>377,226</b>	<b>40,562</b>	<b>0.24</b>
<b>OPERATING TRANSFERS</b>						
Transfer Out-Major St	-	-	-	-	130,000	0.75
Transfer Out-Local St	560,210	575,262	493,000	493,000	310,290	1.80
Transfer Out-Building Safety	62,859	-	-	-	-	0.00
Transfer Out-Airport Fund	5,885	-	-	-	-	0.00
Transfer Out-Debt Service	17,700	18,760	19,160	19,160	19,053	0.11
Transfer Out-Capital Project	272,500	136,000	143,100	143,100	399,750	2.32
Transfer Out-Cemetery	23,000	24,000	25,000	25,000	26,000	0.15
<b>OPERATING TRANSFERS</b>	<b>942,154</b>	<b>754,022</b>	<b>680,260</b>	<b>680,260</b>	<b>885,093</b>	<b>5.14</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 17,757,451</b>	<b>\$ 16,392,998</b>	<b>\$ 16,859,525</b>	<b>\$ 17,033,360</b>	<b>\$ 17,223,840</b>	<b>100.00</b>

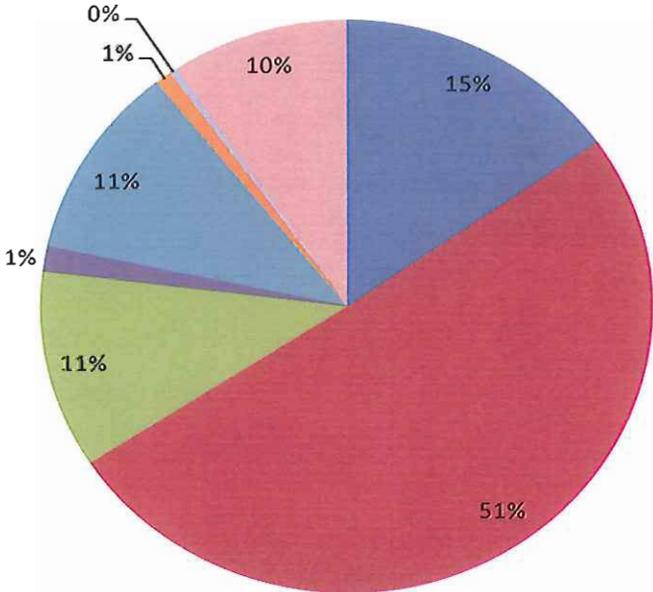
### General Fund Revenue Sources

- Property Taxes
- State Revenue Sharing
- Other General Revenue
- Charges for Services
- Operating Grants



### General Fund Expenditures by Function

- General Government
- Public Safety
- Public Works
- Community Development
- Cultural-Recreation
- Contingencies
- Debt Service
- Transfer to Other Funds



# EXPENDITURES

## MAYOR AND COUNCIL

The Mayor and City Council exclusively hold and exercise all policy forming and legislative functions and all powers and rights relative to control of city property. They declare and define either through ordinance or resolution all general practices and principles relative to the conduct of city services. One of the main duties of the City Council is to establish policies. Policy tools include adoption of the Capital Improvement Budget and the annual operating budget; adoption of goals and objectives; establishment of priorities for public services; and approval of programs throughout the City. The City Council also ratifies contracts, zoning ordinances and changes and resolves appeals. Public leadership is provided by the City Council through verbal and written communications with constituents. Their wishes are brought forth and addressed by the City Council. The City Council is responsible for the arbitration of conflicting interests, which arise during the course of city business. The City Council appoints the City Manager as the Chief Administrative Officer of the City and appoints the Director of Finance as the Chief Financial Officer.

The final category of responsibility, which falls to the City Council, is the decision-making duty. City Council studies problems, reviews the alternatives and determines the best course of public policy. This public policy is then provided to the City Manager and staff to carry out.

City Council adopts goals and objectives for the entire city and establishes those with priorities – a high priority and then a lesser priority. These will be dealt with in other areas of the budget but they do become the policy guidelines for preparing the budget by all departments.

## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Personnel Services</b>	\$ 63,954	\$ 64,751	\$ 64,499	\$ 64,368
<b>Supplies</b>	426	1,550	1,560	1,560
<b>Other Operating</b>	41,653	53,342	49,439	63,602
<b>Total</b>	\$ 106,033	\$ 119,643	\$ 115,498	\$ 129,530
Expenditures as a % of the General Fund	0.65%	0.71%	0.68%	0.75%



## City of Monroe 2012 - 2013 City Council Goals

### **GOAL: Stabilize and Assist in the Revitalization of Neighborhoods**

- Objective: Develop and implement a communications plan to inform residents and property owners of property maintenance requirements and community standards
- Objective: Improve the timeliness and results of blight prevention and abatement efforts through more proactive programs and enforcement
- Objective: Implement programs to recognize, and assist where possible, those property owners who improve and reinvest in their properties
- Objective: Establish program for monitoring vacant and foreclosed properties

### **GOAL: Enhance Quality of Life through Investments in Recreational, Cultural and Historical Assets**

- Objective: Increase awareness of community amenities and activities through improved public information and marketing
- Objective: Leverage investments in City parks and River Raisin enhancements to expand recreational opportunities
- Objective: Expand and enhance recreational, cultural and historical based partnerships with governmental and not-for-profit partners

### **GOAL: Continue Cost Containment Measures While Maintaining Focus on the Quality of City Services and Infrastructure Investment**

- Objective: Explore and implement inter-organizational collaboration for providing services and programs
- Objective: Sustain strong investments and re-investments in capital improvements
- Objective: Partner with stakeholders to evaluate and develop strategies to advance the Port of Monroe and Custer Airport as self-sustaining, regional economic development assets
- Objective: Regularly monitor and assess the quality and effectiveness of new and modified service delivery methods

### **GOAL: Promote Community Awareness and Involvement**

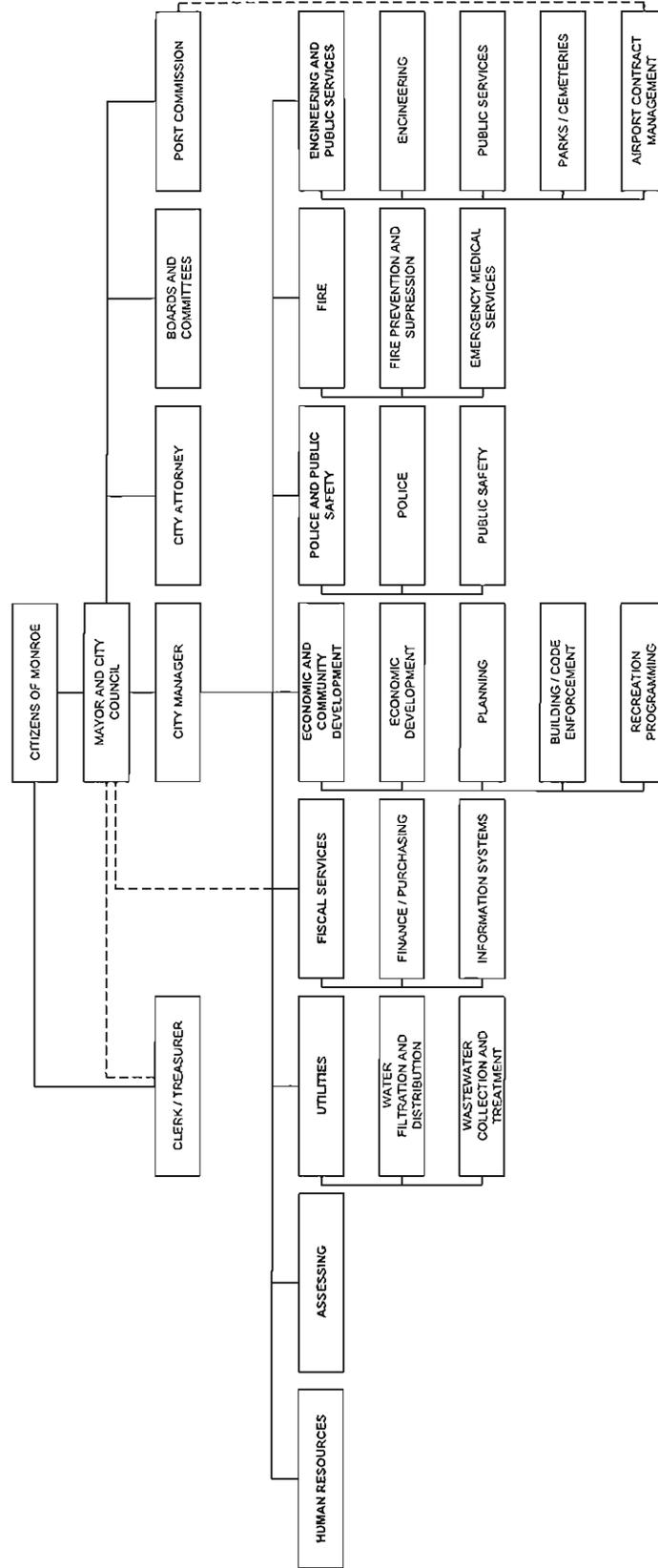
- Objective: Expand and enhance the effectiveness of electronic communications to members of the community
- Objective: Develop programs and methods for more effective neighborhood engagement with City policy-makers and staff
- Objective: Elevate the acknowledgement of individuals and organizations engaged in community service
- Objective: Increase continuing education and support for City Boards, Commissions, and Committees

 Robert E. Clark, Mayor 

City Council Members: Jeffery A. Hensley, Jerry McKart, Christopher M. Bica,  
Mayor Pro-Tem Jeremy J. Molenda, James R. Kansier, and Brian P. Beneteau

<b>CITY COUNCIL ACTIVITY MEASURES</b>					
	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Est.	FY13 Est.
Regular City Council Meetings	25	26	24	24	24
Special City Council Meetings	9	5	13	10	10
Council Work Sessions	22	16	9	10	10
Education & Trng Sessions Attended	5	6	5	5	5
Ordinances & Amendments Adopted	14	7	11	9	10
Public Hearings Held	40	10	28	25	25
Agenda Items Reviewed & Acted Upon	342	275	266	270	270
National and State Conferences Attended	4	3	3	4	4

CITY OF MONROE ORGANIZATIONAL CHART - 2012



## CITY MANAGER

The City Manager's Office Mission is to manage the delivery of city services, effectively and efficiently, in accordance with the guidelines and policies established by the Mayor and City Council.

### Objectives

1. In partnership with the City Council, develop the resources to carry out the goals and objectives established by the Council.
2. Provide leadership, coordination, assistance and support to all city departments.
3. Continue to improve the budget process so that operations of the city are clearly defined in a result oriented budget that promotes creativity, flexibility, and most importantly accountability to respond to community needs.
4. To better utilize available time and financial and personnel resources to improve the overall delivery of city services.

As the City's Chief Administrative Officer, the City Manager is ultimately responsible for all operations of the municipal corporation. The City Manager is hired to serve the Mayor and Council and the community and to bring to the local government the benefits of education, training, and experience in administering local government projects and programs on behalf of the governing body. The Manager prepares a recommended budget for the Council's consideration, recruits, hires and supervises the government staff, serves as the Council's Chief Advisor, and carries out the Council's policies. Council depends upon the Manager to provide complete and objective information, including the pros and cons of alternatives, and long term consequences.

Maintaining good relations with the Mayor and City Council is an important aspect of this office. This involves maintaining effective communications and being available to the City Council as necessary. This office strives to convey an image of vitality, fairness, professionalism, and quality service to businesses, non-profit organizations, and residents. These duties will be performed with the highest standards of ethical conduct expected of those who maintain the public trust.

Additionally, in accordance with the City Charter the City Manager is the director of purchasing for the City and is responsible for all purchases that are accomplished by all departments within the City.

## **ACCOMPLISHMENTS – FISCAL YEAR 2011/2012**

In addition to providing general oversight for all City operations and initiatives, special focus was provided in a few significant areas. These include:

- Provided leadership and direction during the development of the annual budget, following the general guidelines of Council policy objectives and within an environment of continuing economic challenges.
- Provided strategic and specific direction and leadership in support for collective bargaining processes, which resulted in the negotiation and ratification of successor agreements with all collective bargaining units through calendar year 2014.
- Provided continued support and strategic leadership for additional progress and implementation of a more comprehensive public safety services operation.
- Provided oversight and direction for implementation of the actions necessary to achieve full statutory State Shared Revenue funding, under State mandates included in the Economic Vitality Incentive Program (EVIP)
- Continued progress in bringing employee compensation and benefit costs closer to sustainability and labor-market comparables
- Helped achieve further progress toward bringing unsustainable, underfunded long-term liabilities closer to reaching sustainable levels.
- Continuation of efforts to maintain financing levels to undertake capital and infrastructure investment and reinvestment
- Additional progress on improving equipment, facility and vehicle maintenance procedures, quality and efficiencies
- Supporting and encouraging staff exploration and implementation of operational efficiencies and cost-reduction initiatives

## **GOALS FOR FY 2012/2013**

Work with Mayor, Council and staff to develop and initiate action strategies to pursue and achieve 2012-2014 Council goals and objectives.

- Guide organizational efforts toward increasing attention to enhancing, linking and highlighting the features and assets within the City which mark

its more unique quality of life; characteristics such as its River corridor, downtown, parks, recreation and cultural opportunities, trails and walkways and historic legacies.

- Ensure the development, refinement and implementation of policies and procedures to improve the timeliness and results of neighborhood stabilization and improvement programs. Direct actions necessary to better inform members of the public about property maintenance standards and city programs established to ensure and assist with their compliance.
- Working with Public Safety leadership, continue to develop strategies and implementation plans for enhanced public safety services integration, which comports with staffing mix, service demand, priorities and experience-assessment.
- Initiate the actions needed to update and improve the effectiveness of the City's outreach, communications and public information.
- Help lead additional efforts to identify and expand beneficial public and private partner collaboration.
- Continue focus on minimizing the negative impact on city-services delivery caused by the continuing reduction in property values and State revenues and in anticipation of a relatively-flat recovery.
- Develop and implement a goals and service-quality oriented process to more clearly establish and document annual personnel performance expectations, monitor progress and constructively evaluate achievement.
- Continue providing organizational leadership and direction for providing effective and efficient municipal services, under the priorities set and policy guidance provided by the Mayor and City Council.

<b>CITY MANAGER PERFORMANCE INDICATORS</b>					
	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Est.	FY13 Est.
Council Requests Responded To	40	48	45	50	50
Agenda Items Reviewed & Processed	305	275	266	270	270
Activities & Issues Reports	24	25	25	25	25
Policy Resolutions Developed	12	10	2	8	8
Legislative Issues Monitored	14	14	10	20	10
Intergovernmental Relation Contacts	65	70	70	55	60
New Programs Developed	4	5	6	8	5
Labor Relations Meetings	60	55	60	75	40
Economic or Community Development Meetings Attended	75	75	80	60	60

### FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>City Manager's Office</b>				
Personnel	\$ 243,124	\$ 257,451	\$ 249,178	\$ 255,163
Supplies	2,015	3,300	3,300	3,300
Other Operating	11,529	12,032	12,492	10,891
<b>Total</b>	<b>256,668</b>	<b>272,783</b>	<b>264,970</b>	<b>269,354</b>
<b>Professional/Legal Consultants</b>				
Other Operating	\$ -	\$ 1,000	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures as a % of the General Fund</b>	<b>1.57%</b>	<b>1.62%</b>	<b>1.56%</b>	<b>1.56%</b>

<b>CITY MANAGER PERFORMANCE INDICATORS</b>					
	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Est.	FY13 Est.
Council Requests Responded To	40	48	45	50	50
Agenda Items Reviewed & Processed	305	275	266	270	270
Activities & Issues Reports	24	25	25	25	25
Policy Resolutions Developed	12	10	2	8	8
Legislative Issues Monitored	14	14	10	20	10
Intergovernmental Relation Contacts	65	70	70	55	60
New Programs Developed	4	5	6	8	5
Labor Relations Meetings	60	55	60	75	40
Economic or Community Development Meetings Attended	75	75	80	60	60

### FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>City Manager's Office</b>				
Personnel	\$ 243,124	\$ 257,451	\$ 249,178	\$ 255,163
Supplies	2,015	3,300	3,300	3,300
Other Operating	11,529	12,032	12,492	10,891
<b>Total</b>	<b>\$ 256,668</b>	<b>\$ 272,783</b>	<b>\$ 264,970</b>	<b>\$ 269,354</b>
<b>Professional/Legal Consultants</b>				
Other Operating	\$ -	\$ 1,000	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures as a % of the General Fund</b>	1.57%	1.62%	1.56%	1.56%

**CLERK/TREASURER OFFICE**  
**BUDGET NARRATIVE**  
**2012/2013**

**OVERVIEW**

Even though funding levels have declined, our office continues to provide the same level of excellent service to the community. If we are to continue to provide this level of service, as a bare minimum, staffing levels will need to be maintained at current levels.

The following are functions carried out by the Clerk/Treasurer Office and include but are not limited to:

**CASH RECEIPTS**

The treasurer's office is responsible for collecting all monies due the city, including; taxes (real property and personal property), city invoices, parking fines, clerks receipts, water bills, building permits, engineering receipts, parks and recreation receipts, blight infractions and rental housing inspections, COBRA payments, etc. Monies are deposited daily in our account at Fifth Third Bank. There is daily reconciliation in the office of all funds received either by mail or by customer visit.

**UTILITY BILL PROCESSING**

The city has more than 16,000 utility (water and/or water/sewer) customers. The numbers increase constantly as new water services are installed throughout the county. Every other Friday approximately 1,400/1,600 of these customers receive bills. While some of these bills are paid online, the majority are mailed to the treasurer's office for payment; or the customer presents the bill for payment in person at our cashier counter. Processing of water/sewer bills has become a major portion of the day-to-day treasurer operation.

**PROPERTY TAXES**

Probably the most important task performed in the treasurer's office is processing of property tax bills. We print and mail tax bills (the city assessor is responsible for establishing property values and assigning the adopted millage rates). Since the city has approximately 9,600 taxable parcels this means that twice a year a tax bill is prepared and sent to the affected property owners or their mortgage companies. Twice per year, we hire an outside source to fold the tax bills and stuff them into envelopes and then mail these approximately 6,000 tax bills to property owners that pay their own taxes. The remaining 3,500 are mailed or electronically transmitted to various mortgage companies; the property owners have established escrow accounts with the mortgage companies and have given them the responsibility of paying these tax bills. Our mail is especially heavy during tax seasons; but, you would be surprised by the numbers of residents who visit our counter and pay in person.

There are two property tax seasons: Summer and Winter. The Summer tax bill is mailed on or about the second Monday in May each year, as required by the city charter. This tax bill generates City Operating Levy for the coming fiscal year as well as City Refuse Levy, Port of Monroe Levy, LETC Bus Millage, Monroe City Bridge Millage, Michigan State Education Tax and County of Monroe Operating Levy.

After July 1, City of Monroe Summer Taxes not paid by the due date of June 30 are assessed a onetime 5% penalty. County and State items on the summer tax bill have a due date of September 15. Summer taxes not paid by the September deadline are rolled onto the Winter tax bills.

The Winter tax bill, which is mailed on December 1<sup>st</sup> generates Monroe Public Schools Operating Levy, Monroe Public Schools Debt Levy, Monroe County Intermediate School District Operating Levy, Monroe County Community College Operating Levy, Monroe County Library Levy, Fairview Levy, Veterans Bureau Levy, Monroe County Tourism Bureau Levy and Monroe County Seniors Levy. These taxes are payable through February 14 each year. From February 15<sup>th</sup> to March 1<sup>st</sup>, a 3% penalty is added to unpaid taxes. Real Property Taxes unpaid are turned over to the County Treasurer for collection. Additional penalties are then applied by the County Treasurer.

Personal property taxes uncollected are the responsibility of the city treasurer to collect and we have procedures in place to accomplish this task. Our office has been very diligent in the pursuit of those having delinquent personal property taxes. If unpaid personal property taxes remain on the tax roll for five years and we can no longer in business or we cannot locate the owner, a motion is filed in Court to have these amounts removed from our tax system as uncollectible.

On February 1<sup>st</sup>, 2011 the City Attorney and I appeared before a county judge to remove the 2005 personal property taxes from our tax rolls.

Even though we have experienced a very difficult economy, the city has an almost 96% collection rate; meaning less than 4% of the property taxes go uncollected at the end of any tax season.

### **PARKING TICKET COLLECTION**

All City of Monroe parking ticket fines are either collected through the treasurer office; paid online through a connection on the city website operated by COMPLUS Data Innovations, Inc., located in Tarrytown, New York; or paid directly to COMPLUS as a result of their delinquent notice program. COMPLUS is also under contract to provide the software to administer our parking ticket program as well as to provide the handheld ticking writing devices. The company has the ability to match license plate numbers with vehicle owners in the majority of the United States and Canadian Provinces. This cooperative effort has greatly increased our collection rate of parking ticket fines.

## **OTHER TREASURER FUNCTIONS**

Prepare special assessments notices, letters and bills for all Special Assessment Districts established by City Council. We then collect the payments and report to council regarding these collections. Also report on parking meter collections, parking violations and other tax collections.

We provide tax information to citizens, banks, realtors, and mortgage and title companies on a constant basis.

## **VOTER RECORDS**

The Qualified Voter File (QVF) is the official voter registration for the State of Michigan. Whenever anyone renews a driver's license at the Secretary of State office they may also register to vote. Changes in status of a registered voter are sent by the state to our computer directly from the state, on a daily basis. This could be as few as three voters or as high as fifty voters; per day. Each voter change requires actions by our office to update the information on that voter in our files. Changes may necessitate a new identification card for the voter and/or a new master card for our files. These actions amount to several thousand voter changes each year. Both the deputy clerk and the secretary are state certified election administrators, and continue to receive periodic training updates sponsored by the Secretary of State. These updates are conducted throughout southeastern Michigan. The State of Michigan provided the voter registration computer hardware and software to the City of Monroe at no cost to the city.

## **ELECTIONS**

The clerk's office is responsible for conducting any election held within the city; whether the election is for schools, city, state or federal. The city has seven polling precincts in six precincts and an absentee voter counting board. We employ approximately 42 temporary election workers to maintain these polls and carry out the functions during any election. Workers must arrive at the polls about 6:30 AM and remain well after the polls close at 8:00 PM, (the workers do receive lunch and dinner breaks during the day). The workers are paid \$175 for chairpersons, \$150 for assistant chairpersons and \$125 for precinct workers for the day.

We average two elections per year. During 2011 we conducted two elections; the Monroe Intermediate School District millage request and the City of Monroe General Election. Election turnout by voters continues to be relatively poor, less than 30% of registered voters. During every election we send absentee applications to those voters eligible to receive them. In order to be eligible to receive an absentee ballot, the voter must ask for an application to vote.

2012 will see three elections: February 28<sup>th</sup> Presidential Primary; August 6<sup>th</sup> Primary Election and the November 6<sup>th</sup> Presidential Election.

Some of the required duties associated with the election process include:

- ◆ Ordering ballots and various election supplies
- ◆ Conducting public accuracy tests of voting machines
- ◆ Set up and take down of voting machines at the polls
- ◆ Maintaining a list of election chairpersons and inspectors and insuring they are competently trained
- ◆ Processing absentee voter applications and ballots
- ◆ Reporting voting results to the County Clerk of each polling place, including the absentee vote which is counted by a separate counting board

Any election process is very time consuming and requires a lot of hands on care. During any election there are candidates requiring mailing lists and mailing labels or are in need of guidance regarding the election process. And for all the efforts involved with the election process the turnout of our registered voters is not as we would like.

#### **NOTARY PUBLIC SERVICE**

Each clerk's employee is a notary public; city departments and the public call upon us to witness signatures and notarize documents that require these signatures.

#### **LICENSES/PERMITS**

We process applications for the following licenses and permits; ice cream trucks and driver, residential parking permits, downtown parking permits, taxi cabs companies and their drivers and other activities.

### **GOALS AND OBJECTIVES**

Our goals and objectives remain consistent throughout the years: Provide the best customer service to each person that visits our office or phones with questions. Other goals include:

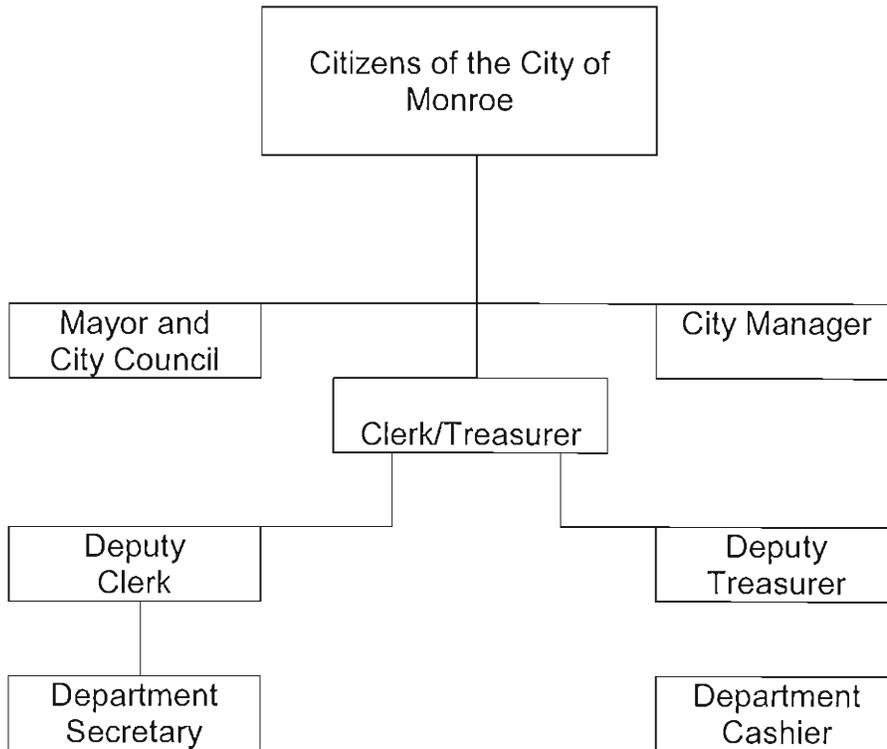
- **Codified Ordinances** - Continue our code codification update process. "Codified" means all city ordinances are placed in a logical order in a single document. This data is placed on the city web site under "Links" for public or city department access.
- **Delinquent Personal Property Taxes** - Continue our collection policy for delinquent personal property taxes. In house we have instituted mailing three delinquent notices in succeeding months and subsequently following up on these delinquencies.

- **Election Process** - Keep refining the election process and hiring competent workers. Each worker must attend at least one training session every two years. As time goes by, our elections are being conducted ever more smoothly; a tribute to the efficiency of our election workers

### FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Elections</b>				
Personnel	\$ 17,097	\$ 12,775	\$ 12,775	\$ 16,000
Supplies	4,806	15,319	16,139	6,000
Other Operating	2,451	3,262	2,567	1,610
<b>Elections Total</b>	<b>24,354</b>	<b>31,356</b>	<b>31,481</b>	<b>23,610</b>
<b>Clerk/Treasurer's Office</b>				
Personnel	356,157	324,727	383,139	378,396
Supplies	9,431	8,300	8,710	10,240
Other Operating	16,454	47,911	16,611	17,311
<b>Clerk/Treasurer's Total</b>	<b>382,042</b>	<b>380,938</b>	<b>408,460</b>	<b>405,947</b>
<b>City Clk/Treas Dept. Total</b>	<b>\$ 406,396</b>	<b>\$ 412,294</b>	<b>\$ 439,941</b>	<b>\$ 429,557</b>
<b>Expenditures as a % of the Total General Fund</b>	2.48%	2.45%	2.58%	2.49%

**CLERK/TREASURER'S OFFICE  
ORGANIZATIONAL CHART**



## ASSESSOR'S OFFICE

### OVERVIEW

As required by the Michigan General Property Tax Act and City of Monroe Charter, the Assessor's Office must annually appraise all real and personal property not exempt by law at its true cash value or market value as of December 31. All such property is accordingly assessed the following year at one-half of its true cash value as required by state statute and City Charter. This assessed value ultimately becomes the state equalized value (SEV), which, subject to the provisions of Proposal A passed by the state electorate in March, 1994, may become the taxable value upon which millage rates are applied by local taxing authorities for operating revenues.

The assessment roll as prepared by the Assessor's Office for presentation to the March Board of Review is literally two rolls. Each parcel requires an assessed value upon which county and state equalization occurs, and a taxable value upon which levies are made by local taxing authorities. Taxable value, the annual growth of which is limited to the lesser of the rate of inflation or five percent, cannot exceed SEV. Exceptions to the annual taxable value growth limitation are transfers of ownership, and new construction.

The mass assessment of a universe of real property is typically based on a combination of the comparative sales approach to value and a variation of the cost approach to value. Vacant land is typically assessed based on the comparative sales approach, while improved parcels are typically assessed based on the cost approach variation.

The cost approach begins with land or site values which have been estimated by a mass application of the comparative sales approach. Buildings and other land or site improvements are measured, priced as new from standardized cost schedules, and then depreciated to arrive at building values. The sum of the land and building/improvement values is the market value of a parcel of property, one-half of which becomes the assessed value of that parcel. The variation in the cost approach occurs in the development of an economic condition factor (ECF), which adjusts the standardized cost schedules to neighborhood market conditions.

Commercial and industrial real property is typically mass-appraised by utilizing the foregoing cost approach variation in conjunction with the income capitalization approach, which measures the market value of property based on its ability to produce rental income. The comparative sales approach is applied as a check against the values estimated by the cost and income capitalization approaches.

The Assessor's Office monitors real estate market activity throughout the year and makes adjustments for changing market conditions and building permit activity in preparing the assessment roll. Residential sales (i.e., approximately 335 real

parcels per year) are closely monitored in 57 residential neighborhoods and used as benchmarks to estimate neighborhood ECFs and market values of approximately 6,900 residential real parcels.

Commercial and industrial sales (i.e., approximately 15 real parcels per year) are closely monitored in 18 commercial and industrial neighborhoods and used as benchmarks to estimate neighborhood ECFs and market values of approximately 735 commercial and industrial real parcels. Additionally, income and expense information is solicited bi-annually for all leased commercial and industrial real property (i.e., approximately 375 parcels) and extensively analyzed for estimation of stabilized net operating incomes and capitalization rates by property type for utilization in the income capitalization approach.

Personal property is assessed in Michigan on a type of honor system whereby a property owner annually reports original acquisition costs of all taxable personal property on an affidavit or statement. The Assessor's Office depreciates these original costs based on standardized State Tax Commission (STC) multipliers to arrive at the true cash value, and resultant assessed and taxable value, of such property. The STC adopted new multipliers starting with the 2000 assessment year which have increased depreciation and accordingly decreased values. For approximately 1,200 personal property parcels, approximately 725 returned statements are processed annually to arrive at assessments, while the remaining (i.e., unreturned statements) personal property assessments are estimated on a per square foot basis of similar occupancies for which statements were returned.

An ad valorem, or value-based, tax may invite disputes relative to the value of one's property. If a dissatisfied property owner is not relieved by the action taken by the City Board of Review, the Assessor's Office must defend value estimates before the Michigan Tax Tribunal when necessary. Approximately 200 assessments are typically appealed to the City March Board of Review annually, and 169 appeals were made to the 2011 March Board of Review. 37 assessments are under appeal at the Michigan Tax Tribunal, a substantial increase from 2008 and prior years caused by declining market conditions.

The Assessor's Office processes approximately 900 property ownership changes and approximately 600 principal residence exemption changes annually, calculates millage rollback fractions and prepares assessment and summer and winter tax rolls including ad valorem (9,151 parcels), lessee-user (32 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (6 parcels), Industrial Facilities Tax (36 parcels), Obsolete Properties Tax (34 parcels), Downtown Development Authority (783 parcels), and Brownfield Redevelopment Authority (332 parcels in 8 rolls).

Additionally, the Assessor's Office prepares special assessment rolls, works with other departments as necessary in operations relating to tax levies/certifications, property ownership/acquisitions/sales, lot splits/combinations, and special assessment roll billing, and assists the general public over the counter or on the

telephone. Property assessment information has been posted to the city's web site and is available free of charge for general data with a nominal charge for detailed data.

ECF studies utilizing sales from October, 2010 to September, 2011 were performed for all residential neighborhoods for the 2012 assessment roll. This one-year cycle of sales was shortened from the traditional two-year cycle to more readily recognize declining market conditions. The two-year cycle of residential sales for the 2012 assessment roll would have been from October, 2009 to September, 2011. 2012 residential assessed values have declined from 2011 levels by approximately 7.1% overall in the 57 residential neighborhoods. Individual neighborhoods experienced declines ranging from approximately 1% to 17%.

Based on a sales study utilizing the one-year cycle of sales from October, 2010 to September, 2011, 2012 assessed values in commercial real neighborhoods declined by approximately 8% overall. Similar to residential neighborhoods, this one-year cycle of sales was shortened from the traditional two-year cycle to more readily recognize declining market conditions. Based on an appraisal study due to limited industrial sales, 2012 assessed values in the industrial real neighborhood declined by approximately 4% overall uniformly with the exception of the Detroit Edison Power Plant.

Values were changed as necessary for the 2012 roll as a result of building permit work performed during 2011 for all real classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2011 and early January, 2012 for the 2012 roll.

Interestingly, the performance of the Assessor's Office is measured from two perspectives. Property owners will typically notify the Assessor's Office of any concerns regarding excessive assessments, while the application of multipliers in excess of 1.0000 through the equalization process will provide incentive to the Assessor's Office to avoid generally deficient assessments (i.e., less than 50% of true cash value). Conversely, in the current declining market, application of multipliers less than 1.0000 through the equalization process will provide incentive to the Assessor's Office to avoid generally excessive assessments (i.e., greater than 50% of true cash value).

## STAFFING/STRUCTURE

Before 2010, each city and township in the State of Michigan was rated by the State Assessor's Board (SAB) as a Level I (lowest), II, III, or IV (highest) assessing unit based on total SEV or commercial and industrial SEV (i.e., complexity of the property type mix in the tax base). Starting 2010, due to abolishment of the SAB by Executive Reorganization Order 2009-36 (Michigan Compiled Laws [MCL] 209.131), each city and township in the State of Michigan is rated by the STC as a Michigan Certified Assessing Officer (MCAO, former SAB Levels I and II, lowest),

Michigan Advanced Assessing Officer (MAAO, former SAB Level III), or Michigan Master Assessing Officer (MMAO, former SAB Level IV, highest) assessing unit based on total SEV or commercial and industrial SEV.

This STC rating requires that an individual licensed by the STC at that level of certification must certify the assessment roll. The City of Monroe is rated at MMAO, and although budgeted staffing consists of the City Assessor (MMAO) and two Property Appraisers (MAAO), one of the property appraisers is licensed as MMAO. Non-appraisal duties (i.e., property transfers, principal residence exemptions, and clerical) are shared by the Property Appraisers.

## GOALS AND OBJECTIVES

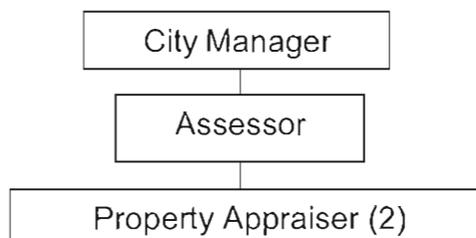
The primary objective of the Assessor's Office has been, and will continue to be, assessment of all property not exempt by law at one-half of its market value as of December 31. A concurrent goal of the Assessor's Office is to continue performing physical inspections in cases of new construction, repair/remodeling, demolition, and the like where market value of a property is affected, and to continue canvassing for taxable personal property.

Likely in an effort to ensure that the State of Michigan receives all State Education Tax monies it is entitled to, the STC has been performing random 14-point reviews or mini-reviews of assessing practices throughout the state during recent years. The STC performed mini-reviews in all assessing units in Monroe County during 2010. Although the City of Monroe passed its mini-review, the STC frowned on the lack of annual cyclical property inspections.

In accordance with International Association of Assessing Officers recommendations, the Assessor's Office started 5-year (20% per year) cyclical city-wide physical reviews/inspections of real property parcels in 2011. During 2011, 1,312 residential parcels were field reviewed/inspected in the Toll, Roessler, and Lavender Streets area, and the area south of the Raisin River between Monroe and Roessler Streets.

In addition to the above field review/inspection undertaking, the Assessor's Office will continue its mission of producing market value based assessment rolls which exceed all statutory requirements while providing prompt and courteous service with funding and staffing consistent with MMAO municipalities.

## ASSESSOR'S OFFICE ORGANIZATIONAL CHART



## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Assessor's Office</b>				
Personnel	\$ 329,832	\$ 341,278	\$ 328,835	\$ 331,002
Supplies	7,095	6,800	6,800	6,800
Other Operating	11,966	11,063	10,502	10,831
<b>Total Assessor's Office</b>	<b>348,893</b>	<b>359,141</b>	<b>346,137</b>	<b>348,633</b>
<b>Board of Review</b>				
Personnel	\$ 1,538	\$ 1,508	\$ 1,508	\$ 1,508
<b>Total Board of Review</b>	<b>1,538</b>	<b>1,508</b>	<b>1,508</b>	<b>1,508</b>
<b>Total Assessor's Department</b>	<b>\$ 350,431</b>	<b>\$ 360,649</b>	<b>\$ 347,645</b>	<b>\$ 350,141</b>
<b>Expenitures as a % of the General Fund</b>	2.14%	2.14%	2.04%	2.03%

CALENDAR YEAR	Actual 2009	Actual 2010	Actual 2011	Projected 2012	Projected 2013
Residential sales	336	335	337	340	340
Commercial/Industrial sales	22	18	13	15	20
Income/expense statements	377	0	376	0	375
Personal property statements	585	640	725	725	725
Personal property estimates	591	541	463	450	450
Valuation notices	8,859	8,863	8,879	8,880	8,880
Value-affected building permits	254	243	106	150	200
March BOR appeals	252	137	169	200	200
July BOR changes	108	131	72	80	90
December BOR changes	47	66	49	50	50
MTT appeals	52	47	37	40	40
Property ownership changes	857	833	900	875	875
Homestead exemption updates	266	256	249	270	270
Homestead exemption rescissions	252	234	298	275	275
Homestead exemption denials	49	52	56	50	50
Rolls	13	13	14	15	15
Special assessment rolls	1	1	1	2	2
Property splits	15	0	12	5	5
Property combinations	10	1	5	5	5
City property value estimates	1	0	6	2	2
Poverty exemption applications	27	18	21	25	30
Field reviews/inspections	0	0	1,312	1,500	1,500

## **CITY ATTORNEY'S OFFICE**

### **MISSION STATEMENT**

To administer and provide for the delivery of legal services to the Municipal Corporation of the City of Monroe, Michigan; including the Mayor and City Council, the various Departments, Administrators, Employees, Boards and Entities that comprise the Municipal Corporation of the City of Monroe, Michigan.

### **DUTIES PURSUANT TO CITY CHARTER, STATE STATUTE AND THE STATE BAR OF MICHIGAN RULES OF PROFESSIONAL CONDUCT**

Pursuant to Section 106 of the City of Monroe Charter, and consistent with Michigan Compiled Law §87.20, "(t)he City Attorney shall be the legal advisor of the Council and of all officers of the City, and shall act as the attorney and solicitor for the corporation in all legal proceedings in which the corporation is interested, and he shall make investigation of and prosecute all offenses against the ordinances of the City, and shall be a member of the Board of Review. He shall attend all sessions of the Council unless excused by the Council, and shall render his opinion in writing when requested."

### **DEPARTMENT DESCRIPTION**

The Office of the City Attorney is currently contracted to the law firm of Ready, Heller, Ready, PLLC. Some of the responsibilities of the Office of City Attorney include:

- 1) Acting as legal advisor to the Municipal Corporation, which includes the Mayor, Council Members, City Manager, Department Heads, and their staff concerning legal positions, contract development and review, real property related issues, ordinance preparation and implementation and document interpretation and development.
- 2) Answering inquires from the Mayor, Council Members, City Manager, Department Heads, and their staff concerning legal issues that affect the Municipal Corporation, as well as legal positions taken by the Municipal Corporation.
- 3) Attending City Council Sessions and acting as the legal advisor and parliamentarian to the City Council body; as well as attending various meetings of City of Monroe boards, committees and related authorities.
- 4) Researching, drafting, and providing advice and information concerning the City Charter, Ordinances, Resolutions, and other information necessary to the legislative process of the City of Monroe.

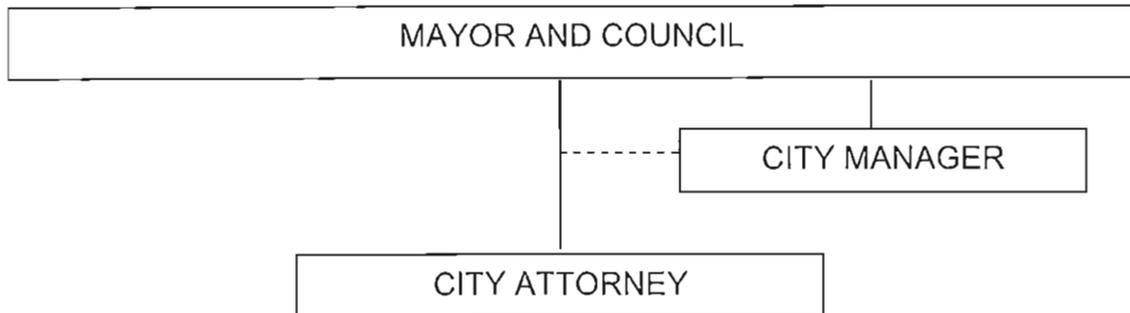
- 5) Representing the legal interests of the City of Monroe in civil legal proceedings; drafting and filing pleadings, motions and other legal documents; appearing as Counsel for the City of Monroe in all Monroe County Courts (District, Circuit and Probate), as well as all Michigan and Federal Courts (such as the Federal Bankruptcy Court).
- 6) Prosecuting all City of Monroe Ordinance violations, including misdemeanor offenses, civil infraction offenses, and municipal civil infraction offenses; representing the City of Monroe in Probate Court proceedings concerning offenders under the age of 17, who are accused of violating a City of Monroe Ordinance; as well as representing the City of Monroe in probation violation hearings concerning offenders previously convicted of violating a City of Monroe misdemeanor Ordinance.
- 7) Coordinating with legal counsel retained through the Michigan Municipal League Liability Pool when the City of Monroe is named as a Defendant in a civil lawsuit for which legal defense is provided by insurance contract.
- 8) Representing the City of Monroe in administrative proceedings and hearings, such as Dangerous Building Hearings, and Post Deprivation of Residential Rights Hearings concerning Condemned Residential Structures
- 9) Drafting, reviewing, and assisting in the development and implementation of contracts and legal documents concerning municipal services and goods which are necessary for the operation of the municipal government.
- 10) Developing and coordinating necessary information to insure that the legal interests of the City of Monroe are met when it is necessary to take legal action on behalf of the City of Monroe.
- 11) 24-hour liaison with the Monroe Police Department to provide information and feedback concerning the authorization of drunk driving blood draw search warrants and providing legal opinions and expertise concerning police-legal issues.
- 12) Close liaison with the Monroe County Court System, the County Prosecutor's Office, the Sheriff's Department, State Police, Federal Law Enforcement Agencies, as well as other Monroe County, State and Federal Agencies to insure that matters of mutual concern are given maximum attention and handled in the best interest of the City of Monroe.
- 13) Liaison with the Police Department Training Officer regarding criminal justice and legal issues for the continuing education and training of police officers, such as, conducting in-house training sessions concerning legal updates, police procedure and courtroom testimony techniques.

- 14) Managing Freedom of Information Act requests and providing legal opinions concerning Freedom of Information Act related issues.
- 15) Providing assistance to the various municipal Boards.
- 16) Member of the Board of Review concerning property tax assessments.
- 17) Member of the Monroe Municipal Building Authority.
- 18) Answering inquires from citizens concerning municipal related legal issues.
- 19) Other duties as assigned.

## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Supplies	\$ 338	\$ 475	\$ 475	\$ 475
Other Operating	136,684	135,950	135,750	135,750
<b>Total</b>	<b>\$ 137,022</b>	<b>\$ 136,425</b>	<b>\$ 136,225</b>	<b>\$ 136,225</b>
 Expenditures as % of General Fund	0.84%	0.81%	0.80%	0.79%

## ATTORNEY'S ORGANIZATIONAL CHART



## FINANCE DEPARTMENT

The Finance Director, appointed by the Mayor and City Council, administers a department consisting of three divisions, accounting, purchasing, and information systems. Accounting and Purchasing are budgeted within the General Fund while Information Systems is accounted for as an internal service fund. The Director also acts as the City's Risk Manager and Treasurer to the Monroe Building Authority.

The Finance Department performs the functions of financial advisory and financial administrator in support of city operations. Specific duties include:

- budget preparation
- budget control
- maintenance and control of accounting records
- accounts payable
- payroll processing
- debt service
- investment of City funds (except pension funds)
- accounts receivable
- coordination of insurance coverage
- capital asset accounting
- financial reporting
- coordination of the annual audit
- administration of information systems
- supervision of purchasing function
- Administration of insurance claims

The accounting division is responsible for the accuracy of the accounting systems including individual funds, grants and capital projects, payroll, accounts payable and accounts receivable. Coordination of budget and annual financial report preparation are included as a part of Accounting's responsibilities. Accounting also reviews all City Council meeting agenda items, with budgetary impact, for accuracy of accounting and availability of funding.

Unlike the majority of the City's operations, grants and capital projects are not restricted to the City's fiscal year, thus requiring separate tracking systems. The accounting division maintains a project accounting system for all approved projects.

Accounts payable processing requires reconciliation of invoices with receiving reports, data entry, and filing of invoices by vendor and generation of an accounts payable listing for approval at each City Council meeting.

Payroll processing includes time entry, production of payroll checks and direct deposits for employees, withholding and reporting of income taxes and other deductions and maintenance of individual earnings records. Payroll is responsible for quarterly and annual tax reporting, including W2 generation and reporting. Payroll is also responsible for maintenance of employee leave records. The Payroll Clerk also ensures that timesheets submitted by

departments comply with the various bargaining agreements in place and documents payroll related accounting information for the City's annual audit.

Fiscal 2010 saw several significant accomplishments and some shortfalls.

The City of Monroe received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Fiscal 2010 Comprehensive Annual Financial Report (CAFR). We have also submitted the Fiscal 2011 CAFR for certification.

New auditing standards were in place for the city's fiscal year 2008 audit. The standards significantly lowered the level at which something would be considered a significant weakness in the city's financial system. No significant weaknesses were reported with the 2011 audit.

The Governmental Accounting Standards Board (GASB) statement number 54 regarding how fund balance is reported in our financial statements was implemented. The standard changed the previous classifications of fund balance.

No additional progress was made in regard to submitting the annual budget for GFOA award certification. In the past, the City Council adopted a set of budget policies. Adoption of the budget policies is a significant step towards being able to submit our budget document for GFOA award certification.

Department FY2012 goals include the following:

- Continue transitioning the budget document towards GFOA certification eligibility
- Evaluate the possibility of making the accounts payable process a paperless process with the use of Laserfiche
- Implement paperless timesheet reporting through a module available through BS&A Software
- Evaluate the possibility of making employee payroll information available to employees on the internet or intranet
- Participate with the Human Resources Department to implement a new human resources software package
- Work to better diversify the City's short-term investments
- Participate in collective bargaining as requested by the Human Resources Director to help reduce personnel costs
- Continue the financial forecasting process
- Work to implement performance measures as a part of the city budget process

departments comply with the various bargaining agreements in place and documents payroll related accounting information for the City's annual audit.

Fiscal 2011 saw several significant accomplishments and some shortfalls.

The City of Monroe received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Fiscal 2010 Comprehensive Annual Financial Report (CAFR). We have also submitted the Fiscal 2011 CAFR for certification.

New auditing standards were in place for the city's fiscal year 2008 audit. The standards significantly lowered the level at which something would be considered a significant weakness in the city's financial system. No significant weaknesses were reported with the 2011 audit.

The Governmental Accounting Standards Board (GASB) statement number 54 regarding how fund balance is reported in our financial statements was implemented. The standard changed the previous classifications of fund balance.

All three rounds of the new Economic Vitality Incentive Program (EVIP) that replaced statutory revenue sharing were successfully implemented.

No additional progress was made in regard to submitting the annual budget for GFOA award certification. In the past, the City Council adopted a set of budget policies. Adoption of the budget policies is a significant step towards being able to submit our budget document for GFOA award certification.

Department FY2012 goals include the following:

- Continue transitioning the budget document towards GFOA certification eligibility
- Evaluate the possibility of making the accounts payable process a paperless process with the use of Laserfiche
- Implement paperless timesheet reporting through a module available through BS&A Software
- Evaluate the possibility of making employee payroll information available to employees on the internet or intranet
- Participate with the Human Resources Department to implement a new human resources software package
- Work to better diversify the City's short-term investments
- Participate in collective bargaining as requested by the Human Resources Director to help reduce personnel costs
- Continue the financial forecasting process
- Work to implement performance measures as a part of the city budget process

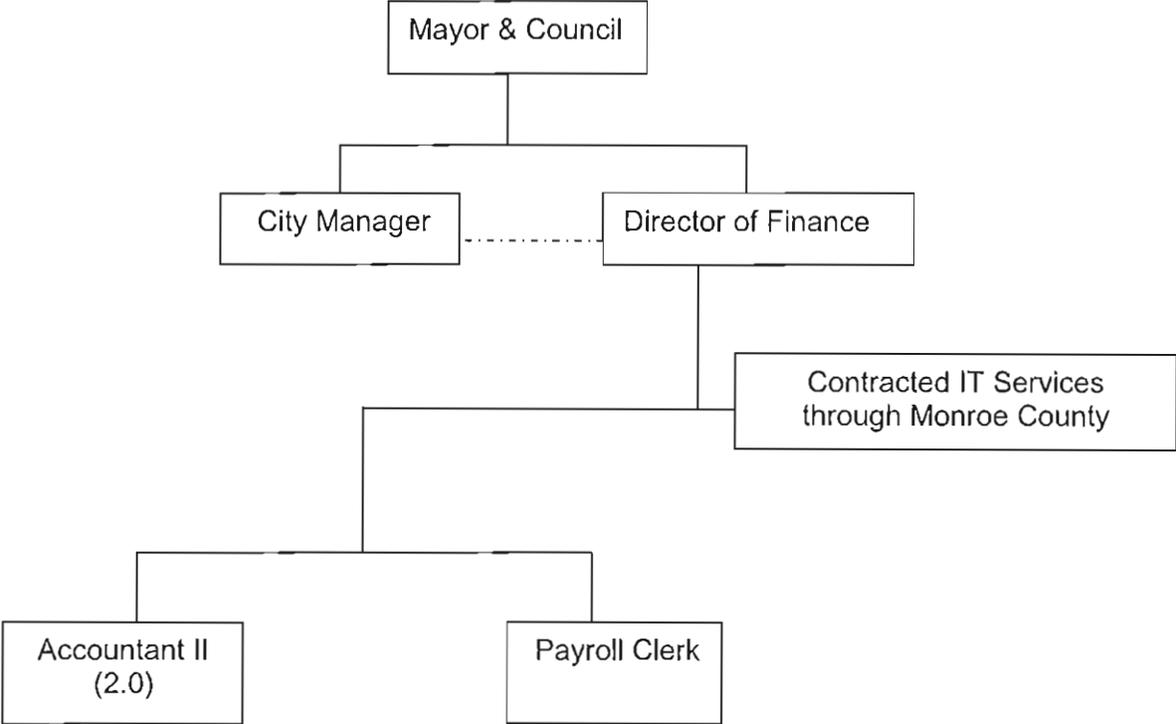
## Performance Measures

Measure	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Est.	FY2013 Est.
A/P Invoices Processed Monthly (Avg)	786	725	671	670	670
Non-Payroll Checks Issued Monthly (Avg)	255	218	207	200	200
Auditor Review Comments Received/Addressed	2/2	0/0	0/0	0/0	0/0
No. Void/Rewritten Payroll Checks/Month	.50	.42	.25	.25	.25
Paid Overtime Hours	41	42.25	31.5	40	40
Budget Amendments Prepared	231	300	313	300	300
Staff Outside Training Sessions	6	4	4	4	4

## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Audit</b>				
Other Operating	\$ 40,496	\$ 41,715	\$ 41,715	\$ 42,967
<b>Total Audit</b>	<b>40,496</b>	<b>41,715</b>	<b>41,715</b>	<b>42,967</b>
<b>Finance</b>				
Personnel	353,031	364,563	351,555	373,449
Supplies	3,620	4,650	4,650	4,650
Other Operating	6,373	8,411	9,106	6,816
Expenditure Credits	-	-	-	-
<b>Total Finance</b>	<b>363,024</b>	<b>377,624</b>	<b>365,311</b>	<b>384,915</b>
<b>Finance Dept. Total</b>	<b>\$ 403,520</b>	<b>\$ 419,339</b>	<b>\$ 407,026</b>	<b>\$ 427,882</b>
<b>Expenditure as a % of Total</b>	2.46%	2.49%	2.39%	2.48%

# Department of Finance Organization Chart



## HUMAN RESOURCES DEPARTMENT

Mission Statement: The Human Resources Department is committed to supporting the goals of the City and its departments by providing all employees with excellent service, while maintaining the highest standards of integrity, leadership, innovation, knowledge, efficiency, and honesty.

### Department Summary

The Human Resources Department focuses on the effective management and utilization of people. HR's functional obligations extend to strategic planning and policy making, communicating and advising; and training and development. HR must manage employee records, employee statistics and reports, recruitment, testing and screening; compensation and benefits; conflict resolution and grievance handling, labor relations, and discipline; safety and health, employee assistance and a host of employee services. In addition, the HR Director, acting as the Agent of the Civil Service Commission, oversees the employment selection procedures as adopted by the Civil Service Commission are carried out; prepares notification of and applications for promotional exams as needed, as well as entry level positions for Police and Fire Departments; keep all records; and conducts examinations in concert with the relevant Testing Agency.

The Department oversees the following functions or assignments:

1. Recruitment – Responsible for the City's employment program, which includes the responsibility for preparing job advertisements, providing screening and background verification checks, pre-employment testing, as well as the orientation process.
2. Labor Relations – Represents the City in collective bargaining, contract administration, contract interpretation, conflict resolution, grievances, and discipline. Investigates and advises Department Heads on employee discipline issues, harassment issues, and other employee issues.
3. Wage and Salary Administration – Administers the City's wage and salary program, including conducting salary surveys to ensure that the City remains competitive in the employment market. Responsible for job analysis, job evaluation (new and existing jobs) and serves as a member of the City's job reclassification committee.
4. Policies and Procedures – Responsible for the development and interpretation of City policies and procedures in order to ensure compliance, including implementing changes adopted by the Council. The City is also mandated to have certain policies and programs in effect protecting the rights of workers, i.e., OSHA compliance, COBRA compliance, Fair Labor Standards Act, Employee Right to Know, HIPAA

compliance, Bloodborne Pathogens, just to name a few. Research personnel laws and regulations to determine the implications for the City.

5. Personnel Records – Maintains personnel management information systems, records retention, and employment statistics.
6. Benefits Administration – Responsible for administering the employee insurance benefit programs, which includes medical, drug, dental, life, unemployment insurance, workers' compensation, and disability, as well as meeting with carriers on the more unusual or complex issues and responding to questions regarding employee benefits.
7. Health and Safety – Responsible for overseeing loss control, employee safety and health, accident prevention, wellness programs, counseling and employee assistance programs.
8. Training and Development – Responsible for employee training programs related to human resources, employee relations, and management issues.
9. Agent for the Civil Service Commission as it relates to the employment process.

## **ACCOMPLISHMENTS FOR FY 2011**

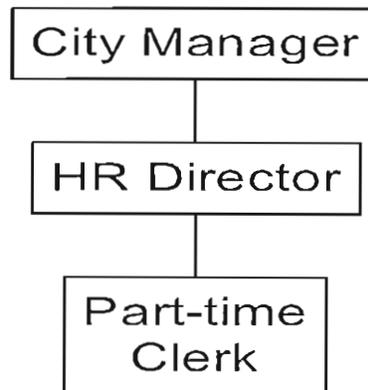
- Successful resolution of six (6) employee grievances.
- One successful grievance arbitration award.
- Comprehensive review and revision of two (2) City policies.
- Assisted in the comprehensive redesign of health care and retiree health care plans for active employees.
- Led and assisted in the successful negotiations of six (6) collective bargaining agreements, which resulted in long-term legacy cost reductions.
- In collaboration with senior staff and union committee members evaluated four (4) employee job reclassification requests (3 recommended for upgrade).
- Coordinated and assisted in the successful recruitment and hire of nine (9) new employees.
- Coordinated two training programs for asbestos/lead recognition and customer service training.
- Successful administration of the City's reporting and expense recovery program in conformance with Medicare Part D guidelines.

## **GOALS FOR FY 2012/ 2013**

- Continue to attract and retain qualified and motivated employees in an efficient and cost effective manner.

- Provide consistent employment guidelines and procedures by continuing to review and update City policies and procedures and revise or supplement as appropriate.
- Ensure compliance with all applicable labor laws and provide a work environment that is conducive to professionalism and high quality performance.
- Continue to monitor health care reform and how it will affect the organization.
- Continue to analyze the drivers of health/drug costs and review emerging ideas and trends for dealing with this issue.
- Continue to focus on training and development to provide for greater efficiency of existing employees.
- Improve health and safety communication.
- Continue to review any planned retirement announcements against future staffing needs to ensure smooth employee transitions and make any necessary changes to recruitment means, strategies, and resources.

## DEPARTMENT OF HUMAN RESOURCES ORGANIZATIONAL CHART



## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Personnel</b>	\$ 162,671	\$ 120,000	\$ 120,483	\$ 125,514
<b>Supplies</b>	3,239	3,800	4,800	3,900
<b>Other Operating</b>	171,922	182,600	196,738	134,688
<b>Capital Outlay</b>	1,690	-	-	-
<b>Total</b>	<b>\$ 339,522</b>	<b>\$ 306,400</b>	<b>\$ 322,021</b>	<b>\$ 264,102</b>

Expenitures as a % of  
the General Fund

2.07%	1.82%	1.89%	1.53%
-------	-------	-------	-------

## PERFORMANCE MEASURES

Measure	Actual FY 08-09	Actual FY 09-10	Actual FY 10-11	Projected FY 11-12	Projected FY 12-13
Job Openings – Internal/External	6	4	6	8	7
Full Time Employees Hired	2	3	3	5	4
Applications For Open Positions	32	50	75	90	25
Reclassification Requests Received	2	10	1	4	3
Job Descriptions Up-Dated	10	10	3	8	5
Police/Fire Promotional Test	9	1	0	3	3
Labor Contracts Negotiated	1	2	1	6	0
Labor Contracts Negotiated in #312	0	0	0	0	0
Labor Grievances Processed	20	13	21	12	10
Grievances Arbitrated	1	2	1	1	1
Employee Turnover % of Total Budgeted Positions	12.8%	1.1%	8%	7.7%	4.2%
Retirements % of Total Budgeted Positions	12.8%	1.1%	4.3%	7.1%	4.2%
% Minorities in Work Force	.02%	.02%	.02%	.03%	.03%

## **ENGINEERING DEPARTMENT**

### **Engineering Department Administration Program**

The primary responsibility of the Engineering Department is to plan and maintain the City's infrastructure system to protect the safety, health, and welfare of its citizenry. The Department implements the Capital Improvements Program for the City's vital infrastructure including streets, water mains, sanitary sewers, storm sewers, parking lots, bridges, dams, retaining walls, and airport and park facilities. The Engineering Department also provides technical support and responds to the needs of the Mayor, City Manager, City Council and many City Departments. The support to the City Council includes scheduling and implementing activities that provide for the Council's goals and objectives to be met. Any petitioned or City Council ordered special assessment improvements are also implemented by the Department. Historically, the Engineering Department has provided a full range of surveying, computer-aided drawing preparation, design, bidding, and inspection for all of our core activities. However, as full-time staffing levels decline due to budget restrictions and attrition losses, it is becoming difficult to maintain a full range of technical competence and available flexibility during peak periods, so some private consulting assistance is used when needed.

The Engineering Department also prepares and updates the various standards and specifications that affect the City's infrastructure. This information is provided to the general public and developers and then the Department follows through with inspection activities to confirm adherence to these regulations. This includes not only projects within the City limits, but also developments in Frenchtown, Monroe, Raisinville, and Exeter Townships that utilize the City's water distribution or sanitary collection systems.

Activities are performed to permanently maintain and back up vital records of the City's infrastructure and to respond to inquiries of the general public and potential developers. All utility record drawings have been linked up to the City's Geographic Information System (GIS), which is now fully operational and is maintained by the Department, and are included in the City's LaserFiche document retrieval system, both of which can be accessed by all computers on the City's network. The GIS, which is constantly updated by the department, can produce customized aerial mapping in conjunction with layers such as water mains, sanitary and storm sewers, and property information. All infrastructure record information is provided to prospective developers, builders, consulting engineers and other interested parties for future development considerations.

### **Engineering Department Description**

The Engineering Department Director, two Engineering Technicians, and CAD-GIS Section Leader all have offices in the first floor of City Hall, and workstation area is also provided for the Departmental Aide, CAD Operator / Inspector, and Survey Crew Leader. In 2008, the Engineering Department was merged

administratively with the Public Services Department, in that the Department Director position is now being shared and former Engineering personnel have filled key supervisory roles with the Public Services Department. This arrangement appears to be beneficial over the long term, and is expected to continue indefinitely.

The proposed budgeted staffing level is six (6) employees, plus the Department Director's position, which is shared with Public Services. To supplement full-time operations, the Engineering Department has been partnering with the University of Toledo, and has generally hired an intern most semesters. These part-time staffers are assisting with drawing preparation, the survey crew, and minor project inspection as their skills allow. In conformance with the Operational Assessment report in 2007, the Department has reduced its full-time staffing level from 10.5 positions in 2004 to 6.5 positions at the present time, and it is believed that this level is sustainable for the foreseeable future based on typical project loading. Based on overall City clerical needs, the Departmental Aide has been providing services to other departments from time to time, including parking ticket validation, mail distribution, and other tasks as needed. Further facilitating clerical redundancy and efficiency, the Public Services Departmental Aide was relocated to City Hall in 2010, and both clerical positions now cover public interface functions for both departments.

From 2008 to 2011, the project loading, especially water main replacement work, was so high that consulting firms were tapped to assist occasionally with design activities, and regularly with inspection, often with multiple contract individuals used at a time. This has historically been a very cost-effective solution that has enabled substantial staff attrition while still completing a very high level of projects, as the key City staff has still been able to focus attention on their project management and surveying priorities, using them for higher-level duties as their skills allow. For 2012 and the foreseeable future, it is likely that consulting firms will still be tapped for specialized expertise, such as the Macomb Street Bridge project, and for extensive projects such as the West Front / South Monroe Parking Lot, where reliance on solely City staff would demand a disproportionate amount of time and effort and would detract from other projects. However, the present internal staffing level is believed to be appropriate for the routine street, infrastructure, and utility work that is normally funded in any given year, and at present still allows the City to retain a significant amount of valuable expertise and experience in key areas.

The Department is equipped with six (6) computer stations tied into the City Hall computer network, and all but one are set up as AutoCAD stations to be used for project design purposes and as-built drawing preparation. The Department also has the City's license for ArcGIS, used to edit the City's GIS. A 2009 purchase of a Hewlett-Packard 4520 printer / copier / scanner that will accept up to 42" media has proved very essential for efficient operations, as drawings can now be scanned in-house for permanent storage, and reproduction is done much quicker

than before. A Hewlett-Packard DesignJet 500 plotter is also utilized to provide for backup purposes, as it is also compatible with the new unit as well. The Department possesses electronic total station surveying equipment, transits, level, level rods, and other miscellaneous equipment to perform all of the field surveying. The Department purchased a new data collector in 2009, and a new AutoCAD / survey interface software package, since the department now annually updates its AutoCAD licenses to the current version for maximum efficiency. Four traffic counter/classifiers provide efficient means of collecting traffic counts, speed analysis and vehicle classification studies.

The Engineering Department office area is the primary storage location of all of the City infrastructure records. All construction drawings and all document files are stored in the Department, and a fire proof file cabinet is located in the Engineering Department to provide a backup storage facility for some critical as-yet unscanned documents. The Engineering Department also has space within the Department of Public Services building to house all of the testing equipment used to assure that the City specifications are being met. The Department's survey stake supply, concrete testing equipment, aggregate testing equipment, traffic counters and overflow project file storage are housed in this facility. Recently, departmental clerical personnel have begun what is expected to be a lengthy project to scan all project files into the City's LaserFiche document retrieval system, which is heavily used by the Department. Once completed, the vast majority of older paper files can be discarded, freeing up needed space in City Hall.

The Engineering Department is a general fund department, however, survey, design, and inspection time are charged to projects from the various City and Enterprise funds. In general, 15% of a project's construction costs will be spent on Engineering activities, though this varies based on the size and complexity of the project. In some years past there has been a subsidy of more than 50% of the Department's Expenditures from the City's General Fund, however, this has been substantially reduced in recent years, as the staffing level has gradually decreased while the annual project loading has remained relatively constant or even increased in many years. Starting with the 2010-11 budget year, the Director's time has been allocated to some projects as appropriate as well, and it is hoped that the General Fund subsidy can be decreased even further, though some of the capital project budgets will need to be increased to account for these charges.

### **Engineering Department Goals, Accomplishments, and Shortfalls**

Since the Engineering Department's primary mission is to implement the City's funded Capital projects, the Department can said be to successful insofar as it is able to complete all funded projects within the time frame desired by the City Council. It should be recognized, however, that overall City funding constraints do not allow for the maintenance of roadway and storm sewer projects on recommended schedules, so even carrying out all of the projects within a given

year is often inadequate for the City's ideal long-term needs. The Water Department has recently completed a four-year plan to replace or rehabilitate roughly 18 miles of water main, and the Wastewater Department is expecting similar activities with the City collection system following its plant rehabilitation over the next few years. It is hoped that both utilities will continue replacing their facilities on a regular schedule for the foreseeable future in order to follow recommended capital facility replacement schedules.

During calendar year 2011, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council. The City also continued its street maintenance program in 2011, which focuses largely on crack sealing and / or slurry sealing all roadways that were last resurfaced in the past twenty (20) years, in order to keep as many roadway surfaces in good shape as possible. This contract included some minor patching, including water main and sanitary sewer-related repairs. These maintenance-type activities are all important to prolonging the life span of the City's street system, especially when funding is inadequate to address the full City-wide funding needs for full replacement or resurfacing.

2011 was a particularly busy season, and was the third consecutive year where construction contracts topped \$6 million. Some of the larger contracts were intended to be multi-year projects, such as the 2010-11 Water Main Replacement Program, which was funded through General Obligation bonds, was awarded in October 2010, and was split into two different contracts. Work also spanned both 2010 and 2011 on the Sanitary Sewer Rehabilitation Program, which focused on lining activities that were generally not disruptive to the pavement above. As usual, the City administered projects for ADA ramp work and sidewalk replacement, as well as a variety of smaller infrastructure and facility projects. Fortunately, the City has finally completed all court-ordered ADA improvements from the 2004 settlement, at a total cost of over \$1.5 million over eight (8) years. City staff managed two (2) Federal Aid roadway projects during 2011, including resurfacing of East First Street from Winchester to Conant, and East Elm Avenue from Monroe Street to North Dixie Highway, and also managed two city-funded street projects to improve portions of Almyra Avenue, Maple Avenue, Reisig Street, Riverside Court, Riverside Drive, and North Roessler Street. Additionally, one contract was completed for the installation of a new water main on Gee Drive and Glendale Court by Special Assessment, and this also required the replacement of both sanitary and storm sewers in portions of the project. Some projects were largely inspected by consulting engineers and architects, such as the 2010-11 Water Main Replacement Program and improvements to the Arthur Lesow Community Center, but Engineering staff still had a high degree of involvement in overall contract management. All in all, the Department was highly successful in continuing to manage an exceptionally high project loading.

Like the previous few years, the principal shortfall of the Department relates to the ever-increasing numbers of drawings and files that must be added to the

City's infrastructure record. Great strides have been made in the permanent record-keeping procedures due to the completion of the GIS and document and drawing scanning projects, although the ongoing challenge will be the ability of the Department to ensure that all documents are added on a yearly basis. Fortunately, clerical staff is now beginning to address this issue, with hopes that significant progress can be made in the next year.

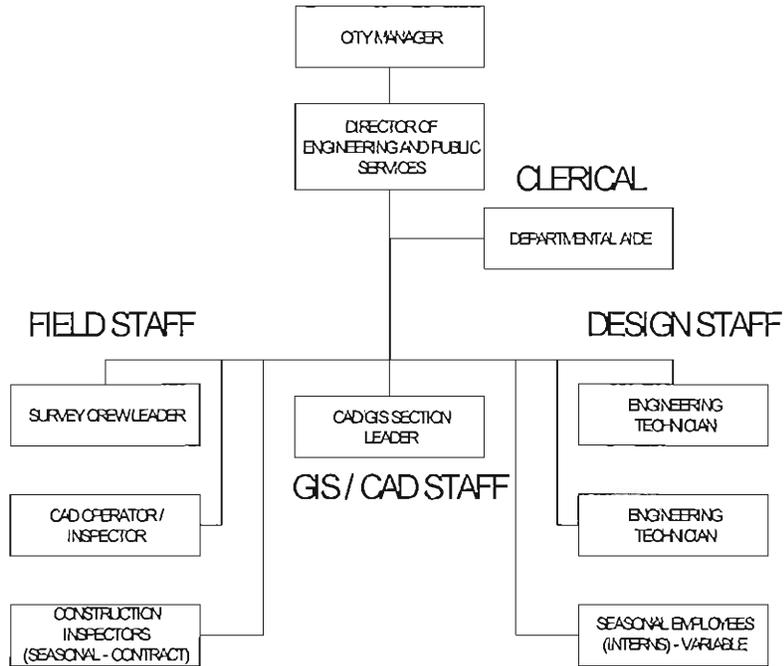
Space prohibits listing all projects individually, but the following represents the construction contracts administered by the Department, and dollars expended in 2011. In some cases, particularly on older contracts, the dollar amounts listed reflect payment of monies retained until final completion only, and not necessarily any construction actually occurring in 2011, but in prior years.

Contract Name	2011 Work
2008 Water Main Replacement	\$ -
2008 Water Main Rehabilitation	\$ -
2008 Curb Replacement / Resurfacing	\$ 12,537.68
2009 City-Funded Water Main Replac.	\$ 187,265.70
2009 DWRF Water Main Repl. B & C	\$ 229,522.90
2009 DWRF Water Main Rehabilitation	\$ 62,934.50
Almyra Sanitary Sewer Replacement	\$ 4,657.70
2009 Curb Replacement / Resurfacing	\$ 7,209.70
W. Third Street Resurfacing	\$ 80,093.07
2010 Sanitary Sewer Rehabilitation	\$ 144,097.20
Winchester St. Bridge Rehabilitation	\$ 36,694.36
S. Custer Booster Serv. Area Upgrades	\$ 80,360.00
LaPlaisance Road Reconstruction	\$ 22,669.14
Scott St. Resurfacing	\$ 41,944.20
Custer Dr. Resurfacing	\$ 27,033.71
P.A.P. Electrical Upgrades Ph. 5	\$ 58,410.00
2010 Sidewalk Replacement Program	\$ 5,645.61
2010 Curb Replacement / Resurfacing	\$ 37,332.27
Monroe / Third Intersection Recon.	\$ 1,006.92
Elm / Dixie / Winchester (Greenways)	\$ 127,560.20
City Hall Window Repl. / Masonry	\$ 77,393.96
2010-11 Water Main Repl. - Group 2	\$ 2,117,243.38
2010-11 Water Main Repl. - Group 1	\$ 944,893.18
ALCC Building Improvements	\$ 120,953.38
P.A.P. Pump Addition - Phase One	\$ 219,643.95
E. First St. Resurfacing	\$ 166,261.89
ALCC Building Improvements - Alt. 1	\$ 84,783.35
E. Elm Ave. Resurfacing	\$ 334,191.02
2011 Curb Replacement / Resurfacing	\$ 519,818.97
Glendale Ct. / Gee Dr. Utility / Paving	\$ 222,609.06
2011 Bituminous Pavement Maintenance	\$ 95,663.78
2011 Sidewalk Replacement Program	\$ 107,854.05
2011 Concrete Paving Program	\$ 247,792.23
ALCC Lighting Mod. / Mech. Improv.	\$ 109,489.68
W. Front St. Reconstruction	\$ -
<b>Totals</b>	<b>\$ 6,535,566.74</b>

# FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Personnel	\$ 773,013	\$718,446	\$ 713,912	\$ 675,696
Supplies	15,481	13,300	14,200	13,300
Other Operating	50,477	50,992	49,901	51,747
Capital Outlay	130	-	-	-
Operating Total	<u>839,101</u>	<u>782,738</u>	<u>778,013</u>	<u>740,743</u>
Expenditure Credits	(631,651)	(496,000)	(486,533)	(432,985)
<b>Total</b>	<u><u>\$ 207,450</u></u>	<u><u>\$ 286,738</u></u>	<u><u>\$ 291,480</u></u>	<u><u>\$ 307,758</u></u>
Expenditures as a % of the Total General Fund	1.27%	1.70%	1.71%	1.79%

## ENGINEERING DEPARTMENT ORGANIZATIONAL CHART



**ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR**

Performance Indicator	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estimate
Site Plan Reviews	142	94	73	45	42	50
Contracts Awarded	13	10	18	20	11	17
Contract Value (\$Millions)	\$2.950	\$4.106	\$7.156	\$8.506	\$6.536	\$8.250
Special Assessment Districts	2	1	1	0	1	2
Engineering & Inspection Fees	\$480,438	\$412,103	\$408,309	\$541,547	\$611,996	\$485,040
Private Developments Monitored	3	0	1	1	0	1
Parking Lot Program Projects	0	0	0	0	0	2
Streets Resurf., Curbs Repl.(mi.)	1.81	1.61	1.66	2.67	2.16	1.88
Miles of Streets Crack Sealed	10.04	3.72	3.60	2.37	1.91	3.00
Miles of Streets Slurry Sealed	0.00	0.62	0.28	0.48	0.33	0.50
Miles of New Streets Added	0.00	0.00	0.61	0.00	0.00	0.00
Total City Street Mileage	82.11	82.11	82.72	82.72	82.72	82.72
Water Mains Replaced (miles)	0.94	1.19	3.82	4.20	5.71	1.90
Water Mains Rehabilitated (miles)	0.00	0.75	1.85	0.59	0.00	0.00
New Water Mains Installed (miles)	6.51	0.00	14.70	0.82	0.14	0.25
Total City Water Mains (miles)	336.45	336.45	351.15	351.97	352.11	352.36
Sanitary Sewer Rehab. (miles)	0.49	0.00	0.33	2.46	0.66	1.51
New Sanitary Sewers (miles)	3.41	0.13	6.16	0.48	0.00	0.25
Total City Sanitary Sewers (miles)	233.92	234.05	240.21	240.69	240.69	240.94
Storm Sewers Replaced (miles)	0.02	0.06	0.09	0.10	0.05	0.10
Storm Sewers Installed (miles)	0.00	0.04	0.00	0.00	0.00	0.50
Total City Storm Sewers (miles)	60.86	60.90	60.90	60.90	60.90	61.40
Squ. Ft. of Sidewalk Replaced	28,128	61,443	86,354	23,911	19,008	18,000
Squ. Ft. of New Sidewalk	0	7,521	18,500	2,083	4,677	5,000
Mileage of all City Sidewalks	171.24	171.24	171.59	171.69	171.91	172.10

# POLICE DEPARTMENT

## MISSION

The mission of the Monroe Police Department is to protect the freedom and safety of the residents of Monroe and its visitors by preventing crime and disorder and ensuring the safe efficient flow of traffic.

The members of the Monroe Police Department carry out this mission in a fair and unbiased manner that respects the rights of the individual and encourages an open partnership with the law-abiding citizens of Monroe. Our approach to policing adheres to Sir Robert Peel's Nine Principles of Policing, which are included herein.

- The basic mission for the police department is to prevent crime and disorder.
- The ability of police officers to perform their duties is dependent upon public approval of police actions.
- Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
- The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
- Police seek to preserve public favor, not by pandering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustices of the substance of individual laws; by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing; by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.
- Police use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order; and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
- Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

- Police must recognize always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the state, and of authoritatively judging guilt and punishing the guilty.
- The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

## THE DEPARTMENT

The Police Department provides a 24/7 service to the residents of Monroe through a authorized staff of forty sworn officers and four general fund civilian full-time employees. Currently twenty five officers are cross trained as fire fighters. All new officers hired will also be cross trained as firefighters with a goal of the entire Department being cross trained as PSO's.

The department's fleet of vehicles consists of fourteen marked patrol units, three of which are four wheel drive, five unmarked administrative and investigative cars, and one prisoner transport van. The department also has four marked police motorcycles that are used for regular patrol functions. The Department also utilizes a Polaris Ranger 6 person side by side 4x4 for off road and border patrol functions. Located in the combined city/county Law Enforcement Center, the department's records hours are weekdays 6:00 AM to 5:30 PM, and Saturdays 8:00 AM to 2:30 P.M. Dispatch services are provided by Monroe County Central Dispatch.

## MAJOR CRIME ANALYSIS

	02	03	04	05	06	07	08	09	10	11	Avg.
Murder	0	0	0	2	4	3	1	0	0	0	1
Rape	32	28	31	21	35	22	37	27	40	32	30
Robbery	19	28	12	14	10	22	27	18	33	25	21
Aggravated Assault	65	48	55	61	80	44	54	53	69	59	59
Burglary	121	140	155	114	125	153	211	170	231	253	167
Larceny	588	553	516	512	410	496	509	511	413	574	508
Auto Theft	67	41	54	55	43	54	39	28	51	40	47
Arson	9	10	9	7	4	9	10	5	8	5	8

Note – For this table, rape is defined as all CSC's that include penetration or forcible contact.

## PERFORMANCE MEASURES

	Actual	Actual	Actual	Actual	Actual	Projected
Measure	2007	2008	2009	2010	2011	2012
Percentage of General Fund	27.01%	27.01%	27.01%			
Original Complaints	19,858	19,611	19,075	19,656	19,248	19,490
Supplemental Complaints	620	450	541	672	522	561
Complaints	20,478	20,061	19,616	20,328	19,770	20,051
Traffic Citations	2,846	2,269	2,151	1,918	1,669	2,170
Traffic Warnings	1,716	1,416	1,320	1,230	902	1,316
Traffic Contacts	4,562	3,685	3,471	3,148	2,571	3,143
Parking Citations	5,948	6,644	5,975	8735	6352	6,588
OUIL Arrests	144	118	99	101	79	95
All Arrests	1,101	998	1,039	1,032	1,045	1055
Roadway Accidents	567	585	651	587	617	618
Private Property Accidents	159	173	166	127	144	154
Hit & Run Accidents	97	106	62	54	55	75
Traffic Accidents	823	864	879	768	816	830
Subpoena's Served	1,122	988	1,023	1100	1091	1100
Writs/Transports	38	40	40	42	52	45
Juveniles Cite-in	106	86	88	86	89	90
LCC Transfers	7	7	5	2	2	3
Gun Permits	259	151	373	394	455	425
Miles Patrolled	344,538	345,689	292,133	276,063	263,474	277,200
Training Hours Per Officer	104	102	102	103	100	103

Note- crime analysis and performance measurements are based on calendar years to allow for the accurate compilation of current year statistics.

## MAJOR CRIME CLEARANCE RATE

2002	47%	<p>The clearance rate basically translates to the percentage of cases solved by the police. Crime can be cleared by arrest or by exceptional means. A crime is cleared by arrest when the offender is arrested, charged with the commission of the offense, or turned over to the court for prosecution. A crime is cleared by exceptional means when the police identify the offender, gather enough evidence to support an arrest, and know where the offender is but for reasons outside law enforcement's control cannot arrest or prosecute the offender. A murder suicide would be an example of a crime that would be cleared by exceptional clearance.</p>
2003	47%	
2004	55%	
2005	51%	
2006	54%	
2007	52%	
2008	52%	
2009*	36%	
2010*	36%	
2011*	38%	

\*A review of Exceptional Clearance criteria & discussion of this criteria with State Auditors in June 2010, revealed tighter

constraints for the Exceptional Clearance classification than had been accepted in previous years. These tighter constraints are reflected in the noticeable percentage change from 2008 to 2009.

## **ACCOMPLISHMENTS AND SHORTFALLS**

A major accomplishment for FY 11/12 was the training of twelve additional officers as firefighters and Medical First Responders. This training was done as a continued effort to further enhance the Departments response capabilities and in conjunction with the Public Safety initiative and bringing the total number of cross trained officers to twenty five. Additionally several of the first twelve cross trained officers have now responded to fire calls and actively participated on the fire ground fighting fires. They have also begun routine continued training with officers from the MFD.

### **FY 2012/13Goals**

A continued goal for the department in FY 12/13 will be to further enhance its accustomed excellent level of service by the continued Public Safety initiative. This will be done by continued education and training of staff.

Secondly, in December of 2011 the Department faced the retirement of six command officers and one Detective. Another goal for FY 12/13 is to bring the Department back up to its authorized staffing level of forty by hiring new Public Safety Officers and training existing officers to fill the vacated command positions.

## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Police</b>				
Personnel Services	\$ 4,714,387	\$ 5,359,662	\$ 5,116,511	\$ 5,161,947
Supplies	42,957	64,268	64,268	61,768
Other Operating	329,026	359,253	358,953	360,802
Capital Outlay	23,557	22,330	22,330	20,000
<b>Total Police</b>	<b>5,109,927</b>	<b>5,805,513</b>	<b>5,562,062</b>	<b>5,604,517</b>
<b>Police Training</b>				
Other Operating	4,115	8,000	8,000	8,000
<b>Liquor Law Enforcement</b>				
Supplies		8,400	8,400	8,400
Other Operating	464	4,600	4,600	4,600
Capital Outlay	1,000	2,500	2,500	2,500
<b>Total Liquor Law Enforce.</b>	<b>1,464</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>
<b>Total Police Department</b>	<b>\$ 5,115,506</b>	<b>\$ 5,829,013</b>	<b>\$ 5,585,562</b>	<b>\$ 5,628,017</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>31.21%</b>	<b>34.57%</b>	<b>32.79%</b>	<b>32.68%</b>

## **FIRE DEPARTMENT**

### **MISSION STATEMENT**

Our mission is to protect life and property while minimizing suffering and damage due to fire, medical and environmental emergencies. We are dedicated to protecting the lives and property of the citizens of Monroe through public education, code enforcement and incident management.

### **FIRE ADMINISTRATION**

The Chief's office is responsible for maintaining and coordinating Fire Suppression, EMS, Hazardous Materials, Maintenance and Fire Inspection Divisions. The Chief directs the planning, development and implementation of all department programs. The Chief ensures the latest techniques and methodologies are incorporated into our standard operating procedures to ensure the department provides the finest in public education, code enforcement and incident management. The Chief's office oversees the collection and maintenance of employee, payroll, training and vehicle maintenance records. The Chief conducts meetings with his staff and attends biweekly Department Head meetings. The Chief administers discipline and assures compliance to all Department and City policies. The Chief ensures compliance with Federal, State and local laws and acts as a liaison to other governmental agencies. The Chief maintains a safe work environment for department employees and a safer community for the citizens of Monroe.

### **FIRE SUPPRESSION**

The primary function of the Fire Suppression Division is to save lives and property and minimize suffering due to fire and environmental emergencies. Suppression personnel function under the National Incident Management System to effectively manage all emergency incidents utilizing available resources. Three shifts operate under the direction of a Shift Commander to perform fire suppression, emergency medical response, and hazardous materials response, rescue operations at vehicle accidents, emergency management of floods, tornadoes and downed wire incidents. Suppression personnel provide mutual aid to surrounding communities upon request.

Annual hose testing and semi-annual hydrant service is performed seasonally by suppression personnel.

The Suppression Division strives to provide the best protection attainable by reducing hazard risk and fire loss, thus, making our community a safer place for our families, friends, homes and businesses.

### **EMERGENCY MEDICAL SERVICES**

Department personnel provide Paramedic Advanced Life Support services in a non-transport capacity.

### **TRAINING**

The Training Division is responsible for monitoring all Federal, State and local mandated training requirements. They develop, coordinate, and facilitate all department training which includes disaster planning, fire strategy and tactics, hazardous materials

mitigation and State mandated continuing education for department Paramedics. In 2011, the department implemented training in coordination with the Public Safety Officers who are now responding to fire incidents.

### **INSPECTION DIVISION**

The Inspection Division oversees fire prevention, public education, fire code inspection and enforcement. Fire Inspectors interact with the suppression division serving as technical specialists. They review site plans for new and existing buildings and fire control systems.

The Inspectors have the responsibility to inspect for and enforce adopted State and local fire codes, standards and ordinances that provide for fire safety in public occupancies located within the City of Monroe. They conduct inspections of high hazard buildings such as schools, public and private, public assemblies and locations where large loss of life and property could occur.

They are responsible for the creation, administration and evaluation of all public education activities.

### **MAINTENANCE DIVISION**

Maintenance Division personnel inspect and maintain fire apparatus, self contained breathing apparatus and equipment utilized on the fire ground. Maintenance personnel maintain equipment for the upkeep of buildings and grounds, station emergency generators and vehicle exhaust removal systems. They oversee annual pump testing, hose testing and maintain records for all maintenance, pump testing, and breathing apparatus records.

### **DEPARTMENTAL ACCOMPLISHMENTS**

Emergency Medical Services (EMS) continues to be our largest service to the community. Our EMS call volume has increased and now accounts for 76 percent of our emergency response.

The Fire Chief continues to maintain the mandates of the National Incident Management System. This involves training for all street level first responders and advanced training for all management level personnel who may be involved in the management of an incident.

Partnerships with neighboring jurisdictions and regional response teams will be looked at for additional resources in 2012/2013.

A major initiative continues in community risk analysis. After assessing water supply, and gathering available building information, Engine Company pre-fire inspections are updated to better acquaint firefighters with hazards in our community. This information is readily available on vehicle mounted laptops for access during an emergency.

Water/Ice rescue training continues to improve our response capability. Newly purchased equipment such as wet/dry suits and swift water rescue gear has improved

our response capabilities. Partnerships with local mutual aid response teams are now in place for water rescue emergencies.

In compliance with Federal, State, and Local laws we continue to receive information about hazards being stored and transiting through our community. Fire personnel maintain this current information within our database. Recent software program updates track response information for fire and EMS response, personnel information, training and maintenance records.

To facilitate interoperability with other response agencies such as law enforcement, EMS and Emergency Management the Monroe Fire Department has installed laptop computers with computer aided dispatch (CAD) software. This state of the art equipment allows the responding apparatus to see the location of the incident, cross streets, and any information Central Dispatch adds to the call in real time. The computers facilitate field viewing of the City's GIS system, hazmat reference guides, hazmat plume mapping and internet access for real time Doppler radar and resource guides for incident management.

Firefighter safety is a top priority for this department. A replacement program for personal protective equipment has been established and is on schedule.

The Department has two Thermal Imaging Cameras for use on emergency scenes. The units allow fire crews to "see" through smoke, find the fire and locate victims. These units greatly enhance our safety and ability to find trapped civilians and Firefighters.

### **DEPARTMENT SHORTFALLS**

An aging Central Fire Station needs to be replaced with the concept of a new public safety building, housing fire and law enforcement personnel with shared facilities. The Fire Department's duties have increased since the building was erected in 1969 and now responds to hazmat, technical rescues, EMS, water rescue, ice rescue, and we are the front line response for bioterrorism threats. Kitchen and bathroom areas are in need of refurbishing. Additional space is required to house equipment and support staff to perform the administrative duties required for a Municipal Fire Department.

## PERFORMANCE INDICATOR

<i>Activities</i>	<b>Calendar 2008 Actual</b>	<b>Calendar 2009 Actual</b>	<b>Calendar 2010 Actual</b>	<b>Calendar 2011 Actual</b>
Post Incident Contact Activity	12	12	12	12
Review Policies With Staff	12	25	25	225
Staff Meetings	12	10	10	10
Procedures Reviewed	20	50	50	225
Assignment Activities	42	54	54	54
Periodicals/Journals Reviewed	65	80	80	80
Incident Reports Reviewed	120	120	400	2200
Safety Committee Recommendations/Implemented	4/4	2/4	2/4	2/4
Internal Inspections	24	20	20	20

## FIRE ADMINISTRATION & SUPPRESSION

<b>Activities</b>	<b>Calendar 2008 Actual</b>	<b>Calendar 2009 Actual</b>	<b>Calendar 2010 Actual</b>	<b>Calendar 2011 Actual</b>
Total Fire Department Incidents	3250	3078	2943	3289
EMS Related Incidents	2600	2284	2177	2588
Actual Fire Incidents	120	52	31	85
Alarm System Activations	150	186	186	164
Carbon Monoxide Calls	15	10	10	12
Other Incidents	370	546	539	440
Average Service Time per Fire	1.3	2.5	2.5	2.5
Hours on Vehicle Maintenance	600	388	333	225
Hours on Equip. Maintenance Maint.	400	218	99	100
Recordkeeping/Training	280	481	279	225
EMS Training Hours	40	40	40	24
Confined Space Training Hours	16	2	2	2
Haz. Materials Training Hours	12	12	12	12
Special Rescue Total Hours	83	12	12	12

## FIRE INSPECTIONS

<i>Activities</i>	<b>Calendar 2008 Actual</b>	<b>Calendar 2009 Actual</b>	<b>Calendar 2010 Actual</b>	<b>Calendar 2011 Actual</b>
Initial Inspections	62	127	200	210
Follow up Inspections	24	31	100	60
Complaint Investigations	36	25	25	25
Fire Investigations	15	17	20	20
Training	10	15	15	15
Plan Reviews	21	15	12	12
	480	400	372	342
<b>Station Visitor Tours</b>				
Industry Training Participants	140	0	0	0
Fire Safety Program Reached	3100	3000	3000	3000
Pre School Program Participants	490	250	250	250
Total CPR Trained	124	0	0	0

## FUNDING LEVEL SUMMARY

	<b>Actual FY10-11</b>	<b>Budget FY11-12</b>	<b>Projected FY11-12</b>	<b>Requested FY12-13</b>
Personnel	\$ 3,172,385	\$ 2,692,348	\$ 2,906,606	\$ 2,716,526
Supplies	46,821	58,600	60,106	74,100
Other Operating	145,240	135,309	137,465	129,450
Capital Outlay	1,505	69,291	69,291	20,000
<b>Total</b>	<b>\$ 3,365,951</b>	<b>\$ 2,955,548</b>	<b>\$ 3,173,468</b>	<b>\$ 2,940,076</b>
 Expenditures as a % of the Total General Fund Budget	 20.53%	 17.53%	 18.63%	 17.07%

## GOALS

Increase public education programs

Objective: Increase the number of school age children reached by our Fire Safety programs with a target number of 3,500. Establish an educational program for presentation to the elderly community for the prevention of falls and general fire safety.

Response and mitigation

Objective: Establish automatic mutual aid agreements with our neighboring communities for safety and efficiency.

Community risk analysis

Objective: Compile data on water supply, building construction, building layout and hazards within our community. Develop a database for on scene utilization during incident management.

Training for new fire officers

Objective: Budget overtime and find training programs for new officers.

Replacement of the Central Fire Station

Objective: Purchase property for the construction of a new public safety building housing fire and law enforcement personnel with shared facilities.

## **DEPARTMENT OF PUBLIC SERVICES**

### **Department of Public Services Operations**

The Department of Public Services (DPS) is responsible for a wide range of maintenance services throughout the City. These services include year-round street maintenance and winter operations, traffic signals and signs, storm sewers and drains, trees and floral displays, parks and grounds, administration and maintenance at Custer Airport, oversight of the refuse collection, parks maintenance, and lawn maintenance contracts, fleet maintenance, and maintenance of City parking lots. Additionally, DPS forces maintain City alleys, conduct mosquito control activities when funding allows, provide support for special events and festivals, install street banners and seasonal decorations, and the Department is the City's enforcement arm for the weed and blight ordinances when corrective action is needed.

The DPS is prepared seven (7) days a week, twenty-four (24) hours a day to respond to hazardous conditions resulting from weather, accidents, fire, or other unforeseen situations. DPS Supervisors are "on call" on a rotation basis for this purpose and notified by Monroe Police Dispatch as necessary, and a voice mail system is also available for placing non-emergency service requests after normal working hours. DPS has been highly involved in the City's Action Line system on the City's web site where citizens can log service requests in online, and has been responsible for handling well over 80 percent of the issues posted since its inception, up to 2,000 each year.

Other budgeted funds that include DPS duties and functions are Major Street Fund, Local Street Fund, Refuse Fund, Parking Fund, Airport Fund, and Stores and Equipment Fund.

### **Department Description**

DPS operations are headquartered at 222 Jones Avenue, the former Jones Transfer building. At the present time, the Department Superintendent, City Electrician / Traffic Control Supervisor, and Stores and Equipment / Forestry Supervisor have offices at this location, and DPS field personnel, job leaders, equipment operators, fleet mechanics, and general labor are dispatched from the Jones Avenue location. The Jones Avenue location was closed to the public in June 2010 and the Departmental Aide was relocated to City Hall. While there was some initial negative feedback from this move, the additional clerical redundancy and efficiency gained by relocating this staff position and overlapping duties with the Engineering Departmental Aide has made the transition a positive one on balance.

The Department possesses a variety of equipment to accomplish maintenance tasks, including dump trucks, backhoes, and front end loaders for construction and snow removal operations; aerial work platforms, log loader, chipper trucks and wood chippers for tree maintenance; grass mowing equipment ranging from

tractor mounted decks capable of mowing twenty-foot swaths to twenty-inch deck walk behind mowers; street sweepers for clearing dirt and small debris along curbs; and combination vacuum, jet rodder, and sewer cleaning truck for storm sewer and catch basin maintenance. Numerous pieces of small equipment such as pumps, generators, snow blowers, compressors, string trimmers, and blowers are also available. The Department also possesses and operates a computer capable of designing and producing signs, and this has enabled the Department to produce custom signs for a variety of uses in the City, as well as partnering with other local government agencies and non-profit organizations.

The Jones Avenue facility also houses the fleet maintenance garage. This is a full service facility with lifts, hoists, and sufficient parts inventory capable of keeping City equipment operating in all situations and at all hours. All vehicle maintenance records are on file in the garage office, and are now being tracked using the CarteGraph and JetFleet software programs. Additionally, the Jones Avenue facility is the site where residents may dispose of certain non-hazardous unwanted items not included as a part of regular refuse collection by appointment for a fee, including construction materials when associated with a City-issued building permit.

The DPS has undergone a radical transformation in staffing levels and contracted operations in the past four (4) years. In the first half of 2008, all but one of the previous supervisory personnel retired from City service, and the Department was merged with the Engineering Department for administrative purposes. The Parks Maintenance function moved under DPS from their former reporting responsibility to Recreation, and numerous positions were eliminated through attrition. This drastic change, coupled with strategic out-sourcing of functions that are inefficiently performed by City staff, has yielded cost savings and other efficiencies for the City, and the addition of some personnel with a background in the Engineering Department have brought added professional and organizational skills to the Department.

In addition to the staff reductions that were designed to reduce the costs within DPS, nearly all grass cutting work was contracted out starting in 2008, and a five-year contract was let in 2009. This proved to result in a large cost savings as this is typically low-skilled work and commonly available in the private sector. For the 2011 season, parks maintenance contracts were awarded, including restroom cleaning, trash collection, and ball diamond preparation, though City staff was relied upon for sporadic facility and equipment repairs as needed. Contracts for 2012 will include a slightly broader group of tasks, to close some of the gaps in service that were apparent last year due to the transition. The Department will continue to look for other opportunities to pursue assistance from the private sector when it appears in the City's financial best interest, while still maintaining sufficient internal staffing to provide appropriate emergency response activities when necessary.

For the 2012-13 fiscal year, the full-time DPS staffing is again proposed to consist of a shared Director with Engineering, one Superintendent in charge of day-to-day operations, City Electrician / Traffic Control Supervisor, Stores and Equipment / Forestry Supervisor, plus fifteen (15) full-time Teamster personnel, for a total of 18.5 positions. This is down from a total of 31 shown in the Operational Assessment report of October 2007, and 37 as recently as 2003.

### **Department of Public Services Accomplishments & Shortfalls**

Given the highly transitional nature of the past four years from a staff standpoint, the primary accomplishment of DPS is that there has not appeared to be a noticeable decrease in core service activities or response time to the citizenry at large. In addition, all of the recommendations contained within the 2007 City-wide Operational Assessment report have been carried out in large part, modified when it was felt appropriate. In such a fashion, the Department has been able to be a trend-setter for leaner government through the combination of a more professional orientation to the supervisory staff, use of automated systems such as the CarteGraph program for force labor tracking and electronic citizen Action Line, and out-sourcing of activities that cannot be performed as efficiently from an internal standpoint.

Perhaps the largest general shortfall, and one that continues to be difficult to manage given the available revenues, is beyond the control of the City. Since the revenues available for roadway and the associated storm drainage system cannot keep up with the expenditures needed to replace over 60 miles of storm sewer and over 2000 storm structures, maintenance activities are gradually becoming more and more intense to keep them in a serviceable condition. The Department has made great strides in the last few years in organizing the record-keeping and addressing the most chronic structures and pipes, but intense work on other structures has resulted in falling further behind on storm sewer cleaning.

### **Department of Public Services Operational Goals**

In any given year, there are certain general goals that the Department attempts to meet as follows:

- Respond to all citizen complaints received at DPS within 48 hours
- Replace all City trees removed within two years of removal
- Respond to reported hazardous conditions within one hour of notification
- Have all equipment winterized and winter maintenance equipment prepared by November 15 each year
- Have all summer maintenance equipment ready by May 1 of each year
- Clear Major streets of snow within eight hours after the completion of a non-emergency storm event and clear Local streets and dead ends within 36 hours of the completion of a non-emergency storm event
- Complete trimming of all City trees every five (5) years
- Sweep each street in the City once every three weeks from April 1 to November 15

- Maintain City storm sewer system in good operating condition with each catch basin and associated piping cleaned at least once every five (5) years
- Successfully manage contracts for refuse collection, grass mowing, and parks maintenance with a minimum of citizen complaints

### **DPS Goals and Objectives FY 2012-13**

In addition to the on-going maintenance goals, a broader, more specific set of long-range goals were developed to aid in the vision to keep the new DPS organization moving forward. These were originally presented to the City Council in 2008 and are continually refined as objectives are met.

1. Fully integrate, develop, and train adequate supervisory staff for Engineering and Public Services Department – this is mostly completed, but will be continued and refined as necessary.
2. Determine Capital and Operating Facility Needs and Upgrades – this is being undertaken through capital project requests for paving of the Jones Avenue site, but more work is needed long-term to address potential roofing issues, other site layout issues, and the potential purchase of an emergency backup generator.
3. Redevelop the Stores and Equipment Section as a true enterprise-type activity – this is well underway as well, and it is felt that the changes made within the staffing level and the addition of the Police vehicles to the fleet have addressed the structural deficit to the fund that was present until recently.
4. Contract or Otherwise Divest Public Services of Inefficient or Costly Internal Operations – this has been done in the areas of snow hauling (DDA cost), holiday decoration installation and removal (DDA cost except skylines), and grass cutting, with Parks maintenance turned over to contract work most recently in 2011.
5. Address Backlogs in Streets Divisions and Promote Flexibility – this has been mentioned earlier in discussing present DPS shortfalls, and will certainly continue for the near future.
6. Create or Update Inventories of City Facilities, Integrate with Geographic Information System – this goal consists of improvements in the City's tree and sign inventories (currently none), and involves creation of landscaping plans for City parks, and inventory of disabled accessibility needs in City parks. This has not yet been undertaken in any substantial form.
7. Update and Publicize Policies and Procedures – this is underway as well, as the use of the City's Action Line has highlighted many of the steps that can assist the public, and the City's snow removal policy and high grass /

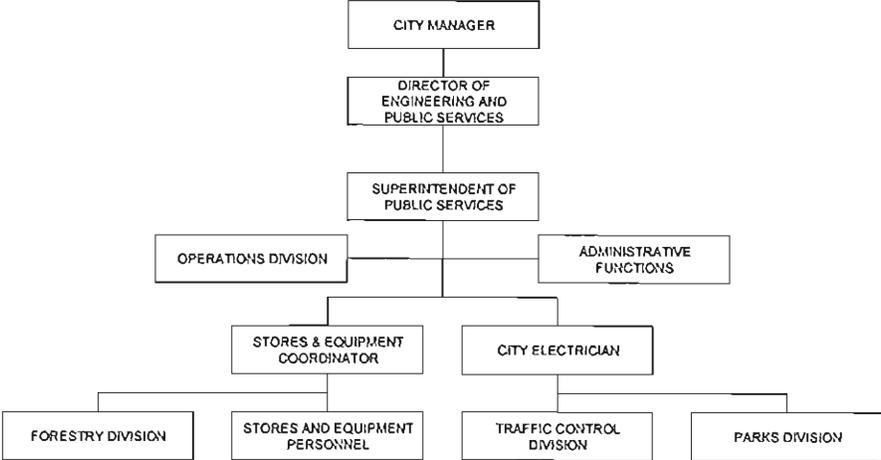
weed control policy are updated and published annually. Other facets are ongoing.

**Department of Public Services  
Functional Organization Chart**

<p><b>Public Services Dept. Administration</b>          -Prepare the Annual Public Services operating budget          -Determine personnel policy in accordance with Union contracts and administrative rules and regulations.          -Receive all service request calls and Action line requests and distribute to appropriate DPS division.          -Monitor overall Department performance          -Annual inspection of City streets, alleys, and parking lots</p>	<p><b>Operations Division Services</b>          -Provide a safe and clean road surface for vehicular traffic          -Clean and repair all drainage structures on City Streets          -Perform Winter maintenance, (salting, plowing, etc.) as necessary          -Pavement patching as necessary          -Roadside clean up          -Parking lot maintenance          -Airport maintenance          -Weed and blight ordinance mitigation</p>	<p><b>Electrical, Signal And Sign Maintenance</b>          Maintain electrical service to City buildings and equipment          -Repair and /or replace traffic control signage as necessary          -Maintenance of all traffic signals          -Maintenance of Downtown decorative street lights          -Assist with Installation of seasonal decorations          -Installation of street banners          -Electrical support for special; events/festivals          -Perform pavement marking</p>
--	---	--

<p><b>Forestry Services</b>          -Plant street trees in right-of-ways of new subdivisions and in locations where trees have been removed          -Remove dead or diseased trees from City right-of-ways, parks and other City owned properties          -Trim trees on City right-of-ways, parks, and other City owned properties.          -Plant floral displays at various City parks</p>	<p><b>Parks Maintenance Services</b>          -Ensure that City parks are mowed, clean, and safe.          -Maintain all soccer fields, and sport courts in a safe and playable condition          -Provide support services for special events/festivals held in City parks          -Maintain City Monuments</p>	<p><b>Fleet Maintenance</b>          -Perform repair service for the City owned fleet of vehicles and equipment          -Provide twenty-four hour "ready to serve" maintenance on snow removal and other emergency repair equipment          -Perform welding, cutting, and fabrication services on variety of equipment and facilities          -Maintain an up-to-date computerized inventory system</p>
---	--	---

DEPARTMENT OF PUBLIC SERVICES ORGANIZATIONAL CHART



## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Operations</b>				
Personnel	\$ 1,526,381	\$ 1,540,500	\$ 1,492,295	\$ 1,552,801
Supplies	35,679	34,400	32,900	33,900
Other Operating	635,266	653,700	653,200	633,998
<b>Operating Total</b>	<b>2,197,326</b>	<b>2,228,600</b>	<b>2,178,395</b>	<b>2,220,699</b>
<b>Expenditure Credits</b>	<b>(992,178)</b>	<b>(920,500)</b>	<b>(899,200)</b>	<b>(937,100)</b>
<b>Operations Total</b>	<b>1,205,148</b>	<b>1,308,100</b>	<b>1,279,195</b>	<b>1,283,599</b>
<b>Forestry</b>				
Personnel	\$ 304,633	\$ 320,000	\$ 300,000	\$ 320,000
Supplies	14,254	16,000	16,000	16,000
Other Operating	176,167	157,500	163,500	163,500
<b>Forestry Total</b>	<b>495,054</b>	<b>493,500</b>	<b>479,500</b>	<b>499,500</b>
<b>Parks Maintenance</b>				
Personnel	\$ 88,768	\$ 40,000	\$ 36,000	\$ 46,000
Supplies	4,551	12,000	8,000	8,000
Other Operating	103,396	96,288	84,400	84,900
<b>Parks Maint. Total</b>	<b>196,715</b>	<b>148,288</b>	<b>128,400</b>	<b>138,900</b>
<b>DPS Total</b>	<b>\$ 1,896,917</b>	<b>\$ 1,949,888</b>	<b>\$ 1,887,095</b>	<b>\$ 1,921,999</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>11.57%</b>	<b>11.57%</b>	<b>11.08%</b>	<b>11.16%</b>

DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2008 Actual	2009 Actual.	2010 Actual	2011 Actual	2011 Est.
Trees Trimmed	600	735	815	1,500	750
Trees Removed	250	285	290	215	300
Trees Planted	100	149	148	125	200
Sweeping Curb Miles	2,400	2,400	2,400	2,400	2,400
Miles of Storm Sewers Cleaned	8	8	6	2.5	10
City Property Mowing (Person hours)	300	300	200	210	200
Lineal Feet of Alleyways Grading & Dust Control	75,000	75,000	75,000	75,000	75,000
Grass / Weed Action Line Requests Completed	132*	640	892	598	600
Forestry Action Line Requests Completed	176*	559	659	534	600
Pothole / Road Hazard Action Line Requests Completed	42*	192	176	421	250
Other Action Line Requests Completed	143*	277	272	282	300

\*Did not use Action Line system for entire year

# **BUILDING DEPARTMENT GENERAL FUND SERVICES**

Code Enforcement, Facilities Management

As part of the on-going restructuring plan the Building Department moved under the oversight of the Department of Economic and Community Development. The intent of this change is to create Collaborative Service Teams that can work more closely together and improve efficiencies by eliminating redundancies. The Building Official, appointed by the City Manager, is responsible for four divisions, Building Safety, Rental Housing, Zoning Enforcement, Property Maintenance/ Blight Enforcement and Facilities Management. General Fund expenditures support the Zoning Enforcement, Property Maintenance/Blight Enforcement and Facilities Management functions, while the Building Safety and Rental Housing divisions are supported by an independent Building Safety Fund.

## **DEPARTMENT SERVICES**

**Property Maintenance and Blight Enforcement** – The Department continues to monitor streets and public ways in regards to issues of deficient property maintenance and blight.

**Rental Housing-** The Department administers, inspects and enforces the rental Housing ordinance

**Zoning** - The Building Official acts as the Zoning Administrator for the city. The Zoning Administrator or his or her designees shall have the power to grant zoning compliance permits and to make inspections of buildings and premises necessary to carry out the duties in enforcement of the Zoning Code.

**Zoning Board of Appeals-** The Department coordinates requests for appeals to the Zoning Board of Appeals. This nine member quasi-judicial body is responsible for hearing and deciding appeals of administrative decisions made in implementing the Zoning ordinance.

**Administrative Site Plan Review** - The Zoning Code provides for two site plan approval processes to improve efficiency and remove unnecessary review procedures. The Zoning Administrator, Land Use Planner, City Engineer as well as the Chair of the Citizens Planning Commission sit on the Administrative Site Plan Review Committee.

**Facility Management** - The Department provides custodial services for City Hall and the Monroe County Community Credit Union and also provides oversight in maintenance projects for City Hall, Arthur Lesow Community Center, and the Dorsch and Navarre Lillian Stewart Branch Libraries. The Department also manages the service contracts for the HVAC system, phone system, emergency generator, smoke/fire alarm system, and elevator.

**Boards, Commissions and Committees-** The department is involved in or responsible for the following:

- Zoning Board Of Appeals
- Neighborhood Conservation Committee
- Orchard East Community Awareness Group
- Administrative Site Plan Review Committee

## **Goals and Objectives for FY 2012-2013**

**Continue to Educate the Community Regarding Building Safety Issues and the Intent of City Codes.**

**Objectives:**

1. Compile information from our customers and create handouts that inform them of the most current codes and ordinances to help with their projects and to assist with code compliance.
2. Install informational handouts on the City web site for easy customer access.

**Improve Efficiency and Productivity of Building Inspection and Blight Enforcement**

**Objectives:**

1. Utilize the field inspection software to better document and increase productivity of blight enforcement throughout the City.
2. Improve the timeliness and results of blight prevention and abatement efforts through more proactive inspection and problem identification.
3. Work with other Departments to establish information and resource materials to assist neighborhood groups in preventing and reporting property maintenance deficiencies.

**Establish program for monitoring vacant and foreclosed properties**

**Objectives:**

1. Develop and recommend registration system for identifying and tracking vacant and foreclosed properties.
2. Implement outreach program to banks and other housing lenders to clearly communicate property maintenance requirements.

**Continue to increase facility efficiencies at City Hall and Managed Properties**

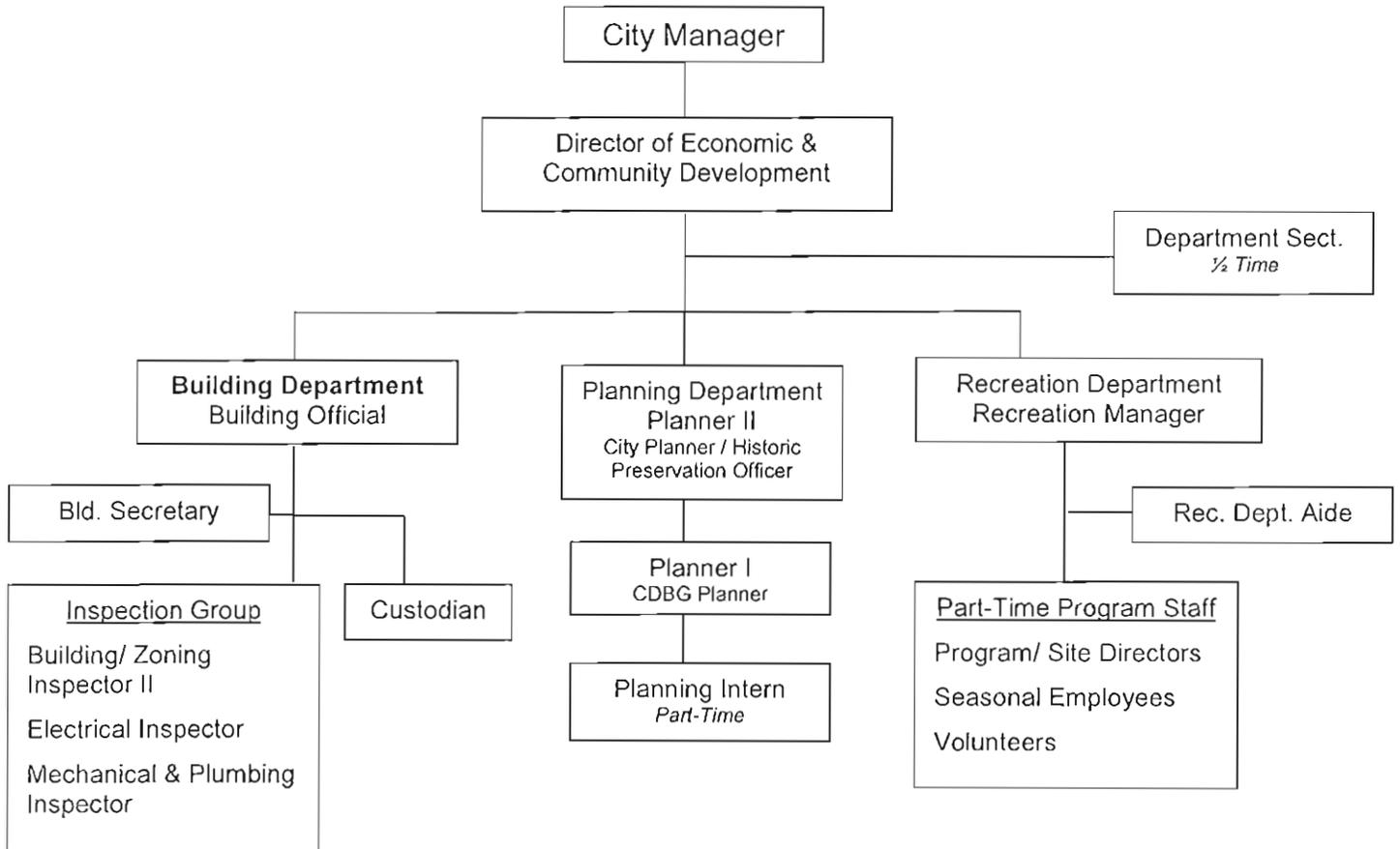
**Objectives:**

1. Upgrade City Hall lighting with LED bulbs and/or new fluorescent fixtures
2. Monitor electrical, gas and water usage at all managed facilities and ensure suppliers are providing best available pricing.
3. Inspect all managed facilities for potential weatherization improvements to reduce heat and cooling losses and recommend repairs or upgrades where appropriate.

## ORGANIZATIONAL CHART

(Shaded positions are shared with or fully budgeted in the Building Safety Fund)

### PROPOSED ORGANIZATIONAL MODEL FY 2012-2013



## PERFORMANCE MEASURES

ITEM	08-09 Actual	09-10 Actual	10-11 Actual	11-12 Estimate	12-13 Estimate
Blight Complaints	600	626	487	500	500
Blight Inspections	1,158	1,142	1,221	1200	1200
Zoning Complaints	118	123	128	120	130
Zoning Inspections	239	249	221	220	220
Zoning Permits	113	112	129	110	110
Special Use Permits	NA	3	5	4	4
Zoning Board of Appeals	NA	8	10	6	6

NA- Item not tracked in that fiscal year.

## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>City Hall</b>				
Personnel	\$ 79,949	\$ 82,623	\$ 81,062	\$ 86,518
Supplies	3,155	5,100	5,100	5,100
Other Operating	147,584	178,086	173,447	169,898
<b>City Hall Total</b>	<b>230,688</b>	<b>265,809</b>	<b>259,609</b>	<b>261,516</b>
<b>Zoning/Ordinance Enforcement</b>				
Personnel	\$ 55,675	\$ 63,631	\$ 63,983	\$ 74,303
Supplies	1,721	1,650	1,500	1,550
Other Operating	48,972	71,290	68,231	63,206
<b>Zoning/Ord. Enf. Total</b>	<b>106,368</b>	<b>136,571</b>	<b>133,714</b>	<b>139,059</b>
<b>Building Services Total</b>	<b>\$ 337,056</b>	<b>\$ 402,380</b>	<b>\$ 393,323</b>	<b>\$ 400,575</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>2.06%</b>	<b>2.39%</b>	<b>2.31%</b>	<b>2.33%</b>

# DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

The Department's mission is to plan, stimulate and guide development activity in the City's residential, commercial, and industrial sectors using sound planning methods that are cost-effective to the community. The department is also actively involved in preserving and protecting Monroe's historic resources, promoting its heritage, and developing plans for future management, maintenance and interpretation of selected sites.

The Department of Economic and Community Development was created in January 2011 to incorporate the former Building, Planning and Recreation Departments. The consolidation was the result of implementing recommendations in the City operations assessment to deliver services more efficiently. The newly formed Department professional staff will remain constant in FY 2012-13, but will now share administrative support services with a proposed shift of a secretarial position to serve ½-time in the Department.

Economic and Community Development staff consists of the Director of Economic & Community Development, a Planner II position, a Planner I position; and the new part-time secretarial position. The Department also utilizes a planning consultant for a few specific tasks related to land use planning projects. The Department will continue to be housed on the first floor of City Hall adjacent to the Building and Engineering departments. The Building Inspection and Code Enforcement functions are carried out by the Building Official, three full time inspectors and one administrative support staff person; which are described under the Building Safety Fund. Recreation activities, described under the Recreation portion of the budget, are administered by the Recreation Manager and existing secretary position.

The Planner II and Planner I carry out professional planning assignments within primary areas of responsibility that include historic preservation, land use, housing rehabilitation, economic development, grant writing and administration, and overseeing Community Development Block Grant (CDBG) funds and projects. While responsibilities are often split into areas of specialization, many of the Department's activities are also accomplished through a team approach to capitalize on individual strengths and areas of expertise, as well as promote cross-training within the Department.

## OPPORTUNITIES

### **Economic Development**

The new Department of Economic and Community Development has been organized to more effectively implement the City Council's goals to *Develop comprehensive economic development and re-development strategies and action plans* and *Re-centralize development leadership to coordinate and*

*implement strategies and action plans.*

While the City's traditional downtown has seen continued competition from other commercial areas within the region for the past several years, most notably Telegraph Road, the downtown and its immediate environs have begun to realize increased activity this past year. A mix of retail and residential uses has spurred redevelopment of a number of buildings within the central business district (CBD) and on the CBD's periphery. While the downtown continues to face challenges from commercial and retail areas outside the central business district, the Department and the Downtown Development Authority (DDA) Office have worked cooperatively to make property and business owners aware of local, state and federal incentives available to them for projects within the downtown and to assist them as needed as they undertake new projects.

New investment in the Downtown in FY 2011-12 includes the redevelopment of the S. Monroe Street and W. Front Street Parking Lot (~\$1.7 million), renovation of the Lauer Building- 78-84 W. Front Street (~\$2.0 million), and reconstruction of 114 and 116 West Front Street (\$420,000). These projects would not have been feasible without financial commitments from the DDA, property tax abatements from the City, and state business tax credits that were coordinated to support the rehabilitation costs.

The State of Michigan has completely revamped the business tax structure and in the process eliminated the former MEGA, Brownfield and Historic tax credits. These credits have been replaced with a highly competitive grant and loan program. This change will force the Department to become more aggressive in identifying projects that may be eligible and promoting significant projects with the Michigan Economic Development Corporation (MEDC). The new tax structure provides some relief for small businesses, which will hopefully promote entrepreneurship and drive new investment in the City.

Industrial development continued to be the primary growth driver in the City. At the Ternes Industrial Park several companies, such as Fedco and Actuator Specialties, have expanded their facilities and operations even in the current economic climate. The Port of Monroe continues its role as the primary location for heavy industrial development within the community. The past year has produced a significant maritime shipping partner with Barnhart Crane & Rigging Company locating its Great Lakes operations center at the Port. VenTower, LLC, the newest manufacturer to locate at the Port, has completed its facility, secured its vital first customers, and begun production of wind turbine towers. Employment at the facility has surpassed 40 employees and is on target to reach the goal of creating 150 new jobs.

The Department initiated a major economic development incentive package for a \$67 million expansion at the Gerdau-MacSteel facility on W. Front Street in the vicinity of the Port that included an Industrial Facilities Exemption (IFE) certificate. The company recently announced a second, ~\$60 million phase of investment that will include increased capacity in the rolling mill and

reconfiguration of their facility access. The Port of Monroe Industrial park remains a strong tool to help attract logistics and transportation reliant businesses. City staff will be working with the Port Commission In FY 2012-13 to expand capacities at the Port and Airport with the goal of further leveraging their economic development potential.

### **Housing**

Although residential starts have either slowed or come to a halt as a result of the stagnant housing market, the Department has continued to maintain and even expanded its housing rehabilitation program. The FIX Program, funded through the City's Community Development Block Grant (CDBG) allocation, was designed to assist income-qualified residents in addressing specific deficiencies in their homes. The program originally offered up to \$5,000 for these repairs. Starting in FY 2010-2011, based upon recommendations made by the Department of Housing and Urban Development (HUD) and recognized need, the FIX Program has been expanded to offer up to \$25,000 to qualified applicants, as a deferred loan, in order to effectuate a greater impact not only on the individual home, but to the local neighborhood in which its located.

In addition, the Department secured a Rental Rehab grant from the State of Michigan, which provided funding in FY 2011-12 for the creation or rehabilitation of ten (10) rental units for low-income residents in the downtown. The Department is continuing with its other housing related programs, such as lead-based paint abatement and measures to ensure fair housing within the City. The Department continues to work with the Monroe County Opportunity Program (MCOP) on the joint housing projects within the City of Monroe. For FY 2012-13, the Department intends to continue to utilize CDBG funds to incentivize housing improvements and fund enhanced blight inspection activities.

### **Redevelopment and Brownfields**

Both Michigan and the federal government continue to support redevelopment of urban properties utilizing brownfield programs. Property owners throughout the City, especially the downtown, have taken advantage of the state's brownfield programs, which provide incentives for redevelopment of qualified sites or buildings. It is expected that the Department will continue to have an integral role in assisting business owners wishing to explore use of these incentives to redevelop property. To date, the City has completed 23 brownfield plans since the inception of the Brownfield Redevelopment Authority (BRA), with the most recent plan supporting the incentive package for the Lauer Building renovation project in the Downtown. Anticipated Brownfield projects in FY 2012-13 includes the development of the vacant land adjacent to the Ventower facility to create a lay-down yard for competed wind turbine towers.

During FY 2011-12 the City was a key partner with the County Treasurer's Office in creating the Monroe County Land Bank Authority. The Department hopes to explore the Land Bank's ability to work toward higher and better uses for vacant and foreclosed properties in the City. The initial role of the Land Bank will be to acquire small pieces of unwanted property and attempt to find a way to break the

cycle of foreclosure and devaluation. Future potential activities for the land bank include accumulating property for larger redevelopment projects.

### **Historic Preservation Projects**

The River Raisin National Battlefield Park (RRNBP) opened a little over a year ago, and during this time the Preservation Office has continued to provide assistance to the National Park Service at the park on an as-needed basis in a variety of areas, including acting as liaison to the Department of Economic & Community Development; assisting with the River Raisin Heritage Trail proposal; and evaluations, assessments, and recommendations related to properties and projects involving the park and the city.

In addition to cultural resource management and geo tourism, the Department continues to staff the Historic District Commission (HDC) providing project analyses and guidance, as well as coordinating training and educational opportunities for the HDC and the public. Staff offers technical assistance to property owners of locally designated districts, non-designated historic properties, the Downtown Development Authority, as well as provides direction and guidance on cemetery preservation, proposed statutory changes, land use review, and other development activities related to historic preservation. The Department staffs the Historic District Study Committee (HDSC), providing technical assistance on an as-needed basis.

### **AFFILIATED COMMITTEES AND COMMISSIONS**

**Citizen Planning Commission** – A Council appointed citizen board created by local ordinance and authorized by state enabling legislation, the Commission formulates and administers the City's development regulations; reviews and makes recommendations on all zoning map and text amendments; develops plans; reviews and makes recommendations on the annual capital improvements program budget; reviews and approves proposed site plans and special uses; makes recommendations to City Council on rezoning, land divisions, alley vacations, and the like; as well as other duties assigned under State statute.

The Department provides direct support as administrative staff to the Commission; which includes coordinating and reviewing applications, establishing monthly meeting agendas, providing and/or reviewing staff analyses, preparing minutes, effectuating action taken by the commission, as well as coordinating the use of consultants. The Department also coordinates and staffs the Administrative Site Plan Review Committee (ASPR), which provides expedited reviews for projects that meet ASPR criteria.

**Main Street Monroe/Downtown Development Authority** – As noted elsewhere, the Department does not provide direct staffing to the DDA; however, it does continue to support and assist the Main Street/DDA Office as time allows and on an as-needed basis. With the departure of the former DDA Director, this support role has expanded to help cover some administrative duties while the DDA secures new administrative support services.

**Historic District Commission** – A council appointed citizen board created by local ordinance and authorized by state enabling legislation, whose mission is to improve the quality of life for residents and visitors to the City of Monroe through preservation, education, protection and promotion of its historic resources. The group, which was restructured in 2009 to a seven-member board, reviews projects affecting locally designated historic properties, ensuring adherence to the City's Local Historic District Ordinance and the U.S. Secretary of the Interior's Standards for Rehabilitation, as well as providing guidance on non-designated resources. The Commission also provides assistance with obtaining state and federal tax credits to encourage preservation activities throughout the community. The Preservation Office provides direct support as the recording secretary to the Commission, which includes coordinating and reviewing applications; establishing quarterly meeting agendas; providing staff analyses; preparing minutes; and effectuating action taken by the commission. Planning/preservation staff also provide administrative review for qualified projects.

**Historic District Study Committee** – A Council-appointed ad hoc board which reviews properties or areas being considered for designation as local historic districts. The Committee prepares a formal report for City Council with recommendations for action to be taken. The Department staffs the committee and provides technical analysis and expertise.

**Brownfield Redevelopment Authority** – Organized under statutory authority to assist in the redevelopment of brownfields, which are defined as abandoned, vacant, and/or potentially contaminated sites found to be "eligible" under Michigan Environmental Law. The Department provides support as liaison and in other areas, as needed.

**Economic Development Review Committee** – The Economic Development Review Committee (EDRC) is responsible for accepting, reviewing, and making recommendations to Monroe City Council on property tax incentives. The Department provides direct support, including coordination of applications, meeting agendas, providing staff analyses, preparing minutes, and effectuating action by the committee. The EDRC meets on an as-needed basis.

## **OTHER DEPARTMENT SERVICES**

**Comprehensive Plan Information** - The Department and Citizens Planning Commission have developed comprehensive and district plans which describe present and future land uses, housing, transportation, recreation, community facilities, and historic preservation policies and projects.

**Capital Improvements Program** - The Department is responsible for compiling and coordinating the annual City of Monroe Capital Improvements Program Budget (CIP) for review and approval by the Administration, Citizen Planning

Commission and City Council. The CIP process begins in November of the year prior to adoption. Formal action on the budget is required by the last day of February in each year.

**Demographic and Economic Information** - The Department provides past, current, and projected statistics about Monroe geography, economy, employment, housing, and population. The Department coordinated the City's 2010 Census and Complete Count Committee efforts.

**Zoning Information/Special Land Use Applications** – The Department provides information on rezoning and special land use cases. Persons who desire to rezone property or operate a use considered unique to normal zoning requirements should contact the department for information and consultation.

**Administrative Site Plan Review** - The Planning & Zoning Code provides for two site plan approval processes. For projects meeting Administrative Site Plan Review (ASPR) criteria, the process can streamline procedures and expedite review and decision-making. The Administrative Site Plan Review Committee is comprised of five (5) members as determined by the Zoning Administrator. Current membership includes representation from: the Building, Planning & Recreation, and Engineering & DPS departments, and the Citizens Planning Commission.

## **ECONOMIC AND COMMUNITY DEVELOPMENT GOALS & OBJECTIVES FY 2012-2013**

### ECONOMIC DEVELOPMENT

1. *Promote and administer development incentives*
  - Continue to offer economic incentives such as OPR, IFT, and Grants and Loans to perspective developers and assist them through the application and approval process
2. *Continue to expand Brownfield Redevelopment*
  - Provide staff assistance to the Port of Monroe and the Brownfield Redevelopment Authority related to brownfield redevelopment projects
3. *Create new Heavy Industry District (I-3) for Port*
  - Inventory uses at Port of Monroe (east of I-75)
  - Research potential uses that meet Heavy Industry criteria
  - Submit zoning amendment to CPC for recommendation and City Council for action
4. *Identify alternative funding sources and partners for Downtown/Central Business District improvements*
  - Prepare preliminary proposal for suitable commercial downtown revitalization project

- Identify and secure partners for Urban Revitalization or similar program grant application

### LAND USE / PLANNING

5. *Complete review and update of City of Monroe Comprehensive Plan*
  - Complete short-term update for Comprehensive Plan, including new census information, charts, etc.
  - Develop time-line for complete review and update.
  - Final update and reformatting of Comprehensive Plan
6. *Complete N. Dixie Highway Corridor Plan*
  - Work with consultant to develop concept plan
  - Submit to CPC for review and recommendations
  - Amend the Comprehensive Plan and Zoning Ordinance to incorporate recommendations
7. *Develop policy and identify priority corridors to incorporate non-motorized facilities*
  - Investigate options for providing bicycle access to primary nodes within the city, especially those accessing RRBNP and Munson Park
  - Work with engineering to determine immediate, short-term, and long-term projects.
8. *Support Monroe County in putting Land Bank into action*
  - Work with County to establish goals and objectives for Land Bank program
  - Offer Services to Land Bank Board to promote city/county interests
9. *Michigan Medical Marihuana Act & Local Action*
  - Research and review medical marihuana ordinances, case law, etc.
  - Provide recommendations to the Citizens Planning Commission and City Council based upon findings
  - Draft ordinance to City Council with recommendation by CPC
10. *Improve Web Access to Planning and Zoning Documents*
  - Work with County IT to redesign Community Development page to include more community information
  - Make Citizens Planning Commission agendas and minutes available on city webpage
  - Work with IT Professionals to make Master Plan, Area Plans, Assessments and Zoning Ordinance easily accessible on-line

## GEO-TOURISM / HERITAGE TOURISM / PARK IMPROVEMENTS

11. *Heritage Trail development (within the City of Monroe)*
  - Continue working with community group to develop and promote Heritage Trail through city.
  - Develop written and web-based promotional materials
  
12. *Gateway Plans – E. Elm Avenue / E. Front Street / Monroe Street / Telegraph Road*
  - Inventory subject areas
  - Develop proposed list of amenities
  - Research and grant/funding option(s)*Gateway Signs*
  - Identify “gateway” locations
  - Propose gateway designs for individualized locations
  
13. *River Raisin National Battlefield Park land acquisition / development*
  - Continue to assist community, state, and federal agencies and offices in efforts to acquire and develop properties adjacent to the RRNBP
  - Coordinate with new Park Superintendent to identify priorities and potential project funding sources
  
14. *Develop & promote geo-tourism/heritage tourism/heritage corridor related to historic districts and the RRNBP*
  - Continue working with the National Park Service, community groups, and organizations to develop tourism plan and related materials for historic resources, natural resources, etc.

## PRESERVATION / HISTORIC RESOURCES

15. *Complete Sawyer House Painting*
  - Investigate funding sources to paint belvedere
  - Complete polychromatic paint scheme
  - Replace belvedere windows
  - Investigate repair/replacement of storm windows
  
16. *Initiate City-wide Survey of Above-Ground Historic Resources*
  - Investigate funding sources to carry out survey
  - Coordinate survey w/ consultant
  
17. *Prepare Custer Equestrian Monument Conservation Plan*
  - Execute contract for Custer Monument follow-up conservation
  - Establish preservation fund within the City budget for on-going maintenance

18. *Implement Preservation Awards Program*
- Continue to identify recipients for recognition by City Council/HDC
  - Coordinate recognition ceremony

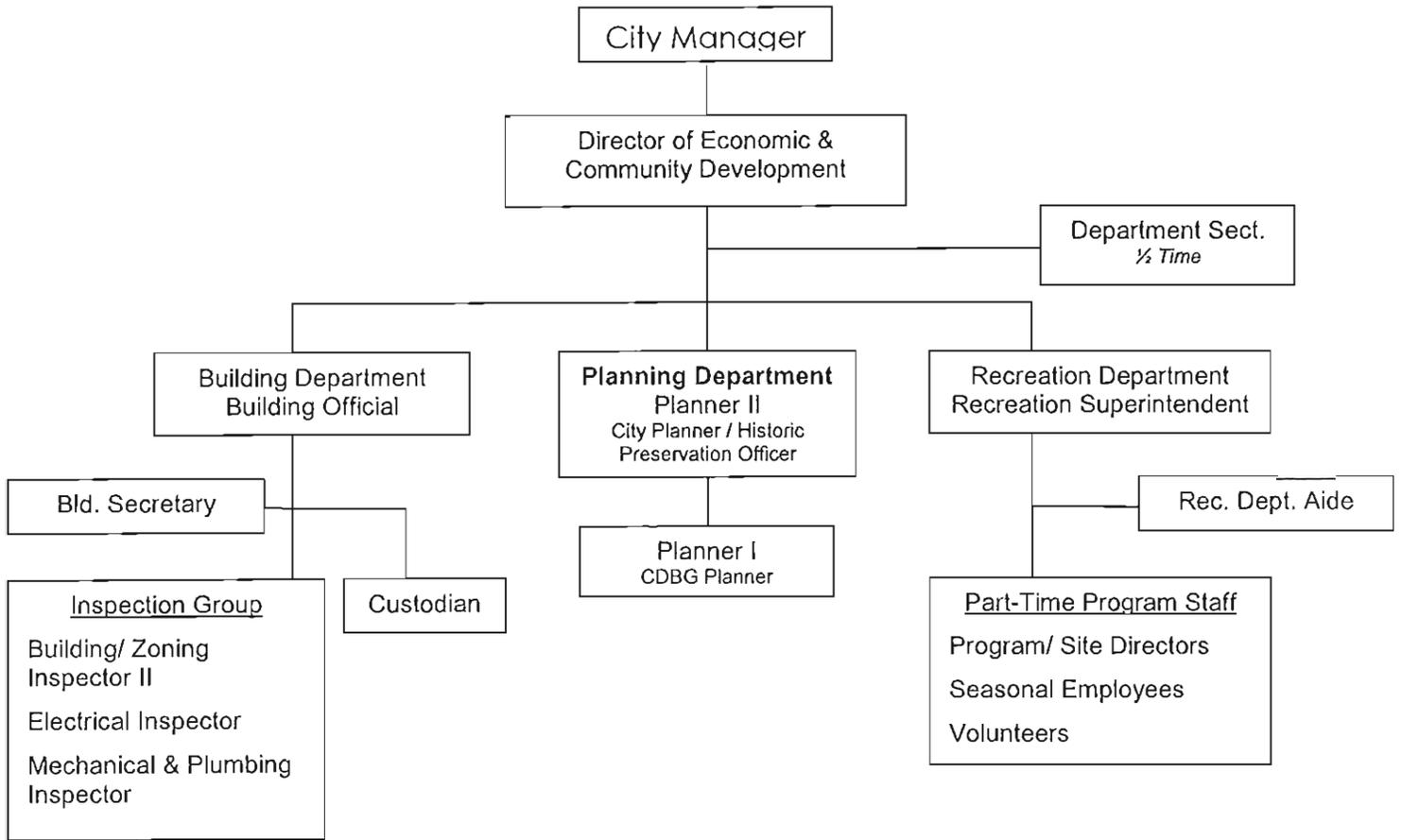
DOWNTOWN PRESERVATION / REHABILITATION

19. *Increase Coordination with Downtown Monroe/DDA Board and Staff*
- Identify priority projects in the Downtown and develop action plans including funding sources for implementation
  - Work with DDA Board to allocate staffing priority activities
  - Complete successful grant application for Downtown Redevelopment program/project
20. *Update Downtown Façade Study*
- Investigate Façade Study update as possible graduate project
  - Update inventory of Downtown building facades and priority improvements
  - Edit Downtown Façade Study to reflect updated conditions

HOUSING / CDBG

21. *Develop recommendations to City Council for components of a comprehensive Neighborhood Stabilization Program*
- Submit proposal regarding Neighborhood Enterprise Zones (NEZs) and other potential incentives to CPC for recommendation and City Council for action
  - Establish program for greater citizen engagement with City staff
22. *Continue successful administration of CDBG Funds*
- Continue to promote funding opportunities to improve low/mod income areas.
23. *Improve housing stock in low/mod income areas and encourage further private investment in these areas*
- Continue to promote and administer the FIX Program with CDBG funds
  - Continue to provide substantial portion of rehabilitation for entire home.

PROPOSED ORGANIZATIONAL MODEL FY 2012-2013



## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Planning Commission</b>				
Personnel	\$ 366	\$ 2,153	\$ 1,344	\$ 2,153
Supplies	-	-	-	-
Other Operating	2,076	3,150	3,125	3,125
<b>Planning Commission Total</b>	<b>\$ 2,442</b>	<b>\$ 5,303</b>	<b>\$ 4,469</b>	<b>\$ 5,278</b>
<b>Community Development</b>				
Personnel	\$ 207,646	\$ 264,858	\$ 259,388	\$ 275,371
Supplies	2,318	2,850	2,700	2,850
Other Operating	9,987	37,580	23,915	14,489
<b>Comm. Develop. Subtotal</b>	<b>219,951</b>	<b>305,288</b>	<b>286,003</b>	<b>292,710</b>
Expenditure Credits	(55,743)	(63,500)	(60,000)	(60,000)
<b>Comm. Develop. Total</b>	<b>\$ 164,208</b>	<b>\$ 241,788</b>	<b>\$ 226,003</b>	<b>\$ 232,710</b>
<b>Historic District Commission</b>				
Supplies	\$ -	\$ -	\$ -	\$ -
Other Operating	291	2,000	1,300	1,950
<b>Historic District Comm. Total</b>	<b>291</b>	<b>2,000</b>	<b>1,300</b>	<b>1,950</b>
<b>Department Total</b>	<b>\$ 166,941</b>	<b>\$ 249,091</b>	<b>\$ 231,772</b>	<b>\$ 239,938</b>
<b>Expenditures as a % of the</b>				
<b>Total General Fund</b>	<b>1.02%</b>	<b>1.48%</b>	<b>1.36%</b>	<b>1.39%</b>

## PERFORMANCE MEASURES

ITEM	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Estimate	FY11-12 Actual	FY12-13 Estimate
CPC Reviews	16	18	24	10	10	11	20
Admin Site Plan Review	53	20	12	12	12	28	35
Minor Reviews		36	36	29	30	35	
Planning Projects	4	6	2	5	2	1	4
Plan Comm. Meetings	15	9	18	10	12	11	16
CPCSC				10	10	6	4
Plan/Zoning Workshops				1	2	0	2
IFT Applications	3	3	5	3	3	4	
OFT Applications	5	3	4	3	3	5	
DDA Projects							
BRA Projects	2	3	3	2	2	2	
HDC Projects	11	14	6	3	6	2	6
HDC Meetings	7	7	6	4	6	3	6
Preservation Workshops	2	3	4	4	4	0	2
HDSC Meetings				0	6	0	6
HDSC Projects	0	0	0	0	1	0	1
Heritage Loan Projects	0	0	2	0			
Grant Applications	1	1	3	3	4	4	
Special Event Liaisons							
City Newsletter				3	0	0	
Special Projects				10	10	20	20

CPC: Citizens Planning Commission  
 CPCSC: CPC Subcommittees  
 IFT: Industrial Facilities Tax Exemption Applications  
 OFT: Obsolete Properties Tax Exemption Applications  
 LDFA: Local Development Finance Authority  
 DDA: Downtown Development Authority  
 BRA: Brownfield Redevelopment Authority  
 HDC: Historic District Commission  
 HDSC: Historic District Study Committee

# RECREATION DEPARTMENT

The Recreation Department addresses community recreation and leisure services needs through a variety of activities and events for citizens of all ages. Current competitive and non competitive programs for youth and adults include: Adult Softball, Indoor Adult Volleyball, Adult Flag Football, Adult Sand Volleyball, Dog Agility and Canine Good Citizenship, Skateboarding Camp, Tee Ball, Softball, Baseball, Volleyball, Track and Field, Indoor Basketball Camp, Tennis, Supervised Summer Playground Program, Winter, Dog Free Garden Consultations, Free Guided Bike Tours of the River Raisin Heritage Trail, individual skill classes, Nordic Walking, Art Appreciation, Concerts in the Park, Court Dances, Nature programs, Birding programs Free Bike Maintenance, Santa Letters, free Yoga and other exercise programs in the Park, Free Fishing Derby, Community Gardens, Walk Monroe, and community wide special events such as the Daddy Daughter Dance and Mom/Son Bowling in cooperation with other community groups and leisure service providers. Discount ticket programs through MRPA include the Detroit Zoo and the Detroit Red Wings.

## DEPARTMENT DESCRIPTION

The Recreation Department functions with two full time professional staff: Recreation Manager and Recreation Department Aide. The Recreation Superintendent coordinates leagues, programs, and special events with the support of approximately 130 seasonal employees: programs directors, scorekeepers, game officials, playground leaders, and activity instructors. The Department utilizes over 300 seasonal volunteers annually: youth sports coaches, team managers, and special events/activity volunteers.

The Recreation Manager oversees all program responsibilities. Some specific program tasks that had previously been done by office staff are being delegated back to the program directors, leaving more time and energy for the Recreation Manager to give more general overall direction to serving community needs, including grant writing, securing sponsorships, expanding programs, and collaborating with community agencies. Most Spring/Summer programs/leagues are held outdoors in city parks and school district recreational facilities.

The Department coordinates the scheduling of all park facilities, including shelters, band shell, ball diamonds, basketball courts, soccer fields, and sand volleyball courts. Requests for festivals and special events are forwarded to the City Manager's office, which then circulates the request to coordinate all city departments involved.

Park facilities are maintained by The Department of Public Services and consist of athletic fields, picnic shelters, permanent and temporary restrooms, a community band shell, roller sport courts, boat launch facilities, walking/bike path, tennis courts, horseshoe pits, bocce courts, drinking fountains, equipment storage areas, food concessions, outdoor natural ice pond, sledding hill, playground equipment, a community built playscape, riverside fishing areas, green belts, sand volleyball courts, wooded areas, mountain bike trails, a pond with a spray fountain, basketball courts, and parking areas.

Indoor program facilities are coordinated by the Recreation Department in cooperation with local schools and Monroe County Community College. Most indoor programs are conducted in the fall and winter months.

The Department is assisted by a nine member Recreation Advisory Commission (RAC) appointed by the Mayor and City Council. The RAC is appointed by the Mayor and City Council and works with Recreation Department staff creating recommendations for review by the City Manager and to the Mayor and Council regarding the provision of parks and recreation needs/services.

With the senior population growing, a walkable city like Monroe can become an even greater central location to provide recreational and social opportunities for its residents. "Healthy Aging" is no longer just a concept but is quickly becoming a necessary way of life. One positive outcome of the current economic environment is the responsibility of the individual to stay well. As insurance rates skyrocket, individuals are once again beginning to turn to 'healthy aging' habits to increase their quality of life in the areas of prevention, personal development, and recreation. Physical, social, and mental recreational opportunities are an integral step toward meeting these goals. Educating our citizens to the needs and providing opportunities to reach these goals are vital to achieving wellness for our community.

## **GOALS, MISSION AND VISION STATEMENTS AS THEY RELATE TO RECREATION**

### **City of Monroe Mission Statement**

The City of Monroe is a community committed to protecting health, safety, and welfare of its residents and visitors; providing open and effective government; preserving its unique history; and promoting opportunities for enhanced quality of life.

### **City of Monroe Vision Statement**

To be the most vibrant, walkable, historic small city in the Midwest

### **City of Monroe Vision Priorities**

To develop and strengthen partnerships and collaborations with citizens, businesses, and government agencies.

To protect the health, safety, and welfare of the general public.

To increase and enhance recreational and cultural opportunities.

### **City of Monroe Recreation Dept: Creating Community through People, Parks, and Programs**

- **The mission of the Recreation Department is to provide a variety of programming that will serve the needs of all the citizens and visitors of Monroe, giving them a strong sense of belonging and well being, at the lowest possible expense to the taxpayers.**

It is our goal to provide the following for City of Monroe residents and visitors to our city:

1. Courteous customer service
2. Quality recreational programs
3. Safe, well maintained parks
4. Partnerships with city businesses to strengthen our community
5. Empower and aid residents toward healthy lifestyles

Together, these things strengthen our community image providing residents and visitors a sense of life, personal development, safety, and fun. With difficult economic times, recreation gives opportunity for communities to communicate the idea that life is in this place, making it an attractive place to live or visit, and providing a higher quality of life.

#### **Strategies to grow**

- Communicate our vision
- Continue to form partnerships
- Document best practices
- Parks and Recreation Systems Plan update
- Implement a structured volunteer program.

### **201-2013 Recreation Dept Goals and Objectives**

#### **Goal 1: To position the recreation department for sustainability**

Objectives:

1. Ensure the Recreation Systems Plan is updated, allowing us to apply for grants
2. Continue to develop and implement guidelines to determine the level of cost recovery for each program
3. Continue to explore alternative funding for programs and the newsletter (currently, the recreation newsletter is the single positive communication to city residents)

#### **Goal 2: To provide pleasant and safe parks and park structures for residents and visitors**

Objectives:

1. To implement 'Stewardship Monroe'; a structured volunteer program promoting stewardship, providing programming, and encouraging community involvement.
2. Research alternative funding sources for new playground equipment

#### **Goal 3: To expand opportunities for passive recreation**

Objectives:

1. Develop and print recreational (walking, fishing, birding) maps for routes throughout the city, listing points of interest and specific areas for the best recreational activities

2. Partner with other community health agencies to develop a community wide health and wellness program
3. Partner with the DNR at Sterling State Park to provide 'Recreation 101'. This program teaches residents to the basics of recreational activities, empowering them to participate on their own.

**Goal 4: To explore and expand programs that will benefit tourists as well as residents**

Objectives:

1. Form historic baseball teams
2. Develop a wedding weekend brochure

**Goal 5: To target need and at risk youth and their families**

Objectives:

1. Develop a scholarship fund
2. Partner with Rec-Connect to reach low income families (some funding will be provided through this partnership)
3. Provide programming with CDBG funds to low income areas.
4. Explore locations for a community garden in low income neighborhoods

**Michigan Municipal League's Hierarchy of Municipal Needs**



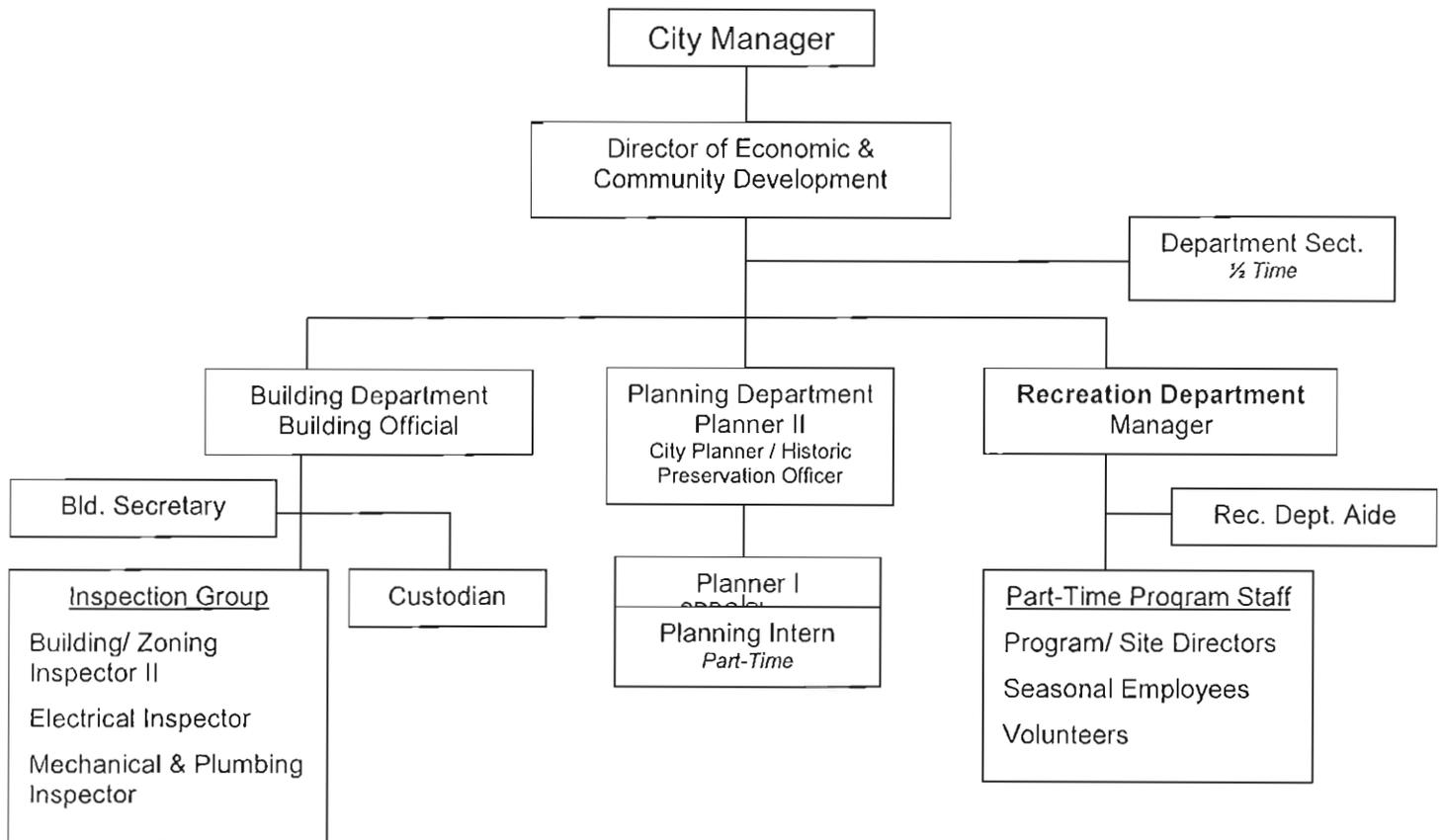
**MONROE MULTI SPORTS COMPLEX**

The Monroe Multi Sports Complex opened in February 1998. Designed to be a multi use facility, one side is meant to be a permanent ice surface while the other side can be used for additional ice, indoor sports or convention or trade show type activities. In addition to main floor activities there are meeting rooms available for rent on the second floor. The building is equipped with locker room facilities, skating pro shop, concession area and video arcade. Rink Management Services Corporation assumed the management of the Monroe Multi Sports Complex as of January 1, 2011. The Multi-Sports Complex opened BounceMania in March 2009. BounceMania is an inflatable party and play zone open for general admission and birthday parties. The facility currently keeps one sheet of ice open year round. The other sheet of ice is not operated due to a lack of demand for its use. The second sheet is covered with a turf surface and it is used for indoor sports, such as soccer, dodgeball, and flag football, and for the operation of BounceMania. To learn more about the Multi Sports Complex, visit its website at <http://www.monroemultisports.com>.

**FUNDING LEVEL SUMMARY**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>General Administration</b>				
Personnel	\$ 185,325	\$ 183,983	\$ 182,838	\$ 189,973
Supplies	2,214	2,150	2,300	2,150
Other Operating	10,171	19,647	18,365	18,469
<b>Total General Admin.</b>	<b>197,710</b>	<b>205,780</b>	<b>203,503</b>	<b>210,592</b>
<b>Parks Maintenance</b>				
Other Operating		20,000	30,000	40,000
<b>Total Parks Maintenance</b>	<b>-</b>	<b>20,000</b>	<b>30,000</b>	<b>40,000</b>
<b>Multi-Sports Complex</b>				
Supplies	39,382	13,700	22,182	28,400
Other Operating	1,142,565	1,155,610	1,111,755	1,160,851
<b>Total Multi-Sprts Cmplx</b>	<b>1,181,947</b>	<b>1,169,310</b>	<b>1,133,937</b>	<b>1,189,251</b>
<b>Recreation Programs</b>				
Personnel	35,205	38,051	38,051	45,479
Supplies	21,729	21,395	21,395	22,000
Other Operating	21,700	25,300	25,300	24,300
<b>Total Rec. Programs</b>	<b>78,634</b>	<b>84,746</b>	<b>84,746</b>	<b>91,779</b>
<b>Recreation Dept. Total</b>	<b>\$ 1,458,291</b>	<b>\$ 1,479,836</b>	<b>\$ 1,452,186</b>	<b>\$ 1,531,622</b>
<b>Expenditures as a % of the</b>				
<b>Total General Fund</b>	<b>8.90%</b>	<b>8.78%</b>	<b>8.53%</b>	<b>8.89%</b>

PROPOSED ORGANIZATIONAL MODEL FY 2012-2013



Program	FY 2010-11 Resident Participants	FY 2010-11 Non-Resident Participants	FY 2010-11 Total Participants	FY 2011-12 Resident Participants	FY 2010-11 Non-Resident Participants	FY 2011-12 Total Participants	FY 2012-13 Projected
Number of Adult Summer Softball Teams			81			68	75
Summer Adult Softball Individual Participants	291	1159	1450	281	964	1,263	1,365
Number of Adult Fall Softball Teams			15			23	23
Adult Fall Softball Individual Participants	23	225	248	82	275	357	357
Number of Adult Volleyball Teams			(FY 10/11) 26			(FY 11/12) 10	20
Adult Volleyball Individual Participants	248	47	295	8	78	86	150
Summer Youth Ball	421	296	717	342	211	553	625
Basketball Camp	58	74	132	61	89	150	135
Daddy Daughter Dance			380			411	415
Garden Plots	6	24	30	18	12	30	40
Mother Son Bowling			63			42	50
Retro Tot Lot Day						50	75
Boys Flag Football						33	50
Adult Sand Volleyball						41	6 teams/41
Men's & Coed Flag Football						29	5 teams/50
Tennis	12	9	21			0	25
Track	3	12	15	16	11	27	27
Park Rentals	51	39	90	57	34	92	95
Tot Lot			450			771	2000
Walk Monroe!			26			36	45
Concerts in the Park (+Movie 2010)			12,228			14,770	15,000
Nature Walks			11?			0	0
Yoga			237			219	250
Start Smart Football						7	10
Nordic Walking						17	20

Free Garden Consultations					5				5	5
Summer Book Club					21				0	0
*Be a Clown! Clowning for Beginners										0
Gentle Exercise in St. Mary's Park					14				10	10
Free Fishing Derby					10				15	20
Backyard Whittling									0	0
Evening Summer Fun Camp					4				0	0
Nature Class for Youth					0				3	5
Boot Camp in the Park									67	67
Adult AKC Canine Classes					11				4	10
Guided Bike Tours					8				5	10
Trail Biking					1				0	2
Youth Skateboard Camp					6				0	10
Zumba in the Park									81	90
Tai Chi in the Park					54				0	0
Free Harmonica Class					9				0	5
Bike Maintenance					4				2	4
Men's Baseball		2		52	54		0		0	0
Birding Groups					22				12	15
Santa Letters (started charge NR 2010)					275				101	105
Court Dance (1 held 2010, 2 in 2011)					250				1,230	1,400
Totals					16,964?					

ABOVE SHADED AREAS INDICATE NO RECORD ON RESIDENT AND NON-RESIDENT STATUS.

## NON – DEPARTMENTAL

The non-departmental section of the general fund is used to account for those operating functions not directly related to or not allocated to a specific department. Such operations would include charges for services not distributed to departments; City share of special assessments; contracted service contributions to other agencies; debt service transfers and payments; general fund property and liability insurance premiums; contingency reserve; and operating transfers to other funds.

### NON - DEPARTMENTAL

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
IT System User Fee	\$ 171,491	\$ 164,389	\$ 164,389	\$ 159,183
Property/Liability Insurance	210,000	155,000	155,000	116,000
Special Assessments	1,553	4,043	4,043	2,000
Interest - Interfund Loans	8,160	8,160	8,160	8,160
Allocated Millage-Retiree Healthcare	-	-	-	486,351
Tax Sharing Agreement	4,575	4,347	4,230	4,105
Refunds - BOR Settlements	79,442	50,000	75,000	52,022
Grant-Lesow Comm. Center	140,000	140,000	140,000	140,000
Franchise Fee Transfer-MPACT	151,840	150,000	152,500	154,250
Library Appropriation	57,500	57,500	57,500	57,500
Contingencies		127,957	75,000	150,000
Debt Administration	144,357	156,002	388,226	51,455
Operating Transfers	735,262	661,100	661,100	866,040
Loss in Fair Value of Land Inventory	141,114	-	100,000	-
Non-Departmental Total	<u>\$ 1,845,294</u>	<u>\$ 1,678,498</u>	<u>\$ 1,985,148</u>	<u>\$ 2,247,066</u>
 Expenditures as a % of the Total General Fund	 <u>11.26%</u>	 <u>9.96%</u>	 <u>11.65%</u>	 <u>13.05%</u>

# **SPECIAL REVENUE FUNDS**

## MAJOR STREET FUND

The Major Street Fund is a Special Revenue Fund designed to support the operation and maintenance of 28.60 miles of Major City streets and 2.88 miles of State Trunklines that the City of Monroe maintains under contract with the Michigan Department of Transportation (MDOT). The State highways maintained by the City of Monroe are South Custer Road (M-50) and Monroe Street (M-125) from Jones Avenue to Stewart Road. The City also sweeps US-24 within the City limits, and M-125 from Jones Avenue to Dunbar Road outside of the City.

Each Michigan City is required to establish a major street fund in compliance with Act 51 of the Public Acts of 1951. The major purposes of this fund are:

- Receive all Major Street Funds paid to the City of Monroe by the State of Michigan – primarily gas and weight taxes.
- Account for construction, maintenance, and other authorized operations pertaining to all streets classified as major.

This fund has no employees, however, relevant Department of Public Services labor costs are charged to this fund and Engineering Department surveying, design, and inspection fees related to Major Street projects are charged to this fund. The Fund also does not own any equipment, but rents it from the City's Stores and Equipment Fund.

The revenues generated from the gas and weight tax are collected by the State of Michigan and are shared with Counties, Cities, and Villages based on a state-wide formula of miles of streets and community population. Due to increases in vehicle fuel efficiencies and the fact that the State of Michigan has not raised the per gallon price since 1997, revenues from this source have been essentially flat for several years, and are likely to remain so unless substantial changes are made. Other revenue sources are project-specific transfers from the City's Capital Improvement Fund, when deemed appropriate by the City Council, and the City's State Trunkline maintenance contract. Lastly, since 2003 the City has been receiving an annual share of Federal roadway funds for use in resurfacing or reconstruction of arterial and collector roadways. These funds are expected to be approximately \$400,000 for fiscal year 12-13, and they funnel through the Major Street fund as well. Also for fiscal year 12-13, the City has obtained a competitive economic development grant through the Michigan Department of Transportation (MDOT) Category "F", which will be combined with our Federal funds to reconstruct Detroit Avenue from Mill Street to North Dixie Highway.

Major Street Funds are used regularly on the following major activities each year, among others of lesser intensity:

**Roadway Maintenance** – Streets are inspected annually by representatives of the Engineering and Public Services Departments. Based on these inspections, streets are rated on condition and recommended for appropriate repair measures up to and including complete reconstruction. This system has prevented unreasonable pavement

deterioration and maintained the overall condition of City streets in generally satisfactory condition, though funding continually fails to keep pace with overall City needs. The budget also includes funding for slurry seal and overband crack sealing, as well as maintenance of the City's pavement markings, typically on a contractual basis.

**Traffic Signals and Signs** – Traffic control devices, including signals and signs, are in overall satisfactory condition City-wide. The Monroe Traffic Committee provides input and recommendations for numerous issues pertaining to traffic flow and parking which impact this operation. The Public Services Department internally provides the vast majority of services in these areas, including maintenance and new installation, and more recently, the removal of unwarranted traffic signals as well.

**Storm Sewers and Drains** - Catch basins, manholes and associated piping related to street operations are repaired and cleaned during the construction season or as weather permits, typically by Public Services staff, but also with associated roadway projects.

**Winter Operations** – The Public Services Department performs all Winter operations using its personnel and equipment, including salting and plowing the City's roadways as needed to ensure safe vehicular operations.

**MAJOR STREET FUND FY 2011-12 CAPITAL PROJECTS**

East Elm Avenue Resurfacing – Monroe to Dixie (Federal Aid)  
West Front Street Reconstruction – Harrison to Monroe (Federal Aid)

**MAJOR STREET FUND FY 2012-13 CAPITAL PROJECTS**

Cass Street Resurfacing – City Line to Third  
Detroit Avenue Reconstruction – Mill to Dixie (Federal Aid)  
North Dixie Highway Resurfacing – Elm to Spaulding (Design only in 12-13)

## MAJOR STREET FUND FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 3,232	\$ 5,570	\$ 5,920	\$ 1,000
Public Works	978,753	980,000	990,620	1,010,000
Program Services Revenue				
General Government	713	1,000	1,000	1,000
Public Works	106,659	91,008	89,358	64,100
Capital Grants				
Public Works	817,589	549,406	549,406	910,000
<b>Total Revenue</b>	<b>1,906,946</b>	<b>1,626,984</b>	<b>1,636,304</b>	<b>1,986,100</b>
<b>Total Expenditures</b>	<b>2,174,946</b>	<b>1,664,895</b>	<b>1,653,059</b>	<b>1,986,400</b>
Excess (Deficiency of Revenues) over Expenditures	(268,000)	(37,911)	(16,755)	(300)
<b>Beginning Fund Balance</b>	<b>694,001</b>	<b>426,001</b>	<b>426,001</b>	<b>409,246</b>
<b>Ending Fund Balance</b>	<b>\$ 426,001</b>	<b>\$ 388,090</b>	<b>\$ 409,246</b>	<b>\$ 408,946</b>

## MAJOR STREET FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Major Street Operations</b>				
Construction	\$ 1,365,451	\$ 919,517	\$ 893,859	\$ 1,455,000
Surface Maintenance	84,158	134,957	144,000	117,500
Guard Rails & Posts		19,766	19,800	5,700
Drain Structures	128,639	67,000	102,500	87,000
Grass & Weed Control	14,686	7,500	11,000	9,000
Bridge Maintenance	3,050	1,655	500	10,000
RR Crossing Maintenance	6,200	5,000	5,000	5,000
Sign Maintenance	73,911	67,000	64,000	64,000
Signal Maintenance	17,770	21,200	20,000	19,200
Pavement Marking		5,300	5,800	35,900
Winter Maintenance	146,202	105,000	75,000	114,000
Administration & Engineering	8			
Transfers Out	244,688	245,000	247,500	
<b>Major St Operations Total</b>	<b>2,084,763</b>	<b>1,598,895</b>	<b>1,588,959</b>	<b>1,922,300</b>
<b>M-125</b>				
Surface Maintenance	33,633	5,000	6,200	6,000
Sweeping	5,904	5,900	6,000	6,000
Forestry	5,146	600	5,000	5,000
Drain Structures	7,638	31,500	29,000	24,200
Sign Maintenance		450	450	450
Signal Maintenance	2,251	300	600	600
Pavement Marking	-	-	-	-
Winter Maintenance	31,978	20,000	14,000	19,000
<b>M-125 Total</b>	<b>86,550</b>	<b>63,750</b>	<b>61,250</b>	<b>61,250</b>
<b>M-50</b>				
Surface Maintenance	-	-	-	-
Sweeping	2,395	2,100	2,700	2,700
Forestry	-	-	-	-
Drain Structures	-	-	-	-
Sign Maintenance		150	150	150
Signal Maintenance	-	-	-	-
Winter Maintenance	1,238	-	-	-
<b>M-50 Total</b>	<b>3,633</b>	<b>2,250</b>	<b>2,850</b>	<b>2,850</b>
<b>Major Street Fund Total</b>	<b>\$ 2,174,946</b>	<b>\$ 1,664,895</b>	<b>\$ 1,653,059</b>	<b>\$ 1,986,400</b>

## LOCAL STREET FUND

The Local Street Fund is a Special Revenue Fund designed to support the operation and maintenance of the 54.12 miles of local streets within the City.

Each Michigan City is required to establish a Local Street Fund in compliance with Act 51 of the Public Acts of 1951. As with the Major Street Fund, this fund technically has no employees, however, relevant Department of Public Services labor costs are charged to this fund and Engineering Department surveying, design, and inspection fees related to Local Street projects are charged to this fund. The Fund also does not own any equipment, but rents it from the City's Stores and Equipment Fund.

The revenues generated from the gas and weight tax are collected by the State of Michigan and are shared with Counties, Cities, and Villages based on a state-wide formula of miles of streets and community population. Due to increases in vehicle fuel efficiencies and the fact that the State of Michigan has not raised the per gallon price since 1997, revenues from this source have been essentially flat for several years, and are likely to remain so unless substantial changes are made. Other revenue sources are project-specific transfers from the City's Capital Improvement Fund, when deemed appropriate by the City Council, and a portion of the Major Street Fund Act 51 revenue as provided for by State law.

For 2012, the City will also be receiving dedicated funds from the Michigan Department of Transportation (MDOT) in the amount of \$157,500 and Norfolk Southern Railroad in the amount of \$10,000, as an incentive for the closure of the Franklin Street railroad crossing. It is believed that this amount will be sufficient to cover the complete reconstruction of the roadway between the crossing and Winchester Street, as well as to cover costs to install a turnaround and required secondary access for one of the adjacent property owners.

Local Street Funds are used regularly on the following major activities each year, among others of lesser intensity:

**Roadway Maintenance** – Streets are inspected annually by representatives of the Engineering and Public Services Departments. Based on these inspections, streets are rated on condition and recommended for appropriate repair measures up to and including complete reconstruction. This system has prevented unreasonable pavement deterioration and maintained the overall condition of City streets in generally satisfactory condition, though funding continually fails to keep pace with overall City needs. The budget also includes funding for slurry seal and overband crack sealing, as well as maintenance of the City's pavement markings, typically on a contractual basis.

**Traffic Signals and Signs** – Traffic control devices, including signals and signs, are in overall satisfactory condition city-wide. The Monroe Traffic Committee provides input and recommendations for numerous issues pertaining to traffic flow and parking which impact this operation. The Public Services Department internally provides the vast

majority of services in these areas, including maintenance and new installation, and more recently, removal of unwarranted traffic signals as well.

**Storm Sewers and Drains** - Catch basins, manholes and associated piping related to street operations are repaired and cleaned during the construction season or as weather permits, typically by Public Services staff, but also with associated roadway projects.

**Winter Operations** – The Public Services Department performs all winter operations using its personnel and equipment, including salting and plowing the City’s roadways as needed to ensure safe vehicular operations.

**LOCAL STREET FUND FY 2011-12 CAPITAL PROJECTS**

- Riverside Drive Resurfacing – Donnalee to Richards
- Riverside Court Resurfacing – full length
- Maple Avenue Resurfacing – Elm to Scottwood
- Reisig Street Reconstruction – Eighth to Seventh
- Reisig and Roeder Street Intersections Reconstruction at Eighth and Ninth
- North Roessler Street Resurfacing – Lorain to concrete section

**LOCAL STREET FUND FY 2012-13 CAPITAL PROJECTS**

- Borgess Avenue Improvements – Sylvan to Stedman
- Franklin Street Reconstruction – Kentucky to Winchester
- West Noble Avenue Reconstruction – Theodore to Telegraph
- O’Brien Street Reconstruction – full length

## LOCAL STREET FUND FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 954	\$ 500	\$ 560	\$ 500
Public Works	569,526	573,000	582,500	342,000
Capital Grants				
Public Works	641,420	755,500	745,248	310,290
<b>Total Revenue</b>	<b>1,211,900</b>	<b>1,329,000</b>	<b>1,328,308</b>	<b>652,790</b>
<b>Total Expenditures</b>	<b>919,580</b>	<b>1,463,221</b>	<b>1,384,918</b>	<b>1,075,410</b>
Excess (Deficiency of Revenues) over Expenditures	292,320	(134,221)	(56,610)	(422,620)
<b>Beginning Fund Balance</b>	<b>382,415</b>	<b>674,734</b>	<b>674,734</b>	<b>618,124</b>
<b>Ending Fund Balance</b>	<b>\$ 674,735</b>	<b>\$ 540,513</b>	<b>\$ 618,124</b>	<b>\$ 195,504</b>

## LOCAL STREET FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Local Street Operations</b>				
Construction	\$ 531,937	\$ 1,057,501	\$ 1,031,598	\$ 660,290
Surface Maintenance	108,360	115,000	118,000	129,500
Guard Rails & Posts	1,743	700	700	700
Drain Structures	55,015	64,000	61,000	66,000
Grass & Weed Control	14,620	13,500	14,000	14,000
Bridge Maintenance	-	-	-	-
Railroad Crossing Maintenance	520	520	520	520
Sign Maintenance	91,447	93,000	128,000	93,000
Signal Maintenance	5,227	1,600	2,700	900
Pavement Marking	4,381	2,400	3,400	500
Winter Maintenance	106,330	115,000	25,000	110,000
<b>Local Street Fund Total</b>	<b>\$ 919,580</b>	<b>\$ 1,463,221</b>	<b>\$ 1,384,918</b>	<b>\$ 1,075,410</b>

## **REFUSE FUND**

The Department of Public Services administers all activities within the City's Refuse Fund, a Special Revenue Fund with its largest activity consisting of the City's curbside refuse collection contract, which also includes year-round collection of recyclables, and collection of green waste for approximately a nine-month period. A separate contract, also charged to this fund, is administered for the weekly collection of dumpsters at various City facilities. Street sweeping, currently performed by the Public Services Department, is also financed from this fund.

A refuse millage, specifically authorized by Michigan Public Act 298 of 1917, is the primary source of funding for the Refuse Fund, with a small supplement from the sale of tags that allow residents to exceed the typical limit for weekly collection. The current contract, which runs through February 2014, includes an adjustment for a diesel fuel surcharge when prices exceed \$3.00 per gallon, as well as an annual adjustment based on the Consumer Price Index. Therefore, while funds accumulated to date in the fund reserve will be sufficient to cover any surcharge that might be charged for the coming year, this should be carefully monitored to ensure that sufficient fund balance is maintained to provide for any abnormal cost spikes in a given year.

This fund has no employees, but labor costs at the Department of Public Services for street sweeping are charged to this fund, usually for a period of approximately nine months during each year. In addition, residents are furnished, free of charge, biodegradable paper yard waste bags, which are distributed to residents in October and November at City Hall as supplies last. These have proven to be a popular item among residents, and free distribution likely helps to limit the amount of leaves that remain in or eventually blow into the street area, which then must be collected at higher cost by the City's street sweepers.

**REFUSE FUND  
FUND BALANCE TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 1,248,268	\$ 1,258,532	\$ 1,251,350	\$ 1,258,628
Program Service Revenue:				
Public Works	4,084	4,500	4,500	4,500
<b>Total Revenue</b>	<b>1,252,352</b>	<b>1,263,032</b>	<b>1,255,850</b>	<b>1,263,128</b>
<b>Total Expenditures</b>	<b>1,279,620</b>	<b>1,317,500</b>	<b>1,363,329</b>	<b>1,386,500</b>
Excess (Deficiency of Revenues) over Expenditures	(27,268)	(54,468)	(107,479)	(123,372)
<b>Beginning Fund Balance</b>	<b>382,603</b>	<b>355,332</b>	<b>355,332</b>	<b>247,853</b>
<b>Ending Fund Balance</b>	<b>\$ 355,335</b>	<b>\$ 300,864</b>	<b>\$ 247,853</b>	<b>\$ 124,481</b>

**REFUSE FUND  
EXPENDITURE SUMMARY**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Department of Public Service</b>				
<b>Street Sweeping</b>				
Other Operating	\$ 266,135	\$ 275,000	\$ 295,000	\$ 300,000
<b>Sweeping &amp; Leaf Clctn Total</b>	<b>266,135</b>	<b>275,000</b>	<b>295,000</b>	<b>300,000</b>
<b>Rubbish Pick-Up</b>				
Other Operating	985,314	1,013,000	1,042,500	1,055,000
<b>Rubbish Pick-Up Total</b>	<b>985,314</b>	<b>1,013,000</b>	<b>1,042,500</b>	<b>1,055,000</b>
<b>Leaf Collection</b>				
Supplies	21,882	25,000	19,329	25,000
<b>Leaf Collection Total</b>	<b>21,882</b>	<b>25,000</b>	<b>19,329</b>	<b>25,000</b>
<b>Clerk/Treasurer</b>				
Other Operating	6,289	4,500	6,500	6,500
<b>Clerk/Treasurer Total</b>	<b>6,289</b>	<b>4,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Refuse Fund Total</b>	<b>\$ 1,279,620</b>	<b>\$ 1,317,500</b>	<b>\$ 1,363,329</b>	<b>\$ 1,386,500</b>

## PARKING FUND

The Parking fund was established to collect revenues and pay expenses associated with the maintenance, enforcement, and improvement to the City's on-street and off-street parking system. Revenue is generated through the use of parking meters and fines levied on parking violations.

Two non-sworn, full-time Parking Enforcement Officers (PEOs) have traditionally been assigned to the downtown area. Since 2009, only one full-time PEO and one part-time cadet have been assigned to parking enforcement. This resulted in a substantial decrease in parking enforcement and an increase in parking complaints. The department's recommendation is to staff the assignment with one full-time PEO and two part-time cadets. Not only are the cadets much more economical than hiring a second PEO, but the feedback received concerning the cadets' performance has been very positive.

A computer based parking meter audit program that tracks parking meter funds from when they are deposited into the meter to when they are deposited in the bank was implemented in FY2008/09. This system not only ensures the accurate accounting of all funds, but it also allows the department to accurately track parking meter usage. Another technological improvement relating to parking enforcement was the new parking ticket writing system. Citations are prepared by police officers in their patrol cars and parking enforcement officers in their hand-held units. The citations are then immediately uploaded wirelessly.

Although few cars are actually booted, the booting program began in 2008 and continues to have effects. Under the program, any car parked on a public street within the City of Monroe is liable to be booted if the owner has amassed at least six unpaid parking tickets. Once located, owners generally make good on their debt to avoid their cars' immobilization. Another unintended consequence of the program is that some chronic offenders have stopped parking on the street altogether. This leaves more parking spaces for everyone else.

**PARKING FUND  
FUND BALANCE TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 405	\$ 400	\$ 350	\$ 350
Program Services Revenue:				
Public Safety	160,676	160,000	160,000	160,000
Public Works	-	-	-	-
<b>Total Revenue</b>	<b>161,081</b>	<b>160,400</b>	<b>160,350</b>	<b>160,350</b>
<b>Total Expenditures</b>	<b>153,895</b>	<b>163,936</b>	<b>160,987</b>	<b>231,629</b>
Excess (Deficiency of Revenues) over Expenditures	7,186	(3,536)	(637)	(71,279)
<b>Beginning Fund Balance</b>	<b>135,047</b>	<b>142,234</b>	<b>142,234</b>	<b>141,597</b>
<b>Ending Fund Balance</b>	<b>\$ 142,233</b>	<b>\$ 138,698</b>	<b>\$ 141,597</b>	<b>\$ 70,318</b>

**PARKING FUND  
EXPENDITURE SUMMARY**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Police Department</b>				
<b>Parking Enforcement</b>				
Personnel	\$100,570	\$109,315	\$109,466	\$ 108,852
Supplies	6,853	4,990	4,990	6,600
Other Operating	7,770	8,980	8,980	8,936
Capital Outlay	(153)	8,351	8,351	6,741
<b>Parking Enfrcmnt. Total</b>	<b>\$115,040</b>	<b>\$131,636</b>	<b>\$131,787</b>	<b>\$131,129</b>
<b>Department of Public Service</b>				
<b>Parking Maintenance</b>				
Personnel	\$14,271	\$12,000	\$10,000	\$ 12,000
Supplies	5,303	2,500	2,500	3,000
Other Operating	19,281	17,800	16,700	18,000
Capital Outlay	-	-	-	67,500
<b>Parking Maintenance Total</b>	<b>\$ 38,855</b>	<b>\$ 32,300</b>	<b>\$ 29,200</b>	<b>\$ 100,500</b>
<b>Parking Fund Total</b>	<b>\$153,895</b>	<b>\$163,936</b>	<b>\$160,987</b>	<b>\$231,629</b>

## ECONOMIC DEVELOPMENT FUND

The Monroe City Council created the Economic Development Fund in 1996. Contributing fund sources include tax increment proceeds from dissolution of the Local Development Finance Authority, repayment of a 1989 federal Urban Development Action Grant, land sales, repayment of brownfield advances, and miscellaneous revenue. The purpose of the Fund is to provide seed financing for development projects or local match for grant applications facilitated by the City or City authorities.

For Fiscal Year 2011, the Economic Development Fund is being used to account for loan financing related to the Battlefield and Mason Run environmental cleanup projects and a capital project for the extension of Greenwood Avenue.

### ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 48,004	\$ 13,610	\$ 12,532	\$ 1,500
Community Development	-	-	-	-
Capital Grants:				
Community Development	48,046	90,370	90,370	-
<b>Total Revenue</b>	<b>96,050</b>	<b>103,980</b>	<b>102,902</b>	<b>1,500</b>
 <b>Total Expenditures</b>	 <b>181,414</b>	 <b>149,263</b>	 <b>149,263</b>	 <b>26,000</b>
 Excess (Deficiency) of Revenues over Expenditures	 (85,364)	 (45,283)	 (46,361)	 (24,500)
 <b>Beginning Fund Balance</b>	 <b>471,348</b>	 <b>385,984</b>	 <b>385,984</b>	 <b>339,623</b>
 <b>Ending Fund Balance</b>	 <b>\$ 385,984</b>	 <b>\$ 340,701</b>	 <b>\$ 339,623</b>	 <b>\$ 315,123</b>

## ECONOMIC DEVELOPMENT FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Community Development Dept.</b>				
<b>Economic Development</b>				
Other Operating	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Total Airport	-	10,000	10,000	10,000
<b>Mason Run</b>				
Other Operating	-	-	-	-
Total Mason Run	-	-	-	-
<b>River Raisin Battlefield Loans</b>				
Other Operating	132,368	-	-	-
Total Rvr Raisin Bttfld Loans	132,368	-	-	-
<b>National Park Service Grant</b>				
Other Operating	48,046	-	-	-
Total Rvr Raisin Bttfld Grant	48,046	-	-	-
<b>Transfers Out</b>				
Other Operating	1,000	139,263	139,263	16,000
Total Transfers Out	1,000	139,263	139,263	16,000
Total Economic Dev. Fund	\$ 181,414	\$ 149,263	\$ 149,263	\$ 26,000

# BUILDING SAFETY FUND

The Building Official is responsible for the administration and enforcement of the Michigan building codes. The purpose of this code is to provide minimum requirements to safeguard the public safety, health and general welfare through affordability, structural strength, means of egress facilities, stability, sanitation, light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. This fund is in compliance with Public Act 245 of 1999 that requires that fees generated by the operation of the building safety fund only be used for building operations in the department and a separate special revenue fund be established to account for enforcement activities. The department specific areas of responsibilities include:

**Plan Reviews:** Provides for the issuance of permits and inspection service with applicable building, mechanical, plumbing, and electrical codes.

**Inspection Service:** Inspecting the construction, alteration, demolition, occupancy, use, and maintenance of all buildings or structures.

**Dangerous Buildings:** Identify unsafe structures to ensure life safety issues are addressed.

**Signs:** Provides for the issuance of permits and inspection service.

**Flood Zones:** The Director is appointed to administer and implement the mapped boundary of the flood zone and enforce the provisions to minimize public and private losses due to flood conditions.

**Boards, commissions and committees:** The department is involved in or responsible for the following:

- Dangerous Building Hearings
- Construction Board of Appeals
- Neighborhood Conservation Committee
- Monroe Municipal Building Authority
- Home Builders Association

## GOALS AND OBJECTIVES FY 2012-2013

### Complete Review and Update of Permit Fee Schedule.

#### Objectives:

1. Review existing fee schedule relative to cost of delivering services.
2. Review local Townships and State of Michigan fee schedules for comparison.
3. Adjust fee schedule and submit to City Council for approval.

**Ensure Responsive Plan Review Time and Permit Issuance**

**Objectives:**

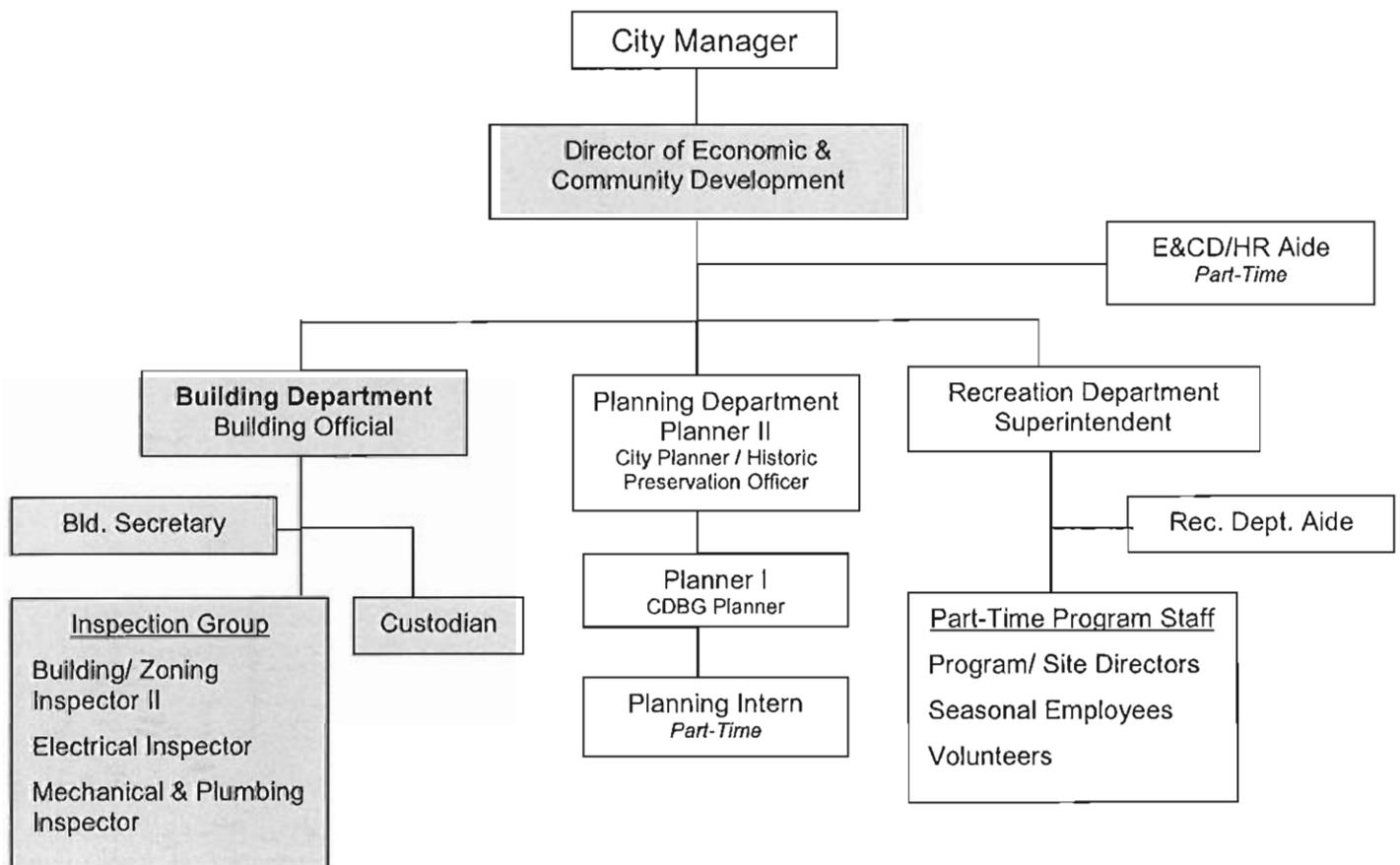
1. Respond to all plan reviews within 10 days.
2. Develop and implement procedures for over-the -counter or next-day permit issuance for simple projects that do not require detailed plan review.

**Complete Review and Update of Department Applications.**

**Objectives:**

1. Review applications and update to meet today's needs including ease of understanding and adequacy of information requested.
2. Make sure all applications are made easily accessible by installing them on the City Web site.

*PROPOSED ORGANIZATIONAL MODEL FY 2012-2013*



## Performance Indicators

Type of Permit / Inspection	08-09 Actual	09-10 Actual	10-11 Actual	11-12 Estimate	12-13 Estimate
Building Permits	830	741	726	725	725
Mechanical Permits	245	260	268	260	260
Plumbing Permits	121	125	111	120	120
Electrical Permits	194	185	185	180	185
Sign Permits	45	30	37	30	30
<b>Total Permits Issued</b>	<b>1435</b>	<b>1453</b>	<b>1327</b>	<b>1315</b>	<b>1320</b>
Building Inspections	2628	2320	2126	2250	2300
Mechanical Inspections	406	249	299	275	300
Plumbing Inspections	328	198	227	200	200
Electrical Inspections	470	399	445	430	400
Rental Inspections	1106	1250	1091	1100	1200
<b>Total Inspections</b>	<b>4938</b>	<b>4416</b>	<b>4188</b>	<b>4255</b>	<b>4400</b>
Building Licenses	117	88	67	75	75
Heating Licenses	24	20	22	22	22
Plumbing Licenses	14	16	14	15	15
Electrical Licenses	54	34	38	40	40
<b>Total Licenses</b>	<b>209</b>	<b>158</b>	<b>141</b>	<b>152</b>	<b>152</b>

## FUNDING LEVEL SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Personnel Services	\$ 327,989	\$ 339,064	\$ 345,857	\$ 354,243
Supplies	2,118	2,950	4,150	4,100
Other Operating	55,095	59,412	59,056	62,238
Capital Outlay	13,360	-	-	-
<b>Total</b>	<b>\$ 398,562</b>	<b>\$ 401,426</b>	<b>\$ 409,063</b>	<b>\$ 420,581</b>

**BUILDING SAFETY FUND  
FUND BALANCE TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ (16)	\$ -	\$ 300	\$ 300
Program Services Revenue				
Public Safety	500,151	395,800	438,300	396,300
<b>Total Revenue</b>	<b>500,135</b>	<b>395,800</b>	<b>438,600</b>	<b>396,600</b>
<b>Total Expenditures</b>	<b>398,562</b>	<b>401,426</b>	<b>409,063</b>	<b>420,581</b>
Excess (Deficiency of Revenues) over Expenditures	101,573	(5,626)	29,537	(23,981)
<b>Beginning Fund Balance</b>	-	101,573 <sup>r</sup>	101,573	131,109
<b>Ending Fund Balance</b>	<b>\$ 101,573</b>	<b>\$ 95,946</b>	<b>\$ 131,109</b>	<b>\$ 107,128</b>

## BUDGET STABILIZATION FUND

The Budget Stabilization Fund was created by ordinance of the City Council in 1997. The fund was established to protect the future financial integrity of the City and to fund unanticipated nonrecurring events. Pursuant to statute, the city council may appropriate funds by resolution or ordinance adopted by a 2/3 vote of the members elected and serving for the following purposes:

1. To cover a general fund deficit, when the municipality's annual audit reveals such a deficit.
2. To prevent a reduction in the level of public services or in the number of employees at any time in a fiscal year when the municipality's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenses.
3. To prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the municipality's estimated revenue does not appear sufficient to cover estimated expenses.
4. To cover expenses arising because of a natural disaster, including a flood, fire, or tornado. However, if federal or state funds are received to offset the appropriations from the fund, that money shall be returned to the fund.

The earnings on the funds invested in the Budget Stabilization Fund are returned to the General Fund as is required by statute.

### BUDGET STABILIZATION FUND FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-
Excess (Deficiency of Revenues) over Expenditures	-	-	-	-
<b>Beginning Fund Balance</b>	2,000,000	2,000,000	2,000,000	2,000,000
<b>Ending Fund Balance</b>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 2,000,000</u>

## DRUG FORFEITURE FUND

Michigan law permits the forfeiture of any real or personal property used for the manufacture, distribution, or use of certain controlled substances. This includes vehicles used to transport controlled substances and money found in close proximity to any property subject to forfeiture. Assets so forfeited may only be used for narcotics enforcement related activities and equipment. The drug forfeiture fund is used to ensure that all funds derived through forfeiture are properly accounted for and only used in accordance with legal restrictions.

Drug related forfeitures are an important tool in the war against drugs, allowing the police to take the profits away from drug dealers while helping to fund further anti-drug efforts.

Forfeitures reported here are mainly the results of street level drug enforcement by the patrol staff. Forfeitures made by detectives assigned to the Monroe Area Narcotics Team & Investigative Services (MANTIS) are not included because funds and property forfeited by detectives assigned to MANTIS are used to support the MANTIS operations rather than returned to the sponsoring agencies.

### DRUG FORFEITURE FUND FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 425	\$ 300	\$ 300	\$ 300
Program Services Revenue:				
Public Safety	19,829	15,000	15,000	15,000
Capital Grants Revenue:				
Public Safety	-	-	7,188	-
<b>Total Revenue</b>	<b>20,254</b>	<b>15,300</b>	<b>22,488</b>	<b>15,300</b>
<b>Total Expenditures</b>	<b>13,395</b>	<b>20,735</b>	<b>20,135</b>	<b>20,735</b>
Excess (Deficiency) of Revenues over Expenditures	6,859	(5,435)	2,353	(5,435)
<b>Beginning Fund Balance</b>	<b>102,710</b>	<b>109,568</b>	<b>109,568</b>	<b>111,921</b>
<b>Ending Fund Balance</b>	<b>\$ 109,569</b>	<b>\$ 104,133</b>	<b>\$ 111,921</b>	<b>\$ 106,486</b>

## DRUG FORFEITURE FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Police Department</b>				
<b>Police Operations</b>				
Supplies	\$ 944	\$ 1,700	\$ 1,700	\$ 1,700
Other Operating	3,785	3,845	3,245	3,845
Capital Outlay	8,666	15,190	15,190	15,190
<b>Drug Forfeiture Fund Total</b>	<b>\$ 13,395</b>	<b>\$ 20,735</b>	<b>\$ 20,135</b>	<b>\$ 20,735</b>

## GRANT FUND

Grants in need of special reporting requirements or those grants that cover more than one department or operation are reported in this fund. Currently those grants include the the Community Development Block Grant (CDBG) and the Byrne Memorial Justice Assistance Grant.

### GRANT FUND FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 887	\$ 1,000	\$ 600	\$ 600
Program Services Revenue:				
Community Development	497,678	990,433	997,700	412,000
Operating Grants:				
Public Works	-	-	-	-
Public Safety	158,741	-	106	-
Capital Grants:				
Public Works	-	9,515	9,515	
<b>Total Revenue</b>	<b>657,306</b>	<b>1,000,948</b>	<b>1,007,921</b>	<b>412,600</b>
<b>Total Expenditures</b>	<b>660,059</b>	<b>999,948</b>	<b>1,007,321</b>	<b>412,000</b>
Excess (Deficiency of Revenues) over Expenditures	(2,753)	1,000	600	600
<b>Beginning Fund Balance</b>	<b>207,196</b>	<b>204,445</b>	<b>204,445</b>	<b>205,045</b>
<b>Ending Fund Balance</b>	<b>\$ 204,443</b>	<b>\$ 205,445</b>	<b>\$ 205,045</b>	<b>\$ 205,645</b>

## GRANT FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Police Department</b>				
<b>Byrne Memorial JAG Grant</b>				
Other Operating	\$ -	\$ 9,515	\$ 9,515	\$ -
<b>Byrne JAG Grant Total</b>	<b>-</b>	<b>9,515</b>	<b>9,515</b>	<b>-</b>
<b>Dept. of Comm. Dev. &amp; Planning</b>				
<b>Comm. Development Block Grant</b>				
Other Operating	501,318	990,433	997,700	412,000
<b>Comm. Dev. Block Grant Total</b>	<b>501,318</b>	<b>990,433</b>	<b>997,700</b>	<b>412,000</b>
<b>Rental Rehabilitation Grant</b>				
Other Operating	158,741	-	106	-
<b>Rental Rehab. Grant Total</b>	<b>158,741</b>	<b>-</b>	<b>106</b>	<b>-</b>
<b>Grant Fund Total</b>	<b>\$ 660,059</b>	<b>\$ 999,948</b>	<b>\$ 1,007,321</b>	<b>\$ 412,000</b>

## AIRPORT FUND

The City of Monroe owns and is responsible for the operation of Custer Airport, located west of Munson Park. This valuable City facility has a 5000-foot long, 100-foot wide runway, along with a full parallel taxiway capable of servicing a wide variety of General Aviation aircraft. In addition, the facility contains a large bay hangar, dozens of "T" hangars for smaller aircraft, and available apron space for outside aircraft tie-downs. Despite the lack of a large-scale fixed base tenant with high usage, Custer Airport is home to many recreational tenants, and nearly all of the hangars are rented year-round.

The Airport operates under the oversight of the Monroe Port Commission, in keeping with the City's goals of intensifying usage of the airport as an economic development tool. The current structure of the Airport staff consists of an Assistant Airport Manager and other part-time staff that handle day-to-day operations, under the general oversight of the Public Services Department, and a consultant hired by the Port that formally serves as the City's Airport Manager on a part-time basis. In such a fashion, the City retains the revenue generated from hangar rental and aviation fuel sales, which are the primary revenue sources to this fund. Concession agreements are negotiated with operators for aircraft rental, aviation maintenance and repair services, charter services and flight training schools. The Department of Public Services is responsible for administration of the concession contracts as well as snow removal, facility maintenance and grass cutting at the Airport.

Custer Airport receives an annual allotment of \$150,000 in Federal Aviation grant funds, which can be used each year, or can be banked for multiple years for use on larger projects. Periodically, the Engineering and Public Services Department staff prepare an updated airport layout (future development) plan, which is used to program these grant funds in conjunction with the Michigan Department of Transportation. Over the last decade, grant funds have been used to construct the parallel taxiway, rehabilitate the airfield lighting and install new taxiway lighting, and install new airport fencing and access control. In 2010, the runway was completely rehabilitated using set aside entitlement funds from previous years along with a substantial amount of State discretionary funds. Also, a revised airport layout plan was submitted to MDOT in 2010, and this document will set forth the 20-year vision for the Airport's future development. For 2012, a smaller project to address some airfield drainage concerns has already been bid, and tentatively the 2013 monies will be spent on rehabilitation of the concrete apron adjacent to the main bay hangar building.

**AIRPORT FUND  
EXPENDITURE SUMMARY**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Department of Public Service</b>				
<b>Airport Operations</b>				
Personnel	\$ 73,969	\$ 72,990	\$ 71,990	\$ 73,542
Supplies	5,579	5,725	5,225	5,225
Other Operating	226,002	236,955	240,700	256,600
Capital Outlay	-	-	-	-
Operating Transfer	-	6,500	7,001	20,400
<b>Airport Fund Total</b>	<b>\$ 305,550</b>	<b>\$ 322,170</b>	<b>\$ 324,916</b>	<b>\$ 355,767</b>

**AIRPORT FUND  
FUND BALANCE TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 34	\$ 11,500	\$ 12,050	\$ 11,550
<b>Program Services Revenue:</b>				
Public Works	305,514	326,400	325,000	323,700
<b>Total Revenue</b>	<b>305,548</b>	<b>337,900</b>	<b>337,050</b>	<b>335,250</b>
<b>Total Expenditures</b>	<b>305,550</b>	<b>322,170</b>	<b>324,916</b>	<b>355,767</b>
Excess (Deficiency of Revenues) over Expenditures	(2)	15,730	12,134	(20,517)
<b>Beginning Fund Balance</b>	<b>54,370</b>	<b>54,371</b>	<b>54,371</b>	<b>66,505</b>
<b>Ending Fund Balance</b>	<b>\$ 54,368</b>	<b>\$ 70,101</b>	<b>\$ 66,505</b>	<b>\$ 45,988</b>

# DEBT SERVICE FUND

## **DEBT SERVICE FUND**

The Debt Service Fund is used to account for the current principal and interest payments of the City's general obligation debt. The City issued a Recovery Zone Economic Development Bond in 2010 to fund the rehabilitation of the Winchester Street Bridge and repairs to City Hall. In 2012, the City issued a capital improvement bond for the Macomb Street Bridge Rehabilitation and for the Downtown Development Authority's parking project at the Laurel-Finzel parking lot. The fund will be used to account for the debt to be issued for the Roessler Street bridge repairs and rehabilitation in fiscal year 2013 or 2014.

## **DEBT MANAGEMENT POLICY**

When incurred, the City's long term general obligation debt will be accounted for within the Debt Service Fund. Revenue bonds will be accounted for in the appropriate Enterprise Fund.

The City of Monroe uses the following guides in managing its debt:

1. Long-term debt will be confined to capital improvements that cannot be financed from current revenues.
2. The payback period of the debt will not exceed the expected useful life of the project.
3. The total general obligation debt will not exceed ten percent (10%) of the assessed valuation of taxable property.
4. Long term debt will not be used for operations.
5. The City of Monroe will maintain good communications with the bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus.

**DEBT SERVICE FUND  
FUND BALANCE TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 473,839	\$ 525,170	\$ 469,946	\$ 474,575
Operating Grants				
Debt Service	47,350	-	47,144	43,941
<b>Total Revenue</b>	<b>521,189</b>	<b>525,170</b>	<b>517,090</b>	<b>518,516</b>
<b>Total Expenditures</b>	<b>500,496</b>	<b>470,040</b>	<b>473,040</b>	<b>488,767</b>
Excess (Deficiency of Revenues) over Expenditures	20,693	55,130	44,050	29,749
<b>Beginning Fund Balance</b>	<b>176</b>	<b>20,869</b>	<b>20,869</b>	<b>64,919</b>
<b>Ending Fund Balance</b>	<b>\$ 20,869</b>	<b>\$ 75,999</b>	<b>\$ 64,919</b>	<b>\$ 94,668</b>

**DEBT SERVICE FUND  
EXPENDITURE SUMMARY**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Finance Department</b>				
<b>Debt Service</b>				
Debt Service - Bridge Bond	\$ 474,295	\$ 443,110	\$ 443,110	\$ 367,246
Debt Service - City Hall	25,928	26,655	26,655	26,460
Debt Service - DDA	-	-	-	91,461
Fiscal Agent Fee	273	275	275	600
<b>Dept Service Total</b>	<b>500,496</b>	<b>470,040</b>	<b>470,040</b>	<b>485,767</b>
<b>Clerk/Treasurer</b>				
Other Operating	-	-	3,000	3,000
<b>Total Clerk/Treasurer</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>
<b>Debt Service Fund Total</b>	<b>\$ 500,496</b>	<b>\$ 470,040</b>	<b>\$ 473,040</b>	<b>\$ 488,767</b>

# CAPITAL PROJECT FUND

## CAPITAL PROJECT FUND

The Capital Project Fund is used to account for capital projects not specific to other funds, sometimes referred to as general capital projects. Special assessment projects are also accounted for within this fund.

With the exception of special assessments, projects are usually funded by contributions from other funds, bond issuance proceeds, or grants. In the past, General Fund support of capital projects has been targeted at approximately one mil.

The nature of capital projects is such that the life of a project tends to cross more than one fiscal year. Contributions are transferred to the Capital Project Fund in the year they are budgeted within the contributing fund. A particularly large project may require the accumulation of funds over multiple years before a project starts.

City of Monroe capital project budgeting is done separately from the operating budget process. The Capital Improvement Project (C.I.P.) Budget is adopted as a plan in February and funded via adoption of the operating budget. Depending on decisions made during the operating budget adoption process the capital projects approved for funding in the operating budget may differ somewhat from those approved in the C.I.P. Budget plan.

### CAPITAL PROJECT FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Capital Projects by Department</b>				
Clerk/Treasurer	\$ -	\$ -	\$ -	\$ -
Engineering	1,308,897	8,238,098	8,175,535	562,500
Building Services	515,809	346,310	318,148	206,750
Police	-	-	-	-
Fire	26,888	-	-	20,000
Public Services	-	101,000	101,000	-
Airport	27,528	259,562	235,000	272,000
Community Development	-	270,771	249,474	-
Parks and Recreation	(707)	19,690	18,314	120,000
Information Systems	14,703	-	-	-
Transfers Out	-	-	-	-
Multi Sports Complex	-	-	20,000	15,000
<b>Capital Project Fund Total</b>	<b>\$ 1,893,118</b>	<b>\$ 9,235,431</b>	<b>\$ 9,117,471</b>	<b>\$ 1,196,250</b>

**CAPITAL PROJECT FUND  
FUND BALANCE TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 124,858	\$ 2,150,000	\$ 2,192,186	\$ 2,500
Public Works	-	1,900,000	1,914,239	-
<b>Program Services Revenue</b>				
Public Works	353	75,313	49,786	-
<b>Capital Grants Revenue:</b>				
General Government	231,111	239,233	245,875	227,150
Public Safety	40,000	-	-	20,000
Public Works	462,261	3,893,793	3,821,584	814,100
Recreation & Culture	28,416	70,106	58,590	135,000
<b>Total Revenue</b>	<b>886,999</b>	<b>8,328,445</b>	<b>8,282,260</b>	<b>1,198,750</b>
<b>Total Expenditures</b>	<b>1,893,118</b>	<b>9,235,431</b>	<b>9,117,471</b>	<b>1,196,250</b>
Excess (Deficiency of Revenues) over Expenditures	(1,006,119)	(906,986)	(835,211)	2,500
<b>Beginning Fund Balance</b>	<b>2,575,611</b>	<b>1,569,494</b>	<b>1,569,494</b>	<b>734,283</b>
<b>Ending Fund Balance</b>	<b>\$ 1,569,492</b>	<b>\$ 662,508</b>	<b>\$ 734,283</b>	<b>\$ 736,783</b>

# ENTERPRISE FUNDS

## WASTEWATER DEPARTMENT

**Mission Statement:** "The wastewater facility is a publicly owned treatment works dedicated to providing the efficient transportation and treatment of wastewater from the metropolitan area. Wastewater personnel will place their highest priority on courteously serving the public and protecting the environment."

**Function:** The primary function of the Wastewater Department is the efficient operation and maintenance of the Monroe Metropolitan Wastewater Facility. Our department is charged with the protection of the environment and public health by the collection, transportation, treatment and disposal of the community's wastewater. Our service area includes the City of Monroe, Monroe Charter Township, Frenchtown Charter Township, and a small portion of Raisinville Township.

**Challenges:** The facility will face several challenges this fiscal year. The most important of which is meeting the requirements of our National Pollutant Discharge Elimination System Permit (NPDES). The NPDES permit includes all of the state and federal guidelines & constraints that are specific to our facility and must be met to stay in compliance. Our current NPDES permit became effective on September 1, 2010 and expires October 1, 2014. Within our permit a Schedule of Compliance is included. The schedule has a list of dates with various project elements to be completed / submitted including plans and specifications, studies, etc to the Michigan Department Environmental Quality (MDEQ).

As with all other communities and businesses, we have been operating and completing more activities with fewer employees coupled with increasing expenses & flat sewer collection. The lowest possible wastewater rates are provided while reducing / maintaining expenses where applicable with all operations at the facility. FY 2012-2013 staffing full time equivalents (FTE) is 26.1, same as FY 2011-2012.

The facility completed the first of two major rehabilitation projects in the spring of 2010. This project included improvements to two of the three major processes of the treatment facility. The primary treatment process was improved by upgrading two of the existing barscreens and the addition of a third screen, a new grit handling facility and primary tank rehabilitation. The secondary treatment improvements included replacement of three aeration blowers along with a complete overhaul of the aeration system and final tanks. All of these improvements have not only improved the treatment process at the facility but also have reduced the electrical energy and water usage substantially (>\$150,000 per year). Other Capital Improvement Program projects completed or will be completed by June 30, 2012 are: Primary Pumps Level Control System Upgrade; Sunset and Detroit Beach Pump Station Rehabilitation; Wastewater Plant Secondary Side – Boiler System Rehabilitation; Sanitary Sewer System Replacement/Rehabilitation (~1.0 mile) and Wastewater Treatment Plant Air Compressors and Air Dryer.

Per the NPDES permit Schedule of Compliance, the Electrical Upgrades requirement must be completed by September 1, 2013 where the second major rehabilitation project (Wastewater System Improvements – Phase II) is currently under construction and is scheduled to be completed by December 31, 2012. The purpose of this project is to improve electrical reliability by installing: new switchgear, a backup generator, a supervisory control

and data acquisition (SCADA) system and implementing security, fencing, and lighting improvements. Project funding is an MDEQ State Revolving Fund low interest (2.5%) loan.

Capital Improvement Projects that are scheduled to begin after July 1, 2012 are: Sanitary Sewer System Replacement/Rehabilitation (~0.8 mile); Raisinville North, Raisinville South and Lavender North Pump Station Electrical Service Improvements; Plant Primary Well and Pump Station Well Bubbler Line Replacements; South Monroe Pump Station Control Panel; Boiler Replacement – Wastewater Plant Secondary Side; Sludge Handling System – Air cooling Equipment Replacement; Boiler System Rehabilitation – Wastewater Plant Primary Side; Flow Proportional Sampler Replacement; Disinfection System Cover; Chemical Storage Structure and completing the Wastewater System GIS.

The NPDES permit Schedule of Compliance states *“On or before November 30, 2015, the permittee shall cease all wet-weather bypasses up to Michigan’s remedial design standard.”* This requirement is an unfunded mandate that is being addressed so as to remain compliant with the NPDES permit by the Wastewater System Improvements – Phase III project. The project is currently in the design phase and will be bid later this year with construction to start soon after. The scope of the project includes a combination of collection system improvements (removing 8.3 MGD of Inflow & Infiltration) and the addition of a 7 million gallon equalization basin to handle peak flows (70 MGD). Project funding is an MDEQ State Revolving Fund low interest loan.

**Administrative (521):** Wastewater Administrative personnel and other essential operation and administration items including but not limited to: Administrative Support fee (City), IT User fee (City), Meter Reading fees (City & Frenchtown), and Depreciation expenses are expended from these accounts. The depreciation expense establishes funding for subsequent planned replacement CIP projects. Adequately funded depreciation will provide our facility with the reserves necessary to maintain / improve our infrastructure and comply with the many federal, state, and local laws and regulations that govern our operation. In accordance with the Master Agreement of 2001, the Administrative Support fee percentage was reviewed during the budget preparation for FY 2012-2013 such that this percentage is set at 4.74% (set at same percent as FY 2010-2011 and FY 2011-2012) per the February 9, 2012 Control Board Meeting) of all operational expenditures minus CIP funding and principal debt. The Administrative Support fee has been set at 4.74% for the next three fiscal years (FY 2012-13~2014-2015), at which time it will be evaluated again by the Control Board.

**Wastewater Treatment (527):** During primary treatment sand, grit, and solids that readily settle out, are separated from the wastewater. Bar screens, grit removal tanks, primary settling tanks, and skimming devices remove roughly 50 percent of the incoming pollutants. Wastewater flowing out of the primary system still contains suspended and dissolved material that must be removed. The secondary treatment process utilizes a process commonly referred to as activated sludge. In this form of treatment, wastewater and microorganisms are constantly mixed in large tanks by the addition of large quantities of compressed air (aeration); this causes the microorganisms to rapidly reproduce. The microorganisms stabilize / consume the waste material and produce an acceptable effluent. After aeration, the mixed liquor (the solution of waste and organisms) flow to final sedimentation tanks where the sludge is removed for processing. The clean water is then disinfected by Ultraviolet (UV) light and discharged to Lake Erie. The final effluent is treated with UV to kill potentially harmful microorganisms. During times of higher flows, the excessive flows are

diverted to additional primary tanks and disinfected by a chlorine tablet system. Sodium bisulfite is added to remove excess chlorine, as required by the MDEQ and NPDES permit. During the process of cleaning wastewater, the facility removes 40 dry tons of sludge from the community's wastewater every day. This sludge is stabilized with lime to kill harmful bacteria and is then transported by a contractor and disposed of in landfills (Erie, MI – primary and Adrian, MI – secondary).

**Collection System (529) / Pump Station (530):** In 2011 our Collection System transported approximately 5.7 billion gallons (68% increase from CY 2010) of wastewater to the treatment facility for processing. Approximately 303 miles of sanitary sewer lines and 36 remote pumping stations provided service to a population of approximately 50,000 residential and industrial customers in four communities. Our collection crew focuses on discovering and eliminating sources of Inflow & Infiltration (I&I) and maintaining / repairing the system. Several I&I reduction rehabilitation projects will be completed in FY 2012 – 2013 including replacing and rehabilitating approximately 0.8 miles of collection system. By reducing I&I, we lower existing flows / operating costs and keep our reserve capacity for new customers, not for treating unwanted ground and surface water. Our crew has the capability to TV the sewer mains as well as private services / taps of customers. A \$200 service fee is charged to cover the cost of televising private services / taps as long as it can be done during normal business hours. Crews are available 24/7 to remedy reported back-ups.

36 pump stations are utilized throughout the area to convey the wastewater to the treatment facility for processing. Maintenance and operations of the pump stations are accounted for within this classification. With system expansions, an increasing number of pump stations will be needed to service new customers due to the flat topography of our service areas.

**History of the Wastewater Department:** To comply with the 1972 Clean Water Act, a partnership was formed to expand the system and provide secondary treatment to residents in the City of Monroe, Monroe Charter Township and Frenchtown Charter Township. To address mandated pollution control regulations, the collection system was expanded, pump stations were added and the primary treatment works up-graded to provide secondary treatment. To fund the local shares required for the improvements, the County of Monroe acted as the agent to issue bonds in the principal amount of \$7,100,000. The partners entered into an operating contract referred to as the Base Contract. In the agreement, dated January 1, 1976, the City of Monroe agreed to lease the primary treatment facility to the County for a period of 40 years. The City of Monroe, Frenchtown Township and Monroe Township agreed to use funds from the bond sale to improve, enlarge, and extend the system. After the project was completed, the entire system was turned over to the City of Monroe. The City of Monroe is responsible for overseeing administration, operation, and maintenance of the Metropolitan System. Each unit of government owns the infrastructure in their respective jurisdiction. A new Master Agreement was finalized in 2001 and ends in 2040 for the Monroe Metropolitan Water Pollution Control System.

#### **SOURCES OF FUNDING:**

**Read Charge:** This budget we are recommending to maintain the read charge at \$13.59 per read. This read charge includes funding a portion of the Information System User Fee, Meter Reading Fees, Administrative Support Fee and Depreciation.

**Commodity Charge:** This budget we are recommending to increase the commodity charge to \$2.86 per ccf, an increase of 5.5%. Sewer usage is determined by water consumption where water meter readings are in units of one hundred cubic feet (ccf) and are multiplied by the Commodity Charge. The Commodity Charge provides funds for all remaining administrative, debt service, collection system, treatment, and pump station operation related expenses.

The proposed rate increase will provide adequate funding to maintain our current level of service as well as pursue an aggressive Capital Improvement Program. The financial forecasting tool by Plante Moran has been used to insure adequate funding for operation & maintenance, capital improvements, and debt service requirements. We have projected no increase to the Read Charge and a 5.5% increase to the Commodity Charge each year over the next five years. It is anticipated that smaller rate increases can be expected thereafter. The net impact to our average customer will be an overall increase of 4.5% or an estimated \$13.80 per year. We have been awarded low interest loans (2.5% interest), a Green Project Reserve grant (up to \$423,000), and S2 grant funds for funding / reimbursements on the Wastewater System Improvements - Phase II & III projects to assist in reducing future funding needs.

It is recommended to maintain the septic dumping rate to \$0.070 per gallon based on the 2010 Maximum Allowable Headworks Loading (MAHL) Analysis and the anticipated expenses to treat the stronger load of sewage. It is recommended to maintain the surcharge rates as follows:

- Surcharge rate for BOD for wastewater in excess of 200 mg/l: \$0.34 per pound of BOD.
- Surcharge rate for suspended solids in excess of 250 mg/l: \$0.22 per pound of SS.
- Surcharge rate for total kjeldahl nitrogen in excess of 40 mg/l: \$0.95 per pound of total kjeldahl nitrogen.

**Revenue Trends:** Over the past few years, industrial usage and sewage consumption has decreased likely due to the economic recession and water conservation. Minimal growth in the residential development has occurred along with commercial & industrial development resulting in flat sewer usage. However, septic dumping has increased primarily due to the MDEQ requiring that if a POTW is within 25 miles of the dump site, the sewage must be dumped at the POTW.

**Expenditure Trends:** Costs associated with wages, pension, post retirement healthcare, medical, prescription & dental insurances, chemicals, electricity and with sludge disposal has some increases. Debt service costs for Phases I & II of the Wastewater System Improvement projects as well as the Wet Weather Facility Improvements are programmed into the financial forecasting tool as well. A decrease in water and electrical costs with Phase I project has been programmed into the tool based on current performance.

RATE HISTORY				
Fiscal Year	Commodity Charge (\$/ccf)	Quarterly Read Charge (\$/Bill)		
July 1979	\$0.678	-		
July 1980	\$0.858	-		
July 1982	\$0.994	-		
July 1988	\$1.044	-		
July 1989	\$0.73	\$3.85		
January 1990	\$0.93	\$3.83		
July 1990	\$1.00	\$3.71		
July 1994	\$1.10	\$3.84		
July 1995	\$1.10	\$3.38		
July 1996	\$1.1549	\$3.97		
July 1997	\$1.1679	\$5.09		
July 1998	\$1.422	\$5.46		
July 1999	\$1.44	\$7.56		
July 2000	\$1.50	\$6.94		
July 2001	\$1.66	\$7.43		
July 2002	\$1.66	\$9.99		
July 2003	\$1.77	\$10.24		
July 2004	\$1.77	\$10.3421		
July 2005	\$1.77	\$10.3421		
July 2006	\$1.89	\$11.07		
July 2007	\$2.04	\$11.96		
July 2008	\$2.173	\$12.74		
July 2009	\$2.38	\$13.02		
July 2010	\$2.57	\$13.59		
July 2011	\$2.71	\$13.59		
<b>July 2012</b>	<b>\$2.86</b>	<b>\$13.59</b>		
COST TO AVERAGE CONSUMER				
	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$75.92	\$79.37	\$3.45	4.5%
Annual Cost	\$303.68	\$317.48	\$13.80	4.5%
*Based on 23 ccf per bill				
SEWAGE RATE COMPARISON*				
LOCATION	ANNUAL COST	\$/CCF	QUARTERLY READ COST	
Village of Maybee	\$210.00	-	\$52.50	
London Township	\$232.50	-	\$58.13	
City of Flat Rock	\$240.86	\$2.62	\$35.00	
City of Wyandotte	\$260.88	\$2.09	\$17.10	
City of Tecumseh	\$284.62	\$2.55	\$12.49	
City of Howell	\$302.09	\$2.47	\$18.75	
City of Saline	\$316.32	\$2.49	\$21.79	
<b>Monroe Metropolitan</b>	<b>\$317.48</b>	<b>\$2.86</b>	<b>\$13.59</b>	
YUCA	\$322.14	\$1.85	\$16.47	
Bedford Township	\$329.71	\$2.92	\$15.16	
City of Ann Arbor	\$349.56	\$3.34	\$10.57	
Ida / Raisinville Twps	\$360.00	-	\$90.00	
City of Petersburg	\$360.00	-	\$90.00	
City of Woodhaven	\$381.20	\$2.43	\$7.62	
Village of Dundee	\$396.17	\$4.00	\$7.00	
Village of Blissfield	\$417.15	\$2.30	\$51.30	
Village of South Rockwood	\$496.50	\$3.03	\$54.45	
City of Milan	\$499.87	\$2.34	\$71.12	
Berlin Township	\$518.74	\$4.86	\$18.00	
Ash Township	\$526.44	\$5.72	\$0.00	
Village of Dexter	\$560.95	\$5.34	\$17.40	
LaSalle Township	\$1,056.00	-	\$264.00	

## WASTEWATER FUND NET ASSET TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Revenue:				
General Revenue:				
General Government	\$ 16,126	\$ 27,000	\$ 72,896	\$ 9,000
Program Services Revenue:				
Public Works	6,911,226	7,175,834	7,278,917	7,615,357
Capital Grants				
Public Works	-	-	189,878	-
<b>Total Revenue</b>	<b>6,927,352</b>	<b>7,202,834</b>	<b>7,541,691</b>	<b>7,624,357</b>
<b>Total Expenditures</b>	<b>6,613,908</b>	<b>7,689,215</b>	<b>7,776,229</b>	<b>7,595,105</b>
Excess (Deficiency of Revenues) over Expenditures	313,444	(486,381)	(234,538)	29,252
<b>Beg. Net Assets</b>	<b>21,274,337</b>	<b>21,587,780</b>	<b>21,587,780</b>	<b>21,353,242</b>
<b>End. Net Assets</b>	<b>\$ 21,587,781</b>	<b>\$ 21,101,399</b>	<b>\$ 21,353,242</b>	<b>\$ 21,382,494</b>

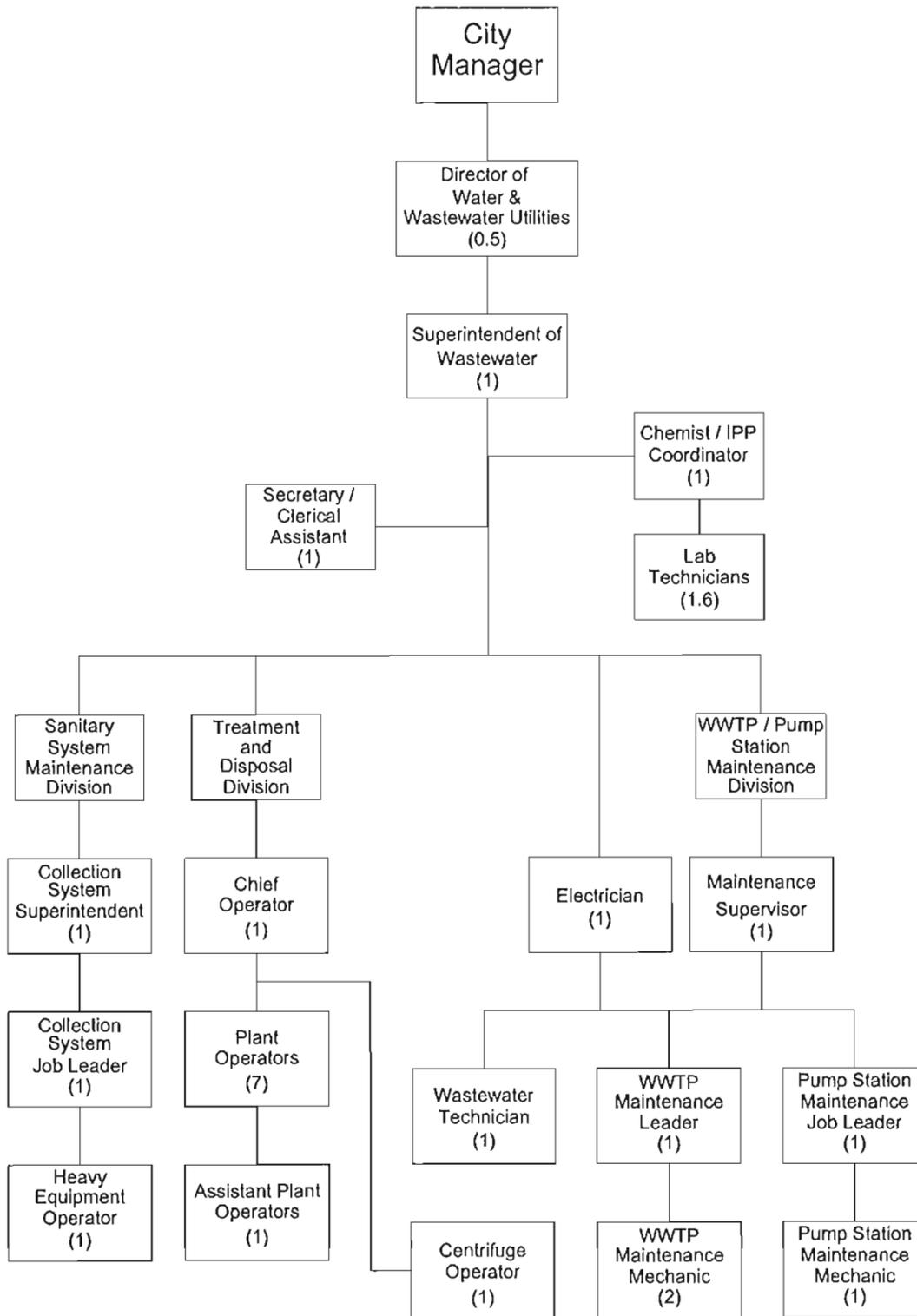
## WASTEWATER FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>General Administration</b>				
Personnel Services	\$ 319,318	\$ 300,909	\$ 289,648	\$ 297,462
Supplies	33,139	30,353	36,580	33,160
Other Operating	2,423,541	2,812,746	2,811,977	2,505,198
Operating Transfers	-	-	-	-
Capital Outlay	499	-	-	-
<b>General Admin. Total</b>	<b>2,776,497</b>	<b>3,144,008</b>	<b>3,138,205</b>	<b>2,835,820</b>
<b>Treatment &amp; Disposal</b>				
Personnel Services	1,612,882	1,637,481	1,566,330	1,652,569
Supplies	27,709	23,000	23,000	23,000
Other Operating	1,020,204	1,068,822	1,220,966	1,206,924
Capital Outlay	3,256	-	-	-
<b>Treatment &amp; Dspsl. Total</b>	<b>2,664,051</b>	<b>2,729,303</b>	<b>2,810,296</b>	<b>2,882,493</b>
<b>Maint.-Sanitary Sewers</b>				
Personnel Services	342,968	354,845	347,041	352,872
Supplies	4,666	6,500	7,100	6,500
Other Operating	38,984	59,139	59,000	47,000
<b>Maint.- Sntry. Swrs. Total</b>	<b>386,618</b>	<b>385,793</b>	<b>380,937</b>	<b>387,872</b>
<b>Maint.-Pump Stations</b>				
Personnel Services	301,213	300,110	306,270	306,522
Supplies	14,641	14,500	16,000	23,500
Other Operating	179,541	165,626	193,796	174,916
Capital Outlay	66	-	-	-
<b>Maint.- Pump Stns. Total</b>	<b>495,461</b>	<b>480,236</b>	<b>516,066</b>	<b>504,938</b>
<b>Debt Administration</b>				
Principal	-	480,000	480,000	495,000
Interest	291,281	469,875	450,725	488,982
<b>Debt Administration Total</b>	<b>291,281</b>	<b>949,875</b>	<b>930,725</b>	<b>983,982</b>
<b>Wastewater Fund Total</b>	<b>\$ 6,613,908</b>	<b>\$ 7,689,215</b>	<b>\$ 7,776,229</b>	<b>\$ 7,595,105</b>

## Wastewater Fund Capital Project Detail

Project	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Sanitary Sewer Rehabilitation	\$ 220,949	\$ 168,183	\$ 125,865	\$ -
Sludge Discharge Auger	66,690	-	-	-
Facility Rehab Design & Const.	146,996	11,560	9,500	-
Centrifuge Primary Gear Replacement	-	-	36,844	-
Wastewater System Imp.-Phase 2	637,972	2,726	2,726	-
Carrington Pump Station Rehab	51,232	-	-	-
Wastewater Plant Impr. - Phase II	-	9,021,033	9,021,033	-
N. Monroe #1 Pump Station Rehab	-	129,967	125,167	-
Stony Point #3 Pump Station Rehab	-	129,967	115,367	-
Centrifuge #2 Rehabilitation	140,898	18,078	18,078	-
Sewer Camera Equipment	52,730	-	-	-
Moyno Pump #1 Rehab	10,014	-	-	-
San. Sewer Rehab - Scott St.	51,515	158,485	158,485	-
San. Sewer Rehab - Woodville	66,784	66,216	66,674	-
San. Sewer Rehab - 1st Winchester to E. End	32,224	81,676	81,676	-
San. Sewer Rehab - E/W Custer	54,650	15,895	15,895	-
Gee Drive/Glendale Ct. Sanitary Sewer	-	135,300	126,300	-
Primary Pumps Level Control Sys.	-	40,000	59,366	-
Sunset&Detroit Beach Pump Sta. Rehab.	-	120,000	89,800	-
WW Plant Secondary Side-Boiler Rehab	-	175,000	175,000	-
Sanitary Sewer-Almyra-1st to 3rd	93,038	50,086	34,031	-
San. Sewer-E&W Front-Harrison to Macomb	-	152,300	204,610	-
San. Sewer-Maple-Lorain to Scottwood	-	54,000	50,974	-
San. Sewer-Resig-Full length	-	97,800	65,350	-
San. Sewer-Dam No. 2-behind WTP	-	107,200	73,130	-
San. Sewer-Dam No. 6-E of Winch. Bridge	-	87,700	73,156	-
WWTP Air Compressors&Air Dryer	-	55,000	55,000	-
Flood Pumping Station Roof Replacement	-	-	9,889	-
Wet Weather Improvements	-	900,000	900,000	18,000,000
Centrifuge Ventilation System	-	-	44,569	-
N Monroe St Pump Station Modification	-	-	31,780	-
San Sewer Rehab- Cass St City to Front	-	-	-	160,000
San Sewer Rehab- Detroit Ave Mill to Dixie	-	-	-	210,000
Raisinville N&S- Lav. N Pump Stat Electri	-	-	-	55,000
S. Monroe Pump Station Control Panel	-	-	-	30,000
Well Bubbler Line Repl. -Prim&PumpStation	-	-	-	80,000
Boiler Replacement -WWTP 2ndary System	-	-	-	75,000
Sludge Handling System	-	-	-	20,000
Boiler Replacement -WWTP Primary Side	-	-	-	150,000
Flow Proportional Sampler Replacement	-	-	-	15,000
Disinfection System Cover	-	-	-	85,000
Chemical Storage Structure	-	-	-	12,000
GIS- Wastewater System	-	-	-	50,000
<b>Capital Project Total</b>	<b>\$ 1,625,692</b>	<b>\$ 11,778,172</b>	<b>\$ 11,770,265</b>	<b>\$ 18,942,000</b>

<b>PERFORMANCE INDICATORS</b>	<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Projected</b>
Commodity Charge (\$/ccf)	\$1.89	\$2.04	\$2.173	\$2.38	\$2.57	\$2.71	\$2.86
Plant Flow (Billion Gallons)	5.2	4.9	5.8	4.0	3.4	5.67	4.8
Wet Weather Flows (MG)	27.1	20.2	62.8	84.2	0	40.2	39
Major Storm Events	3	4	5	4	0	8	4
Major Industrial Customers IPP	6	6	5	5	5	5	5
In House Laboratory Tests	12,324	12,324	12,324	12,324	12500	11,796	11,750
Wet Tons of Sludge	9,941	10,680	10,130	9,800	10,285	11,106	10,400
<b>COLLECTION SYSTEM</b>							
Mini-Camera Jobs	-	107	87	90	57	29	25
Root Treatment (LFT)	8,000	8,000	7,100	17,400	7100	8800	13,250
Grease Chemical/gallons	225	500	0	0	4	4	6
Manhole Inspections	400	400	400	400	425	2631	1250
Sewer Investigations (call-outs)	275	300	300	300	275	284	300
Sewer Mains Jetted (LFT)	143,000	136,750	160,450	131,702	180972	149955	150000
Sewer Mains TV'd (LFT)	26,000	27,300	14,850	6,341	64986	28413	30000
Miss Digs	1,000	1,000	2,500	2,500	2400	1560	1750
Work for Other (jobs)	23	17	27	24	10	3	5
<b>PUMP STATIONS</b>	36	37	37	37	36	36	36
Pump Station Investigations/Yr	3,800	3975	4027	3850	3900	2686	2750
Major Repair Hours	700	1100	1,233	1,300	1050	1565	1750
In House CIP Project Hours	2,600	3,200	1,050	1,400	1385	300	400



Wastewater Department FY 12-13 FTE Total = 26.1

Wastewater Department FY 11-12 FTE Total = 26.1

Wastewater Department FY 10-11 FTE Total = 27.1

Wastewater Department FY 09-10 FTE Total = 27.1

Wastewater Department FY 08-09 FTE Total = 31.0

## WATER DEPARTMENT

**MISSION STATEMENT:**

Meeting current and future water demand in the Monroe area with an adequate and uninterrupted supply of high quality water at the least possible expense is the function of the Water Department.

**WATER DEPARTMENT PROGRAM:**

Water rates are composed of three (3) separate charges: an administration quarterly charge of \$4.50 per customer, a debt service quarterly charge based on meter size, and a commodity charge based on the volume of water consumed. Customers served by the South Custer Booster Pumping Station are charged a pump surcharge based on volume of water consumed to cover the costs of the additional pumping. We are recommending: no change to the administration charge and the debt service charge for all meter sizes, increasing the commodity charge, no change to the pump surcharge, and no change of the system development fee for the upcoming fiscal year (see tables below). We will be able to maintain our current level of service as well as pursue an aggressive Capital Improvement Program with the revised rate structure.

**Water Rates *INSIDE* the City Limits**

\*\$1.44 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge\*

5/8" **	\$9.90	1½"	\$31.51	6"	\$342.17
3/4"	\$12.61	2"	\$47.72	8"	\$490.74
1"	\$18.01	3"	\$99.05	10"	\$787.88
1¼"	\$23.41	4"	\$166.58	12"	\$1,166.07

**Water Rates *OUTSIDE* the City Limits**

(Townships of Monroe & LaSalle)

\*\$2.88 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge\*

5/8" **	\$15.30	1½"	\$58.52	6"	\$679.84
3/4"	\$20.72	2"	\$90.94	8"	\$976.98
1"	\$31.52	3"	\$193.60	10"	\$1,571.26
1¼"	\$42.32	4"	\$328.66	12"	\$2,327.64

**Water Rates *OUTSIDE* the City Limits *WITH* Surcharge**

(Townships of Raisinville, London, Exeter, & Ida; Village of Maybee)

\*\$3.03 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge\*

5/8" **	\$15.30	1½"	\$58.52	6"	\$679.84
3/4"	\$20.72	2"	\$90.94	8"	\$976.98
1"	\$31.52	3"	\$193.60	10"	\$1,571.26
1¼"	\$42.32	4"	\$328.66	12"	\$2,327.64

\*\*Most Residences

<b>WATER RATE COMPARISON*</b>				
<b>LOCATION</b>	<b>ANNUAL COST</b>	<b>\$/CCF</b>	<b>QUARTERLY SERVICE COST</b>	<b>% INCREASE (Monroe System Only)</b>
Tecumseh	\$118.47	\$1.09	\$4.50	
City of Wyandotte	\$155.80	\$0.95	\$17.10	
City of Flat Rock	\$172.04	\$1.87	\$25.00	
<b>City of Monroe</b>	<b>\$172.08</b>	<b>\$1.44</b>	<b>\$9.90</b>	<b>2.2%</b>
Frenchtown Township	\$185.72	\$1.69	\$7.56	
City of Milan	\$188.83	\$1.50	\$12.80	
Ash Township	\$258.06	\$2.81	\$37.50	
YUCA	\$260.95	\$2.32	\$22.69	
City of Howell	\$276.03	\$2.45	\$12.75	
City of Ann Arbor	\$287.88	\$2.64	\$11.25	
Village of Dexter	\$289.03	\$2.27	\$20.13	
Berlin Charter Township	\$322.38	\$2.85	\$15.00	
<b>Monroe &amp; LaSalle Township-Monroe System</b>	<b>\$326.16</b>	<b>\$2.88</b>	<b>\$15.30</b>	<b>2.3%</b>
<b>Raisinville, Ida, London, Exeter Townships &amp; Village of Maybee - Monroe System</b>	<b>\$339.96</b>	<b>\$3.03</b>	<b>\$15.30</b>	<b>2.2%</b>
Village of Dundee	\$362.45	\$3.64	\$7.00	
South County Water	\$363.29	\$3.23	\$29.46	
City of Woodhaven	\$368.52	\$3.55	\$10.41	
City of Saline	\$379.20	\$3.34	\$18.07	
Village of Blissfield	\$417.15	\$2.30	\$51.30	
Village of South Rockwood	\$453.64	\$1.68	\$74.70	
City of Petersburg	\$528.03	\$3.10	\$60.61	
<i>*Annual cost based 92 ccf</i>				
<b>Dundee-Wholesale (6")</b>	<b>\$566,562.80</b>	<b>\$1.59</b>	<b>\$342.17</b>	<b>2.6%</b>
<b>Petersburg-Wholesale (2~4")</b>	<b>\$69,281.29</b>	<b>\$1.59</b>	<b>\$333.16</b>	<b>2.5%</b>

**Bold - Monroe Water System**

<b>CITY OF MONROE SYSTEM DEVELOPMENT FEES</b>		<b>ADJACENT WATER SYSTEM BUY-IN FEES</b>	
<b>Meter Size</b>	<b>Fee</b>	<b>Jurisdiction</b>	<b>Fee</b>
5/8"	\$1,400	Frenchtown Township	\$2,500
1"	\$3,500	South County Water	\$0
1-1/2"	\$7,000	City of Saline	\$2,165
2"	\$11,200	City of Ann Arbor	\$2,620
3"	\$24,500	City of Howell	\$3,000
4"	\$42,000	Village of Dexter	\$3,000
6"	\$87,500	Ash Township	\$0
8"	\$126,000	Berlin Township	\$2,550
10"	\$203,000	Village of Dundee	\$0
12"	\$301,000	City of Petersburg	\$1,600
		City of Wyandotte	\$2,000
		City of Flat Rock	\$2,615
		City of Tecumseh	\$2,500
		YCUA	\$1,540

\*\* Most common meter installation

## **DEPARTMENT OVERVIEW**

The Water Department Administration Division works to provide for orderly and proper water bill collection in order to generate sufficient revenues to insure operation and maintenance, development, perpetuation of the water system, and maintenance of our financial integrity. The division strives to provide for orderly managed growth of the water system to maintain a customer base sufficient to stabilize / maintain rates by distributing costs over a wider customer base. The division also is the primary information source for the customers. Information includes water quality and availability, administering water agreements, rate structure, service inquiries, billing records, infrastructure, as-builts, service records, and customer accounts.

The goal of the Water Filtration Plant Division is to provide the community with safe, reliable, and aesthetically pleasing water. The water produced by our plant has never been in violation of any Federal or State drinking water standard, with the exception of the Total Coliform Rule in 2011. It is the first plant in the state of Michigan to implement many innovative technologies (i.e., ozone, zebra & quagga mussel control, backflushing of intake lines). The Monroe Plant has been recognized as the oldest, continuously running facility in the state of Michigan and has historically been viewed as a leader in its pro-active response to maintaining a quality treatment facility. Accomplishing these objectives is more difficult due to on-going promulgation of stringent water regulatory standards.

The function of the Water Transmission and Distribution Division is to transmit a supply of potable water through approximately 298 miles of various sizes of mains, services, valves, and hydrants to our consumers at an economical rate. Some areas of the Distribution System date back to 1889 and we are continually updating it via replacing and rehabilitating mains, services, valves, and hydrants. Main breaks, service leaks, and hydrant damage occurs from various causes and requires constant attention and repairs. Growth in the City, Townships, and the Villages will continue to affect our system's operational performance & characteristics. The Water Distribution Division installs and maintains all services to these areas except where water is sold wholesale. All customers consumption of water is measured by a meter (100 CFT or ccf) installed within the service line.

## **WATER DEPARTMENT DIVISIONS**

Water Administration Division - Consists of the Department Director, a Water Distribution Superintendent, and two (2) Department Aides. The Administration Division is located on the first floor of City Hall in rented space from the City. The staff is adequately supported with networked personal computers to provide access to the utility billing and financial management software systems. Water system as-built and infrastructure records are located and maintained in both the division and Engineering Department. Water service and account records are located and maintained in the Division's files. The Water Distribution Superintendent reports to the Director.

All Water Filtration Plant and Transmission & Distribution Division activities are oriented toward assuring an adequate and uninterrupted supply of high quality water while maintaining compliance with all applicable federal and state regulations. To achieve that objective, all Divisions preserve, maintain, and continually upgrade our extensive infrastructure to optimize operating readiness and efficiency while employing the best available technology.

Water Filtration Plant Division - Maintains the Raw Water Intake facilities which include two offshore intake structures and pipelines which routes raw water by gravity to the on-shore wetwells / pump station and then pumps low-pressure partially treated water to the Monroe Water Filtration Plant and the Filtration Plant of Frenchtown Charter Township. At the Monroe Water Filtration Plant, the water receives a variety of physical and chemical treatments to prepare it for distribution throughout the service area via two on-site high-service pump stations, and is re-pumped at the South Custer Pump Station located near Raisinville Road to maintain flow & pressure to the western system customers. Quality control is closely regulated through extensive testing in the state certified in-house laboratory. These operations are accomplished by a staff including one Water Treatment Superintendent, one Water Treatment Operations Supervisor, six certified plant operators, two plant mechanics, and one electrician. The Water Treatment Superintendent reports to the Director.

Water Transmission and Distribution Division Comprised of two different sections: Construction and Service. The Construction Section includes one Water Distribution Supervisor, one Assistant Water Distribution Supervisor, ½ Distribution Technician, two Job Leaders, two Heavy Equipment Operators, and two Maintenance Workers II. Their function is to install, repair, and maintain water services, repair and/or replace water mains, valves, and fire hydrants so as to maintain uninterrupted flow of potable water. An ongoing Preventive Maintenance Program is completed to assess designated fire hydrants and valves within the water system's service area to verify, repair/replace, and document the elements of the water system. Fire Departments within the system (City of Monroe, Monroe Charter Township, LMR, Exeter Township, and Ida Township) inspect hydrants annually and provide reports on defective hydrants within the system for repairs. The Water Distribution System carries potable water through a number of sizes (i.e. 5/8" through 42") and types of mains and service lines (i.e. copper, lead, steel, ductile iron, transit, PVC, HDPE, concrete, cast iron, and lined cast / ductile iron) which are controlled by various sizes of valves. The system also includes approximately 15071 active water connections, 2854 fire hydrants, 2598 valves, and three elevated storage tanks. The Service Section employs one Job Leader, ½ Distribution Technician and two Water Service Workers who install, repair, and maintain water meters and their accessories to provide a means of measuring the amount of water being used at all facilities. Sampling of the water within the system at various locations is done twice a week. The Service Section also employs a Chief Meter Reader/Cross Connections/ Billing Supervisor and a Meter Reader. Their job is to read all meters for proper billing to our customers and assist in the inspection of facilities for any possible cross-connections. Types of equipment used by both sections include: Utility & Dump Trucks, Backhoes, Mini-Track Excavators, Trenchers,

Boring Machines, Pumps, Pickups, Vans, and various air monitoring devices, as well as a long list of safety items and hand tools. There is a building to house an extensive inventory of parts and supplies needed, garages for the storage of vehicles, materials & equipment, and adjoining areas that house meter testing equipment, offices, mud & locker rooms, a wash bay, raw material storage bins, and parking. The facility is connected to the Water Filtration Plant security system.

### **WATER DEPARTMENT ACCOMPLISHMENTS / SHORTFALLS**

During CY 2011 the billed water consumption in the Monroe Water System increased 5.2% from CY 2010. The demands have been met with an adequate and uninterrupted supply of high quality water. The Administrative office received and processed all customer calls and "over-the-counter" inquiries pertaining to water quality and availability, rate structure, service inquiries, billing records, and customer accounts. The 13<sup>th</sup> annual "Consumer Confidence Report" was mailed to all of our customers during the past fiscal year as required by state and federal regulations. This report describes the water quality, source of the water, and any regulated substances in the water, and any violations that were found.

The Water Department Divisions accomplished many of the goals of the FY 2011-2012 budget. These include:

1. Continued outstanding water quality reflected in meeting all regulatory compliance standards for water, with the exception of the Total Coliform Rule in 2011. Over 400 samples and hundreds of hours were dedicated to working on resolution of this system issue.
2. Expanded customer base with the installation of 142 new water services (1" through 2").
3. Maintained an uninterrupted supply of water and continue to improve response time on customer requests by minimizing outstanding work orders through scheduling appointments at more convenient times for our customers.
4. Repaired / replaced / installed 48 distribution system valves and 22 fire hydrants. 594 valves were operated / inspected as part of our Preventative Maintenance Program. The fire departments within each jurisdiction inspected the fire hydrants within their service area. 1628 hydrants were operated / flushed while 4 hydrants were flow tested.
5. Replaced / installed 1562 meters and 1001 radio reading units. Replaced / repaired / tested 31 large meters (3" and larger).
6. Completion of the following projects at the Water Filtration Plant: Wideband Radio Replacement, Head House Gate Valve Replacements, Phone System Replacement, Air System

Replacement, Power House Fire Suppression System, Filters 2 & 4 Concrete Rehabilitation, Pointe Aux Peaux Raw Water Intake: Raw Water Pump Installation and the Pump House Gate Valve Replacements.

7. Continued to implement the City wide facility plan to rehabilitate / replace / install water mains and infrastructure to provide a more reliable water system to improve flow, pressure, and capacity - specifically: Construction of the Year 3 Water System Improvements (6.7 miles), North Telegraph Road, Almyra Avenue and an Excavator Replacement, Main Replacements on Macomb Street Bridge, W. Maple Blvd, and Reisig St along with Replacement of a Trenching / Boring Machine. Complete the engineering design & survey of main replacements on Cass Street, Franklin Street, and Modifications on Detroit Avenue.

The Transmission and Distribution Division installed 142 new water services and completed 45 water service renewals. 22 fire hydrants were repaired / replaced / installed, 1628 hydrants were operated / flushed, 58 water main breaks were repaired, 23 leaking services were repaired, and 48 valves were repaired or replaced with minimal inconvenience to our customers. 4250 MISS DIG tickets were received which required 2540 tickets to be responded to during the year. The Water Service Workers completed 3532 work orders consisting of recording meter readings for final bills & check reads, investigating high bill complaints, performing meter changes, radio reading device changes, water service turn-ons and offs, low pressure complaints along with miscellaneous meter services. 6792 delinquent notices were mailed out which ultimately required Water Service Workers to deliver 1405 shut-off notices. They collected 795 system bacteriological samples, and were called out 81 times. The meter readers read at least 15071 meters quarterly. The Chief Meter Reader enforces regulations to insure against contamination of the water. During 2011, 526 new or old cross-connection sites were inspected or tested.

Water Service Workers installed / replaced 1562 meters and 1001 radio reading devices. The radio reading device is a Neptune "R-900 or E-Coder" unit that enables the meter readers to read meters from the street. These radio transmitters are installed with all new services and with all meter exchanges.

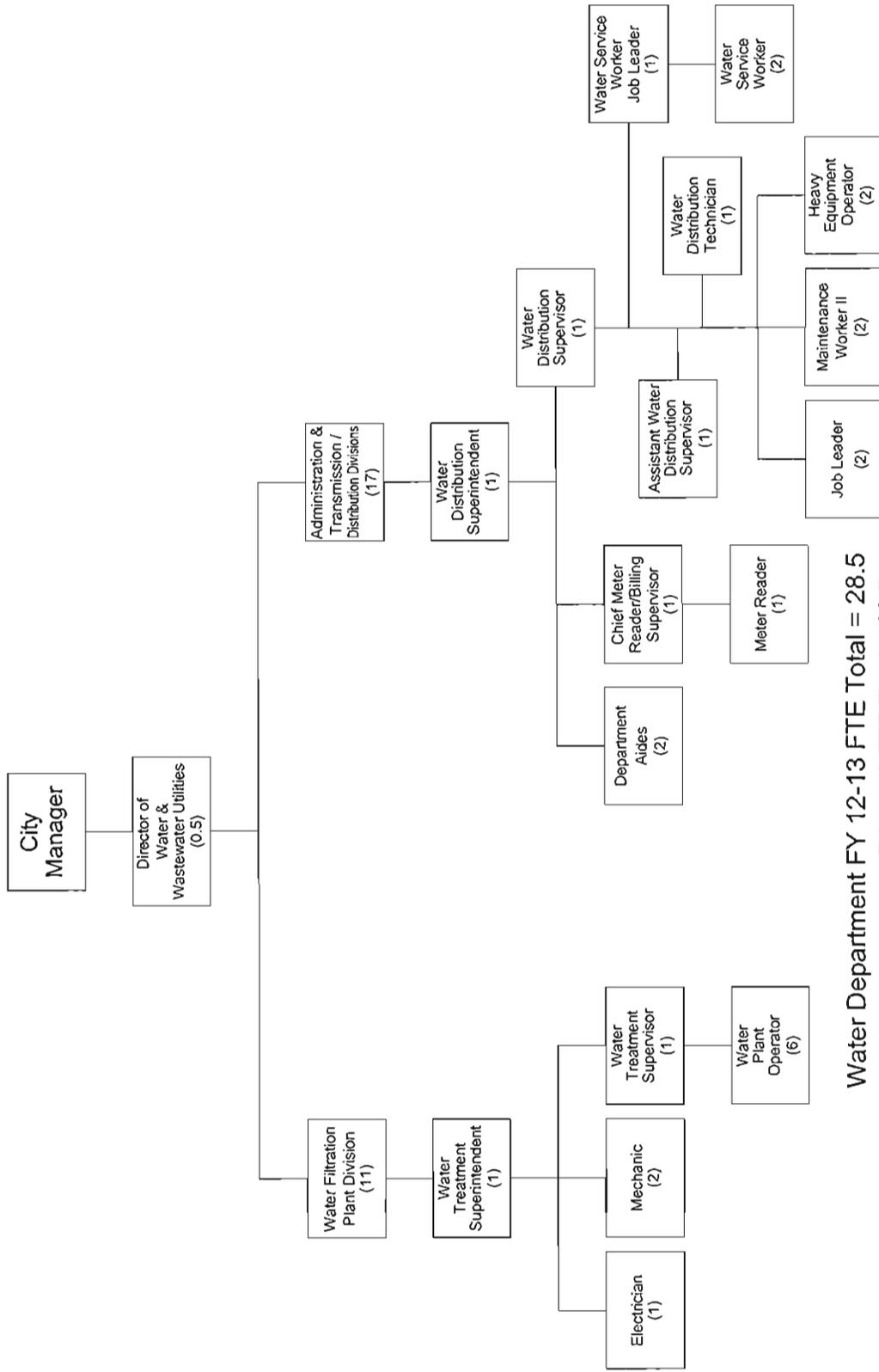
#### **WATER DEPARTMENT GOALS / CHALLENGES**

The Water Department Divisions set the following goals:

- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will continue to challenge some of the facilities antiquated components abilities.
- Service additional customers where it is in the City's interest to spread department costs over a larger customer base in order to

maintain the existing rate structure and strategically use the City's excess water system capacity. CY 2011 billed water consumption was 5.2% higher than CY 2010 billed consumption.

- Continue doing more with less and cross-train with other City departments / divisions for redundancy in various positions and service areas. Water Department FY 2012-2013 FTE is proposed to be 28.5 FTE.
- Reduced water consumption coupled with increasing expenses (electrical, chemical, employee related expenses) challenge the department's abilities to maintain service.
- Total Coliform Rule Compliance; Turbid source water (Lake Erie) coupled with Blue-Green Algae, Zebra Mussels, Frazzle Ice, and decreasing water levels increase the difficulty in maintaining a reliable raw water source along with reducing operating costs.
- Continue replacement of meters 3" and larger and older than 10 years. Continue retrofitting and replacing approximately 900 meters and radio read devices.
- Complete the following projects at the Water Filtration Plant & Pointe Aux Peaux Raw Water Intake: Design of the Motor control Center A-B-C Replacement, Ozone Injection System, and Raw Water Intake Additional Pump; construction of the Potassium Permanganate Feed System.
- Continue implementation of a City wide facility plan to rehabilitate/replace/install water mains and infrastructure to provide a more reliable water system by improving flow, pressure, and capacity - specifically the Water Department's 20-year facility plan and 6-Year Capital Improvement Plan including: Remaining construction of the Year 3 Water System Improvements (~7.0 miles total), Main Replacements on Cass Street, Franklin Street, Maybee Elevated Storage Tank, & completing the Water System GIS.



**Water Department FY 12-13 FTE Total = 28.5**  
 Water Department FY 11-12 FTE Total = 28.5  
 Water Department FY 10-11 FTE Total = 28.5  
 Water Department FY 09-10 FTE Total = 28.5  
 Water Department FY 08-09 FTE Total = 30.0

## Water Department Activity Measures

Performance Indicators	CY2009	CY2010	CY2011	CY2012	CY2013
	Actual	Actual	Actual	Project	Request
Customers Invoiced	64,047	65,291	65,663	66,000	66,300
Work Orders Completed	4,691	3,742	3,181	3,500	3,600
Shut-Off Notices Placed	1,428	1,165	1,405	1,450	1,450
Water Treated (mg)	2,801	2,695	2,718	2,800	2,800
Routine Bacti Samples/Positive	773/0	766/0	795/19	780/0	780/0
Turbidity Samples/Violations	8760/0	8760/0	8760/0	8760/0	8760/0
New Services	40	45	142	122	92
Repair / Replace Valves	94	50	48	22	25
Service Renewals	55	76	45	45	45
Repair Main Breaks	60	50	58	56	50
Read Meters	61,047	61,883	61,847	62,000	62,100

### WATER FUND NET ASSETS TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 24,924	\$ 44,678	\$ 44,348	\$ 44,348
Program Services Revenue:				
Public Works	7,688,913	7,786,124	7,907,341	8,083,692
Operating Grants				
Public Works	146,493	153,575	153,575	152,259
<b>Total Revenue</b>	<b>7,860,330</b>	<b>7,984,377</b>	<b>8,105,264</b>	<b>8,280,299</b>
<b>Total Expenditures</b>	<b>6,906,632</b>	<b>8,465,222</b>	<b>8,553,246</b>	<b>8,317,487</b>
Excess (Deficiency of Revenues) over Expenditures	953,698	(480,845)	(447,982)	(37,188)
<b>Beginning Net Assets</b>	<b>43,251,784</b>	<b>44,205,485</b>	<b>44,205,485</b>	<b>43,757,503</b>
<b>Ending Net Assets</b>	<b>\$ 44,205,482</b>	<b>\$ 43,724,640</b>	<b>\$ 43,757,503</b>	<b>\$ 43,720,315</b>

## WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>General Administration</b>				
Personnel Services	\$ 355,880	\$ 374,268	\$ 356,264	\$ 365,233
Supplies	20,016	24,393	27,600	24,200
Other Operating	1,905,178	2,134,015	2,136,695	2,067,702
<b>General Admin. Total</b>	<b>2,281,074</b>	<b>2,532,676</b>	<b>2,520,559</b>	<b>2,457,135</b>
<b>W. High Service Pump Station</b>				
Personnel	10,829	8,450	6,895	8,161
Other Operating	35,514	35,375	37,724	38,383
<b>Custer Booster Stn. Total</b>	<b>46,343</b>	<b>43,825</b>	<b>44,619</b>	<b>46,544</b>
<b>Filtration Plant</b>				
Personnel Services	868,833	977,879	908,681	972,396
Supplies	39,980	31,292	34,978	32,171
Other Operating	1,092,851	1,148,318	1,267,999	1,234,920
Capital Outlay	(139)	1	2,800	-
<b>Filtration Plant Total</b>	<b>2,001,525</b>	<b>2,157,490</b>	<b>2,214,458</b>	<b>2,239,487</b>
<b>Transmission &amp; Distribution</b>				
Personnel Services	785,726	782,992	769,815	730,270
Supplies	58,928	204,721	228,254	191,813
Other Operating	330,076	435,290	423,594	490,090
Capital Outlay	5,351	(1)	1,900	4,300
Operating Transfer	-	20,000	20,000	-
<b>Trans. &amp; Distrib. Total</b>	<b>1,180,081</b>	<b>1,443,002</b>	<b>1,443,563</b>	<b>1,416,473</b>
<b>Meter Shop</b>				
Personnel Services	553,948	526,427	526,052	547,788
Supplies	21,308	31,000	30,627	31,900
Other Operating	316,859	370,574	413,140	215,814
<b>Meter Shop Total</b>	<b>892,115</b>	<b>928,001</b>	<b>969,819</b>	<b>795,502</b>
<b>Debt Administration</b>				
Principal	-	615,250	615,250	635,250
Interest	505,494	744,978	744,978	727,096
<b>Debt Administration Total</b>	<b>505,494</b>	<b>1,360,228</b>	<b>1,360,228</b>	<b>1,362,346</b>
<b>Water Fund Total</b>	<b>\$ 6,906,632</b>	<b>\$ 8,465,222</b>	<b>\$ 8,553,246</b>	<b>\$ 8,317,487</b>

## Water Fund Capital Project Detail

Project	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Ozonation System Improvements	\$ 9,143	\$ 144,707	\$ 144,707	\$ 25,000
Water Main Telegraph River Crossing	-	113,000	113,000	-
Water Main N. Telegraph	-	780,000	780,000	-
Water Distribution Improvements	89,371	216,694	216,694	-
Water Main West 3rd	44,481	5,415	5,415	-
Water Distribution Improvements-Year 2	941,837	1,075,071	1,050,199	-
Water Main Lavender Street	5,568	-	-	-
Auto Flushers-Dead End Water Mains	-	3,270	-	-
SCBS Service Area Upgrades	357,123	185,906	186,452	-
Pump Room Window Replacement	33,439	-	-	-
Water Distribution Improvements-Year 3	2,922,027	2,454,405	2,454,404	-
Excavator Replacement	64,856	-	-	-
Almyra Avenue Water Main-5th to Wood	16,191	5,103	397	-
Head House Gate Valve Replacement	41,976	29,024	33,940	-
SCBS Svc. Area Wideband Radio Replacement	-	20,000	23,000	-
Water Plant Phone System	24,604	15,598	16,282	-
Ventower Water Main	6,290	-	-	-
Water Plant Transformer	49,797	-	-	-
Gee Drive/Glendale Ct. Water Main	-	182,349	176,150	-
Macomb St. Water Main-River Crossing	-	102,000	102,000	-
Almyra St. Water Main-3rd to 1st	78,700	31,930	24,830	-
W. Maple Blvd WM-Elm to Scottwood	243,979	74,641	92,300	-
Reisig St. WM-S. End to Kentucky Ct.	61,421	57,859	70,062	-
Trenching/Boring Machine Replacement	-	25,000	24,000	-
WTP Air System Replacement	-	70,000	67,900	-
Power House Fire Suppression System	-	35,000	35,000	-
Filters 2&4 Concrete Rehabilitation	-	70,000	70,000	-
Eng/Const-Motor Control Center's ABC Repl.	-	55,000	55,000	250,000
East reservoir crack and joint repairs	-	19,700	18,338	-
Cass St. Water Main. S. City to Front	-	-	-	488,000
Franklin St. Water Main Kent to Winches	-	-	-	56,000
Detroit Ave Water Main Mod Mill to Dixie	-	-	105,000	-
Maybee Elevated Storage Tank Improvement	-	-	-	85,000
GIS Water System and Services	-	-	-	150,000
<b>Capital Project Total</b>	<b>\$ 4,990,803</b>	<b>\$ 5,771,672</b>	<b>\$ 5,865,070</b>	<b>\$ 1,054,000</b>

## RAW WATER PARTNERSHIP

The Raw Water Partnership is an agreement between the City of Monroe and Frenchtown Charter Township that provides for intake and treatment of raw water that is ultimately transmitted to the water customers in both water systems. The facility was constructed by the two communities and is administered and maintained by the City of Monroe Water Department. The partners to this agreement agreed to an amendment in 2004 which provides for depreciation to be set aside and used for capital projects in lieu of maintaining \$100,000.00 as a reserve. The amendment increased both the City's and Frenchtown's capacity rights and increased Frenchtown's share of the ownership. A capital project that will be funded from the capital reserves fund is the addition of two (2) raw water pumps at the facility.

The State of Michigan Budget Act does not require a formal budget be adopted for enterprise funds. However, because of the contractual agreement between the two communities and because the City of Monroe adopts budgets for all operating funds, an annual budget is adopted for the Raw Water Partnership Fund.

### RAW WATER PARTNERSHIP FUND NET ASSETS TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 2,650	\$ 1,000	\$ 1,000	\$ 1,000
Operating Grant Revenue				
Public Works	365,039	388,445	446,851	397,900
<b>Total Revenue</b>	<b>367,689</b>	<b>389,445</b>	<b>447,851</b>	<b>398,900</b>
<b>Total Expenditures</b>	<b>365,043</b>	<b>407,744</b>	<b>429,851</b>	<b>397,900</b>
Excess (Deficiency of Revenues) over Expenditures	2,646	(18,299)	18,000	1,000
<b>Beginning Net Assets</b>	<b>5,570,497</b>	<b>5,573,146</b>	<b>5,573,146</b>	<b>5,591,146</b>
<b>Ending Net Assets</b>	<b>\$ 5,573,144</b>	<b>\$ 5,554,847</b>	<b>\$ 5,591,146</b>	<b>\$ 5,592,146</b>

## RAW WATER PARTNERSHIP EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Water Department Administration</b>				
Personnel	\$ 63,057	\$ 46,811	\$ 63,354	\$ 51,930
Supplies	10,058	12,000	16,070	11,900
Other Operating	291,928	348,933	350,427	334,070
<b>Administration Total</b>	<b>365,043</b>	<b>407,744</b>	<b>429,851</b>	<b>397,900</b>
<b>Raw Water Partnership Fund Total</b>	<b>\$ 365,043</b>	<b>\$ 407,744</b>	<b>\$ 429,851</b>	<b>\$ 397,900</b>

### Raw Water Partnership Capital Project Detail

Project	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
1948 Pump House Roof	\$ 4,290	\$ -	\$ -	\$ -
1979 Generator Building Roof	4,506	-	-	-
1994 Pump Station Roof	12,391	-	-	-
PAP: Addition of Raw Water Pump	-	137,400	137,400	116,000
Additional Pumps @ PAP - City	120,343	531,328	531,327	-
PAP Electrical Service Phase 5 Eng./Co	63,110	9,057	-	-
PAP: Potassium Permanganate	-	-	-	15,000
<b>Capital Project Total</b>	<b>\$ 204,640</b>	<b>\$ 677,785</b>	<b>\$ 668,727</b>	<b>\$ 131,000</b>

# INTERNAL SERVICE FUNDS

## **INFORMATION TECHNOLOGY FUND**

### **INFORMATION TECHNOLOGY PROGRAM**

The function of the Information Technology Department is to facilitate the operations of its customers and provide confidentiality, integrity, and availability of data. The Information Technology Department (IT) is responsible for providing City-based technology resources including hardware, software, service, and information. In addition, the IT department serves as a liaison to vendors, County, State, and Federal agencies regarding IT matters allowing for efficient and secure resource utilization.

### **INFORMATION TECHNOLOGY DEPARTMENT**

The current staffing of the Information Technology Department is provided through a contract with Monroe County for IT services. Utilizing this staff, the primary goals of the Department have been to provide maximum user uptime, reduce user workload by minimizing redundancy, and provide secure and efficient access to information. Much of this has been accomplished via standardization, centralizing core functions, proper resource allocation, and enhancing ease of use.

The IT Department utilizes established best practices with little variation in order to provide reliable and secure use of assets. It is with this methodology that the Department has been able to function with minimal staffing while fulfilling its primary objectives.

### **INFORMATION TECHNOLOGY DEPARTMENT GOALS**

The primary goal of the Information Technology Department is to provide the maximum availability of resources to users and the public as a whole while reasonably guarantying the confidentiality and integrity of those resources.

A secondary goal is to continue to educate both the public and the City staff as to what options and resources are available to them in order to create efficiencies and to allow all City services to flourish while utilizing the minimal level of resources. This initiative has multiple purposes including reducing capital outlay, minimizing downtime, and freeing IT resources to allow for additional advanced projects to be accomplished.

One specific project goal has been to connect the remote buildings to city hall via a fiber optic network. The benefits of this connection would be increased speed and reliability of the connection and increased efficiency of City employees. By working with Monroe Public Schools to utilize fiber that is already in place, the City has been able to greatly reduce its cost on this project.

**INFORMATION SYSTEMS FUND  
NET ASSETS TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
<b>General Revenue</b>				
General Government	\$ 3,018	\$ 2,700	\$ 2,000	\$ 1,500
<b>Program Service Revenue</b>				
General Government	351,482	336,155	336,156	337,986
<b>Total Revenue</b>	<b>354,500</b>	<b>338,855</b>	<b>338,156</b>	<b>339,486</b>
<b>Total Expenditures</b>	<b>318,603</b>	<b>315,353</b>	<b>309,865</b>	<b>310,316</b>
Excess (Deficiency of Revenues) over Expenditures	35,897	23,502	28,291	29,170
<b>Beginning Net Assets</b>	<b>381,040</b>	<b>416,939</b>	<b>416,939</b>	<b>445,230</b>
<b>Ending Net Assets</b>	<b>\$ 416,937</b>	<b>\$ 440,441</b>	<b>\$ 445,230</b>	<b>\$ 474,400</b>

**INFORMATION SYSTEMS FUND  
EXPENDITURE SUMMARY**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Personnel	\$ 12,304	\$ 14,008	\$ 14,008	\$ 14,433
Supplies	5,666	15,064	13,100	13,100
Other Operating	259,094	286,281	282,757	282,783
Capital Outlay	41,539			-
Transfers Out	-	-	-	-
<b>Total</b>	<b>\$ 318,603</b>	<b>\$ 315,353</b>	<b>\$ 309,865</b>	<b>\$ 310,316</b>

**Information Systems Fund  
Capital Project Detail**

Project	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Telephone System and Network Upgrade	\$ -	\$ -	\$ -	\$ 260,000
Fiber Optic Cable Project	-	100,000	100,000	-
Misc Network Server Upgrade or Replace	-	20,000	20,000	-
Computer Replacements/Upgrades	-	30,000	30,000	-
Equalizer Capital Asset Software	1,370	-	-	-
Equalizer Human Resources Software	-	8,000	8,000	-
Misc. Operating Equipment	-	-	-	30,000
<b>Capital Project Total</b>	<b>\$ 1,370</b>	<b>\$ 158,000</b>	<b>\$ 158,000</b>	<b>\$ 290,000</b>

## STORES AND EQUIPMENT FUND

This fund is an Internal Service Fund providing some degree of services to virtually every City Department. The fund "owns" over 250 cars, trucks, and pieces of construction equipment that are rented to other City Departments, including the Department of Public Services itself. The rent paid by the various Departments for the use of this equipment is the primary revenue source for this fund. The hourly equipment rental rates are based on rates established by the Michigan Department of Transportation for use on Major and Local Street Fund activities.

For vehicles used by other Departments and "owned" by the Stores and Equipment Fund, the rental rate paid provides for use of the equipment, fuel, insurance, depreciation, routine maintenance costs, and overhead, while the renting Department is responsible for any costs not due to normal use. For Departments with vehicles not presently "owned" by the Fund, including primarily those in the Water, Wastewater, and Fire Departments, repair services are provided as desired internally through the Public Services Department mechanics and revenues are collected accordingly for labor and parts, both at actual cost. This fund also serves as an inventory pass-through for materials such as road de-icing salt and sidewalk de-icing materials. Additional revenue is received through rental of space for a wireless communications tower on the 222 Jones Avenue property.

The primary asset of the fund, other than the equipment and supplies, is the building and property located at 222 Jones Avenue, which presently houses the Public Services Department. Therefore, revenues from this fund must also be used to cover capital projects on the building and property itself, unless City Council provides separate funding for this purpose. Near to medium-term upcoming projects for this site include paving work, storm sewer improvements, and roof repairs. Ideally, a small storage facility should be considered as well, as the present storage sites at the former Winchester Street property have been the subject of frequent vandalism and theft and are being phased out.

In the past five (5) years, the Stores and Equipment fund staffing has been radically reorganized to bring overhead costs in line with revenues to the fund. Since 2008, the full-time mechanic staffing level has been diminished from three (3) to two (2) and the administrative functions have been reduced from two (2) to one (1), with the remaining position essentially split between the Stores function and Forestry, with the appropriate general fund costs allocated through the expenditure credit process. These personnel changes, in combination with the addition of police vehicles to the Stores-owned fleet, has resulted in the fund slowly building some fund equity that should allow for some long-deferred capital replacement needs in the short term and long-range stability in the fund in the longer term.

## Goals and Objectives

In typical years, the following are operational goals that are set for the routine maintenance activities within the fund:

1. Promptness of repairs – percentage of repairs completed within 48 hours – 90% of heavy equipment – 98% of light equipment
2. Percentage of repairs returned for corrective action – no more than 3%
3. Equipment availability rate – overall fleet availability target rate of 95%

## STORES AND EQUIPMENT FUND NET ASSETS TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 581	\$ 600	\$ 600	\$ 600
Program Services Revenue:				
Public Works	964,188	893,750	954,650	1,020,150
Operating Grants				
Public Works	22,778	-	2,798	-
<b>Total Revenue</b>	<b>987,547</b>	<b>894,350</b>	<b>958,048</b>	<b>1,020,750</b>
<b>Total Expenditures</b>	<b>946,023</b>	<b>855,550</b>	<b>929,896</b>	<b>920,055</b>
Excess (Deficiency of Revenues) over Expenditures	41,524	38,800	28,152	100,695
<b>Beginning Net Assets</b>	<b>1,350,996</b>	<b>1,392,520</b>	<b>1,392,520</b>	<b>1,420,672</b>
<b>Ending Net Assets</b>	<b>\$ 1,392,520</b>	<b>\$ 1,431,320</b>	<b>\$ 1,420,672</b>	<b>\$ 1,521,367</b>

**STORES & EQUIPMENT FUND  
EXPENDITURE SUMMARY**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Department of Public Service</b>				
<b>Stores &amp; Equipment</b>				
Personnel	\$ 258,276	\$ 234,622	\$ 237,539	\$ 263,545
Supplies	218,923	157,000	191,000	197,000
Other Operating	456,147	435,755	493,555	452,423
Capital Outlay	6,590	17,871	2,000	2,000
Debt Service	6,087	5,802	5,802	5,087
<b>Operations Total</b>	<b>946,023</b>	<b>851,050</b>	<b>929,896</b>	<b>920,055</b>
Operating Transfer	-	4,500	-	-
<b>Stores &amp; Equipment Fund Total</b>	<b>\$ 946,023</b>	<b>\$ 855,550</b>	<b>\$ 929,896</b>	<b>\$ 920,055</b>

**Stores and Equipment Fund  
Capital Project Detail**

Project	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
Operating Equipment	\$ -	\$ -	\$ -	\$ -
Buildings & Improvements	-	10,000	-	10,000
Vehicles	319,310	215,871	225,871	165,000
<b>Capital Project Total</b>	<b>\$ 319,310</b>	<b>\$ 225,871</b>	<b>\$ 225,871</b>	<b>\$ 175,000</b>

## EMPLOYMENT BENEFIT FUND

This fund is used to account for employment related insurances and "termination pay." The fund receives its funding from premiums paid by departments that have employees that receive the insurances.

Employment related insurance coverage includes health, prescription, dental, unemployment and workers' compensation, for which the City self-insures. Life and long-term disability insurance coverage is purchased from a licensed carrier.

"Termination pay," a benefit payable to personnel who retire from City employment, represents 50% of an employee's unused sick time. This benefit accrues without interest, at the salary rate it is earned, over the course of an employee's career with the City. The liability and benefit have been eliminated for all active employee groups as of April 2011. The only liability that remains for termination pay is for deferred vested retirees who will get their payment when they begin to receive retirement payments from the City of Monroe Retirement System.

### EMPLOYMENT BENEFIT FUND NET ASSET TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ (969)	\$ 1,000	\$ 1,000	\$ 1,000
<b>Program Services Revenue:</b>				
General Government	2,491,208	2,683,768	2,304,360	2,336,556
<b>Total Revenue</b>	<b>2,490,239</b>	<b>2,684,768</b>	<b>2,305,360</b>	<b>2,337,556</b>
<b>Total Expenditures</b>	<b>1,917,407</b>	<b>2,573,290</b>	<b>2,306,211</b>	<b>2,253,951</b>
Excess (Deficiency of Revenues) over Expenditures	572,832	111,478	(851)	83,605
<b>Beginning Retained Earn.</b>	<b>97,300</b>	<b>670,136</b>	<b>670,136</b>	<b>669,285</b>
<b>Ending Retained Earnings</b>	<b>\$ 670,132</b>	<b>\$ 781,614</b>	<b>\$ 669,285</b>	<b>\$ 752,890</b>

## EMPLOYEE BENEFIT FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Human Resources</b>				
<b>Administration</b>				
Other Operating	\$ 6,300	\$ 16,490	\$ 11,490	\$ 16,685
<b>Administration Total</b>	<b>6,300</b>	<b>16,490</b>	<b>11,490</b>	<b>16,685</b>
<b>Medical Insurance</b>				
Other Operating	1,309,641	1,800,000	1,540,000	1,627,719
<b>Medical Insurance Total</b>	<b>1,309,641</b>	<b>1,800,000</b>	<b>1,540,000</b>	<b>1,627,719</b>
<b>Prescription Insurance</b>				
Other Operating	273,162	320,000	320,000	182,386
<b>Prescription Insurance Total</b>	<b>273,162</b>	<b>320,000</b>	<b>320,000</b>	<b>182,386</b>
<b>Dental Insurance</b>				
Other Operating	151,900	141,000	141,000	146,317
<b>Dental Insurance Total</b>	<b>151,900</b>	<b>141,000</b>	<b>141,000</b>	<b>146,317</b>
<b>Flexible Benefit Plan</b>				
Other Operating	1,111	800	1,000	1,000
<b>Flexible Benefit Total</b>	<b>1,111</b>	<b>800</b>	<b>1,000</b>	<b>1,000</b>
<b>Life &amp; L/T Disability Insurance</b>				
Other Operating	34,190	40,000	35,000	44,012
<b>Life &amp; L/T Disability Insurance Total</b>	<b>34,190</b>	<b>40,000</b>	<b>35,000</b>	<b>44,012</b>
<b>Termination Pay</b>				
Personel Services	(668)		5,787	-
<b>Termination Pay Total</b>	<b>(668)</b>	<b>-</b>	<b>5,787</b>	<b>-</b>
<b>Early Retirement Incentive</b>				
Personnel			17,974	-
<b>Early Retirement Incentive Total</b>	<b>-</b>	<b>-</b>	<b>17,974</b>	<b>-</b>
<b>Unemployment Insurance</b>				
Other Operating	47,883	55,000	55,000	54,932
<b>Unemployment Insurance Total</b>	<b>47,883</b>	<b>55,000</b>	<b>55,000</b>	<b>54,932</b>
<b>Workers' Compensation Insurance</b>				
Other Operating	93,888	200,000	178,960	180,900
<b>Workers' Comp. Insurance Total</b>	<b>93,888</b>	<b>200,000</b>	<b>178,960</b>	<b>180,900</b>
<b>Employment Benefit Fund Total</b>	<b>\$ 1,917,407</b>	<b>\$ 2,573,290</b>	<b>\$ 2,306,211</b>	<b>\$ 2,253,951</b>

## POST-RETIREMENT HEALTH CARE FUND

In the past, retirees of the City of Monroe received the same health insurance coverage (medical and prescription) in retirement that they were receiving on the day they retired from active employment. Recent bargaining agreement changes have changed the benefit so that retirees medical and prescription benefits mirror those of the active workforce. In addition, the city's contribution towards the cost of the employees retiree health insurance has been fixed at 4% multiplied by each year of service earned by the employee. Therefore, if an employee retires with at least twenty-five (25) years of service, the employee will receive a 100% benefit. Beginning in 2013 for some employees and 2014 for the rest, an employee contribution to the cost of the benefit will begin. The contribution will equal 3% of the average base wage of all city employees. Employees hired prior to July 1, 2008 are eligible for this benefit. Those hired after that date have been exempted and are now participating in a defined contribution type retiree healthcare savings plan.

The Post-Retirement Health Care Fund was established in Fiscal 1998 to begin funding retiree health care benefits, which to that point were paid on a "pay-as-you-go-basis," resulting in a growing unfunded liability. The City of Monroe's intention in establishing this fund is to begin to eliminate the long-term unfunded liability and fund future retiree health care benefits as they are earned.

Based on an actuarial study dated December 31, 1996, an initial funding contribution of \$400,000 was made and premiums based on a percentage of payroll were established. The study, based on certain future assumptions, estimated full funding in 10-12 years. Subsequent experience was disappointing. Retiree health care costs continued to climb faster than projected. Another actuarial study, dated December 31, 1998, was done resulting in an additional \$200,000 contribution from the Insurance Fund and increased premiums.

On November 1, 1999 the Governor signed Act Number 149 of the Public Acts of 1999 into law. This legislation enables investment activity similar to retirement systems. At the December 20, 1999 City Council meeting a resolution was adopted designating the Board of Trustees of the City Employees Retirement System as the Post-Retirement Health Care Fund's investment fiduciary.

An actuarial study was completed as of December 31, 2008. The valuation calculated the annual required contribution for fiscal year 2012 as \$4.7 million. The 2013 budget includes a contribution to the retiree health care system of approximately \$3.5 million. The unfunded liability reported in the actuarial study was \$43.8 million.

**POST-RETIREMENT HEALTH CARE FUND  
NET ASSETS TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 2,545,138	\$ 770,000	\$ 741,525	\$ 740,000
<b>Program Services Revenue:</b>				
General Government	3,186,092	3,200,000	3,244,100	3,510,238
<b>Total Revenue</b>	<b>5,731,230</b>	<b>3,970,000</b>	<b>3,985,625</b>	<b>4,250,238</b>
<b>Total Expenditures</b>	<b>3,153,751</b>	<b>3,035,230</b>	<b>3,115,230</b>	<b>3,350,312</b>
Excess (Deficiency of Revenues) over Expenditures	2,577,479	934,770	870,395	899,926
<b>Beginning Net Assets</b>	<b>10,106,109</b>	<b>12,683,589</b>	<b>12,683,589</b>	<b>13,553,984</b>
<b>Ending Net Assets</b>	<b>\$ 12,683,588</b>	<b>\$ 13,618,359</b>	<b>\$ 13,553,984</b>	<b>\$ 14,453,910</b>

**POST-RETIREMENT HEALTH CARE FUND  
EXPENDITURE DETAIL**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Finance Department</b>				
Actuarial Services	\$ -	\$ 15,000	\$ 15,000	\$ -
Investment Cost	85,324	80,000	85,000	85,000
<b>Total Finance Dept.</b>	<b>85,324</b>	<b>95,000</b>	<b>100,000</b>	<b>85,000</b>
<b>Personnel Department</b>				
Contractual	-	10,000	10,000	10,000
Actuarial Services	2,250	2,500	2,500	2,500
Medical Insurance	1,888,011	1,602,730	1,702,730	1,852,812
Prescription Insurance	1,178,166	1,325,000	1,300,000	1,400,000
<b>Total Personnel Dept.</b>	<b>3,068,427</b>	<b>2,940,230</b>	<b>3,015,230</b>	<b>3,265,312</b>
<b>Post-Retirement Health Care Fund Total</b>	<b>\$ 3,153,751</b>	<b>\$ 3,035,230</b>	<b>\$ 3,115,230</b>	<b>\$ 3,350,312</b>

## INSURANCE FUND

The Insurance Fund is used to account for property and general liability insurance required in the day-to-day operations of the City of Monroe, including deductible payment regarding general liability type cases.

Property and liability insurance premiums from the city's insurance carrier are expected to increase 2-3% in the next year.

### INSURANCE FUND NET ASSETS TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 1,212	\$ 1,000	\$ 51,596	\$ 1,000
<b>Program Services Revenue:</b>				
General Government	434,391	388,022	388,022	306,274
<b>Total Revenue</b>	<b>435,603</b>	<b>389,022</b>	<b>439,618</b>	<b>307,274</b>
<b>Total Expenditures</b>	<b>360,257</b>	<b>389,022</b>	<b>324,515</b>	<b>336,645</b>
Excess (Deficiency of Revenues) over Expenditures	75,346	-	115,103	(29,371)
<b>Beginning Retained Earn.</b>	<b>407,373</b>	<b>482,719</b>	<b>482,719</b>	<b>597,822</b>
<b>Ending Retained Earnings</b>	<b>\$ 482,719</b>	<b>\$ 482,719</b>	<b>\$ 597,822</b>	<b>\$ 568,451</b>

### INSURANCE FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Administration</b>				
Other Operating	\$ 500	\$ 5,515	\$ 5,515	\$ 5,530
<b>Administration Total</b>	<b>500</b>	<b>5,515</b>	<b>5,515</b>	<b>5,530</b>
<b>Property &amp; Liability Insurance</b>				
Other Operating	359,757	383,507	319,000	331,115
<b>P&amp;L Insurance Total</b>	<b>359,757</b>	<b>383,507</b>	<b>319,000</b>	<b>331,115</b>
<b>Insurance Fund Total</b>	<b>\$ 360,257</b>	<b>\$ 389,022</b>	<b>\$ 324,515</b>	<b>\$ 336,645</b>

# PERMANENT FUND

## Cemetery Fund

As one of the oldest continuously operated cemeteries in the State of Michigan, Woodland Cemetery has provided burial services for residents of this community for more than 160 years. Based upon a *rural cemetery* design, the grounds at Woodland are a historic resource for the entire community. By examining graveyard practices, we find clues as to the values and religious tenets of its users; their social and economic status; in essence, we find *their* stories. Woodland Cemetery is a direct and important link to Monroe's past – and to the people that helped build the community we know today.

For many years, the maintenance and administration of Woodland Cemetery has been provided by a dedicated group of volunteers. However, declining revenues, an aging volunteer base, and several other related factors placed the continued operation of the cemetery in jeopardy. It was at this point that the City of Monroe opened a dialogue with community leaders, the Woodland Cemetery Association, and the Roselawn Memorial Park Board regarding the cemetery's future. The consensus reached was the City of Monroe would take over ownership of the cemetery.

In 2002, the Monroe City Council acquired Woodland Cemetery and established the Woodland Cemetery Fund. As part of this acquisition, a management services agreement was executed between the City and the Roselawn Memorial Park Board (RMP) to provide for the professional day-to-day management of the Woodland facility by Roselawn staff.

The management services agreement included an immediate transfer of working capital to the Roselawn Board, as well as the establishment of a monthly agency fee and a fee schedule for services provided to Woodland Cemetery by employees of RMP. These operating fees are being initially paid by the City from the Cemetery Fund, which is funded by the proceeds from the sale of burial plots and related activities at Woodland Cemetery and a General Fund appropriation. A perpetual care fund exists, but it will likely not be large enough to care for the future maintenance needs of the Cemetery. The City of Monroe will be required to fund the maintenance on a long term basis.

## CEMETERY FUND FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 99,518	\$ 25,050	\$ 25,050	\$ 26,050
Program Services Revenue:				
General Government	27,871	27,000	23,000	24,000
<b>Total Revenue</b>	<u>127,389</u>	<u>52,050</u>	<u>48,050</u>	<u>50,050</u>
<b>Total Expenditures</b>	<u>65,659</u>	<u>43,000</u>	<u>43,000</u>	<u>44,000</u>
Excess (Deficiency of Revenues) over Expenditures	61,730	9,050	5,050	6,050
<b>Beginning Fund Balance</b>	<u>314,504</u>	<u>376,234</u>	<u>376,234</u>	<u>381,284</u>
<b>Ending Fund Balance</b>	<u>\$ 376,234</u>	<u>\$ 385,284</u>	<u>\$ 381,284</u>	<u>\$ 387,334</u>

## CEMETERY FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Community Development Dept. Cemetery</b>				
Other Operating	\$ 65,659	\$ 43,000	\$ 43,000	\$ 44,000
Capital Outlay	-	-	-	-
<b>Total Cemetery Fund</b>	<u>\$ 65,659</u>	<u>\$ 43,000</u>	<u>\$ 43,000</u>	<u>\$ 44,000</u>

# COMPONENT UNIT

## **MONROE DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**

Established in 1977, the mission of the City of Monroe Downtown Development Authority (DDA) is to enhance the quality of life and develop a positive image of Downtown Monroe for residents, businesses and visitors by promoting cultural and economic growth in the Downtown area.

To achieve this mission, the DDA undertakes capital improvement projects and provides funding for decorative, economic development, marketing and promotional activities within the business district.

At the Board's request, Monroe City Council established an Obsolete Property Rehabilitation District, authorized by P.A. 146 of 2000, for eligible commercial and residential housing properties to apply for tax abatements.

In Fiscal Year 2013, the DDA is continuing sponsorship of a financial incentive program for building owners. The "Façade Improvement Program" offers a matching grant of a maximum of 50 to 100 percent of project costs, not to exceed \$10,000 for specific building improvements. They are also spearheading the renovation of the large parking lot and open space area along the River Raisin across from St. Mary's Park and re-structuring their organization operations. The DDA will continue implementing capital projects, promotion and other projects that create an environment that will attract people and businesses to the DDA district.

## DOWNTOWN DEVELOPMENT AUTHORITY FUND BALANCE TREND

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 2,167	\$ 1,600	\$ 1,100	\$ 1,600
Community Development	233,193	218,877	230,414	225,000
Program Services Revenue:				
Economic Development	1,094	1,000	100	1,000
<b>Total Revenue</b>	<b>236,454</b>	<b>221,477</b>	<b>231,614</b>	<b>227,600</b>
<b>Total Expenditures</b>	<b>348,505</b>	<b>393,954</b>	<b>191,985</b>	<b>265,513</b>
Excess (Deficiency of Revenues) over Expenditures	(112,051)	(172,477)	39,629	(37,913)
<b>Beginning Fund Balance</b>	<b>459,448</b>	<b>347,398</b>	<b>347,398</b>	<b>387,027</b>
<b>Ending Fund Balance</b>	<b>\$ 347,397</b>	<b>\$ 174,921</b>	<b>\$ 387,027</b>	<b>\$ 349,114</b>

## DOWNTOWN DEVELOPMENT AUTHORITY FUND EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Community Development Department</b>				
<b>Downtown Development</b>				
Personnel	\$ 65,296	\$ 26,098	\$ 11,841	\$ 16,243
Supplies	2,368	1,975	525	1,100
Other Operating	232,841	102,338	131,882	109,310
Debt Service	-	68,206	-	-
Operating Transfers	48,000	195,000	47,400	138,860
<b>Downtown Development Total</b>	<b>348,505</b>	<b>393,617</b>	<b>191,648</b>	<b>265,513</b>
<b>Clerk/Treasurer</b>				
Other Operating		337	337	
<b>Clerk/Treasurer Total</b>	<b>-</b>	<b>337</b>	<b>337</b>	<b>-</b>
<b>DDA FUND TOTAL</b>	<b>\$ 348,505</b>	<b>\$ 393,954</b>	<b>\$ 191,985</b>	<b>\$ 265,513</b>

## **BROWNFIELD REDEVELOPMENT AUTHORITY (BRA)**

The City of Monroe Brownfield Redevelopment Authority (BRA) was established in January of 1997. In accordance with the provisions of Act 381 of the Public Acts of 1996, the goals of the Authority are to:

- Facilitate the redevelopment of eligible properties
- Provide new jobs and/or tax base
- Foster development and use of those areas possessing established infrastructure
- Prevent urban sprawl
- Preserve existing open spaces

To accomplish the above goals, the BRA is authorized to capture tax increment revenues from taxing jurisdictions through brownfield plans adopted by City Council. The importance of this type of economic development tool for the redevelopment of older, mature communities cannot be overstated. It provides the municipality with the ability to revitalize areas that are not being developed or fully utilized due to actual or perceived environmental contamination.

### **Program Activities**

To date, the twenty-three brownfield sites have been approved. Environmental activities will be reimbursed from taxes captured from new development. The sites approved include Mason Run, Townes on Front Street, Battlefield Property, Riverbend Commons, and Ventower.

**BROWNFIELD REDEVELOPMENT AUTHORITY  
FUND BALANCE TREND**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 6,921	\$ 6,500	\$ 5,200	\$ 5,500
Community Development	1,660,260	630,465	713,781	708,165
Operating Grants				
Community Development	1,068,325	-	-	-
<b>Total Revenue</b>	<b>2,735,506</b>	<b>636,965</b>	<b>718,981</b>	<b>713,665</b>
<b>Total Expenditures</b>	<b>1,679,016</b>	<b>1,290,895</b>	<b>1,307,955</b>	<b>848,812</b>
Excess (Deficiency of Revenues) over Expenditures	1,056,490	(653,930)	(588,974)	(135,147)
<b>Beginning Fund Balance</b>	<b>382,907</b>	<b>1,439,396</b>	<b>1,439,396</b>	<b>850,422</b>
<b>Ending Fund Balance</b>	<b>\$ 1,439,397</b>	<b>\$ 785,466</b>	<b>\$ 850,422</b>	<b>\$ 715,275</b>

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND  
EXPENDITURE DETAIL**

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Community Development Department</b>				
<b>Brownfield Redevelopment</b>				
Supplies	\$ 486	\$ 700	\$ 700	\$ 700
Other Operating	1,473,424	1,085,088	1,101,571	392,252
Operating Transfers	-	-	-	150,000
Debt Services	205,106	205,107	205,684	305,860
<b>Brownfield Redevelopment Total</b>	<b>1,679,016</b>	<b>1,290,895</b>	<b>1,307,955</b>	<b>848,812</b>
<b>B.R.A Fund Total</b>	<b>\$ 1,679,016</b>	<b>\$ 1,290,895</b>	<b>\$ 1,307,955</b>	<b>\$ 848,812</b>

## PORT OF MONROE

### Mission Statement

To provide a functional industrial and economic base to the Community of Monroe and the State of Michigan by encouraging development within the established boundaries of the Port of Monroe pursuant to sound policies protecting the environment and the health and welfare of the community.

### Objectives

- To develop industry on Port property which has or may have the need for waterborne and railroad transportation.
- To develop industry on Port property with sound environmental and public health practices based upon reasoned scientific knowledge and recognized legal principles.
- To create jobs for the City of Monroe.
- To increase the tax base for the City of Monroe and other applicable taxing jurisdictions, including Monroe Public Schools, Monroe County Community College, Monroe County Intermediate School District and County of Monroe

## PORT OF MONROE FUND BALANCE TREND

Revenue:	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
General Revenue:				
General Government	\$ 321,074	\$ 325,484	\$ 325,484	\$ 318,278
Program Services Revenue:				
Community Development	82,034	74,735	74,735	95,735
Capital Grants				
Community Development	-	695,750	695,750	195,750
<b>Total Revenue</b>	<b>403,108</b>	<b>1,095,969</b>	<b>1,095,969</b>	<b>609,763</b>
<b>Total Expenditures</b>	<b>1,628,789</b>	<b>634,422</b>	<b>634,422</b>	<b>638,158</b>
Excess (Deficiency of Revenues) over Expenditures	(1,225,681)	461,547	461,547	(28,395)
<b>Beginning Net Assets</b>	<b>3,471,874</b>	<b>2,246,193</b>	<b>2,246,193</b>	<b>2,707,740</b>
<b>Ending Net Assets</b>	<b>\$ 2,246,193</b>	<b>\$ 2,707,740</b>	<b>\$ 2,707,740</b>	<b>\$ 2,679,345</b>

## PORT OF MONROE EXPENDITURE SUMMARY

	Actual FY10-11	Budget FY11-12	Projected FY11-12	Requested FY12-13
<b>Community Development Dept.</b>				
<b>Port Operations</b>				
Personnel Services	\$ 54,722	\$ 68,597	\$ 68,597	\$ 42,848
Supplies	1,498	2,500	2,500	2,800
Other Operating	1,567,679	558,597	558,597	587,830
Debt Service	4,840	4,728	4,728	4,680
<b>Port Operations Total</b>	<b>1,628,739</b>	<b>634,422</b>	<b>634,422</b>	<b>638,158</b>
<b>Port of Monroe Total:</b>	<b>\$ 1,628,739</b>	<b>\$ 634,422</b>	<b>\$ 634,422</b>	<b>\$ 638,158</b>

\*\* - Note – expenditures for the Port of Monroe do not include any capital expenditures or principal payments on debt.

The excess of expenditures over revenues in FY10-11 was due to the transfer of the battlefield property to the federal government for zero compensation.

The budgeted revenues exceeding expense amount of \$461,547 in FY11-12 is due to the need to budget for use of grant funds that will fund the construction of a capital asset.

