



2015 – 2016 Budget

Adopted April 29, 2015

Robert E. Clark, Mayor

<u>City Council Members</u>	<u>Precinct</u>
Jeffery A. Hensley	1
John Iacoangeli	2
Kellie M. Vining	3
Jeremy J. Molenda (Mayor Pro Tempore)	4
Gloria Rafko	5
William D. Sisk	6

CITY OF MONROE
2015 - 2016 BUDGET

Adopted April 29, 2015

MAYOR

Robert E. Clark

FIRST PRECINCT

Jeffery A. Hensley

SECOND PRECINCT

John Iacoangeli

THIRD PRECINCT

Kellie M. Vining

FOURTH PRECINCT

Jeremy J. Molenda

FIFTH PRECINCT

Gloria Rafko

SIXTH PRECINCT

William D. Sisk

CITY MANAGER

George A. Brown

FINANCE DIRECTOR

Edward J. Sell Jr.

CITY OF MONROE
2015-2016
ANNUAL BUDGET
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BUDGET ORDINANCE

ORDINANCE 15-003

Budget Appropriation Act
July 1, 2015 - June 30, 2016

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2016, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016 are hereby appropriated on a departmental and activity total basis as follows:

GENERAL GOVERNMENT	
City Council	\$127,444
City Manager	367,081
Assessor	377,321
Attorney	140,662
Clerk-Treasurer	499,580
Finance	409,689
Human Resources	267,388
Engineering	290,001
City Hall Grounds	281,480
TOTAL GENERAL GOVERNMENT	\$2,760,646
PUBLIC SAFETY	
Public Safety Division Personnel	8,820,669
Police Operating Cost	624,826
Fire Operating Cost	305,159
Zoning/Code Enforcement	232,047
TOTAL PUBLIC SAFETY	\$9,982,701
PUBLIC WORKS	\$1,911,940
COMMUNITY DEVELOPMENT	\$299,548
CULTURAL-RECREATION	
Library	\$57,500
Social Services	140,000
Public Access TV	163,000
Parks and Recreation	1,851,475
TOTAL CULTURAL-RECREATION	\$2,211,975
CONTINGENCIES	\$264,005
DEBT SERVICE	\$191,037
TRANSFERS OUT	\$949,500
TOTAL EXPENDITURES	\$18,571,352

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

GENERAL FUND

General Revenue	\$16,547,854
Service Revenue	2,015,498
Operating Grants	8,000

TOTAL REVENUES **\$18,571,352**

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2015 through June 30, 2016 for the following funds in the amounts set forth below:

SUMMARY OF EXPENDITURES BY FUND

Major Street Fund	\$1,772,225
Local Street Fund	1,033,545
Refuse Fund	1,486,791
Parking Fund	144,225
Economic Development Fund	10,000
Building Safety Fund	571,353
Budget Stabilization Fund	0
Drug Forfeiture Fund	18,400
Grant Fund	407,000
Airport Fund	326,429
Expendable Trust Fund	50,000
Debt Service	535,676
Capital Project Fund	7,865,000
Wastewater Department	8,242,632
Water Department	7,549,041
Raw Water Partnership Fund	406,452
Information Systems	349,728
Stores & Equipment Fund	1,088,601
Employment Benefit Fund	2,187,480
Post-Retirement Health Care Fund	3,873,540
Insurance Fund	383,586
Cemetery Fund	44,220
Downtown Development Authority	199,026
Brownfield Redevelopment Authority	620,486
Port of Monroe	565,785

TOTAL **\$39,731,221**

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2015 through June 30, 2016 for the following enterprise and internal service type funds in the amounts set forth below:

SUMMARY OF CAPITAL EXPENDITURES BY FUND

Wastewater Department	\$509,500
Water Department	1,318,000

Raw Water Partnership Fund	136,000
Information Systems	50,000
Stores & Equipment Fund	319,000
Port of Monroe	250,000
TOTAL	\$2,582,500

Section 5. The City Council does hereby levy a tax of 13.726 mills for the period of July 1, 2015 through June 30, 2016 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 6. The City Council does hereby levy a tax of .5634 mills for the period of July 1, 2015 through June 30, 2016 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 7. The City Council does hereby levy a tax of 1.564 mills for the period of July 1, 2015 through June 30, 2016 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 8. The City Council does hereby levy a tax of 0.375 mills for the period of July 1, 2015 through June 30, 2016 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 9. The City Council does hereby levy a tax of 0.52 mills for the period of July 1, 2015 through June 30, 2016 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 10. The City Council does hereby, at the request of the Lake Erie Transportation Commission, levy a tax of .7470 mills for the period of July 1, 2015 through June 30, 2016 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 11. 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 12. The City Council does with the adoption of this ordinance approve the fees for service listed in Exhibit 1, effective July 1, 2015, to support the budget for the period July 1, 2015 through June 30, 2016. The rates will be implemented and charged for all services provided as may be reflected in bills or statements generated after July 1, 2015

Section 13. The City Council does hereby with the adoption of this ordinance give the City Manager authorization to increase the salaries and hourly rates of pay of all non-union regular full-time and regular part-time employees consistent with any wage adjustment scheduled for City

employees who are members of collective bargaining units.

Section 14. The City Council does hereby amend the budget for the period of July 1, 2014 through June 30, 2015 to the projected budget amounts contained in the budget documents and narratives.

Section 15. 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 16. 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 17. 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 18. 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, 2015 through June 30, 2016, as provided for in the City Charter, which budget was duly signed by the City Manager and is now on file.

Section 19. The City Council hereby approves the City Budget, containing the appropriations and levy of taxes for the period of July 1, 2015 through June 30, 2016 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 6, 2015
Public Hearing	April 20, 2015
Second Reading	April 29, 2015
Adoption	April 29, 2015
Publication	May 05, 2015




Michelle J. LaVoy
City Clerk-Treasurer


Robert E. Clark
Mayor

EXHIBIT 1

SERVICE	CURRENT FEE	NEW FEE JULY 1, 2015
Wastewater Commodity Rate	3.25	3.43
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
Penalty - 28 Days or more delinquent	5.00%	5.00%
WATER RATES AND FEES		
Quarterly Debt Service Charge**		
Meter Size		
5/8"	\$ 5.52	\$ 5.63
3/4"	\$ 8.30	\$ 8.47
1"	\$ 13.82	\$ 14.10
1 1/4"	\$ 19.34	\$ 19.74
1 1/2"	\$ 27.63	\$ 28.20
2"	\$ 44.21	\$ 45.12
2 1/2"	\$ 69.08	\$ 70.50
3"	\$ 96.72	\$ 98.70
4"	\$ 165.81	\$ 169.21
6"	\$ 345.44	\$ 352.52
8"	\$ 497.42	\$ 507.62
10"	\$ 801.40	\$ 817.83
12"	\$ 1,188.29	\$ 1,212.65
Quarterly Fire Line Rates Inside City Limits		
Meter Size		
5/8"	\$ 0.52	\$ 0.52
3/4"	\$ 0.84	\$ 0.84
1"	\$ 1.80	\$ 1.80
1 1/4"	\$ 3.24	\$ 3.24
1 1/2"	\$ 5.23	\$ 5.23
2"	\$ 11.14	\$ 11.14
2 1/2"	\$ 20.04	\$ 20.04
3"	\$ 32.37	\$ 32.37
4"	\$ 68.97	\$ 68.97
6"	\$ 200.36	\$ 200.36
8"	\$ 426.97	\$ 426.97
10"	\$ 767.84	\$ 767.84
12"	\$ 1,240.28	\$ 1,240.28
Quarterly Fire Line Rates Outside City Limits		
Meter Size		
5/8"	\$ 1.04	\$ 1.04
3/4"	\$ 1.68	\$ 1.68
1"	\$ 3.60	\$ 3.60
1 1/4"	\$ 6.48	\$ 6.48
1 1/2"	\$ 10.46	\$ 10.46
2"	\$ 22.28	\$ 22.28
2 1/2"	\$ 40.08	\$ 40.08
3"	\$ 64.74	\$ 64.74
4"	\$ 137.94	\$ 137.94
6"	\$ 400.72	\$ 400.72
8"	\$ 853.94	\$ 853.94
10"	\$ 1,535.68	\$ 1,535.68
12"	\$ 2,480.56	\$ 2,480.56
Water Commodity Rate**	\$ 1.51	\$ 1.65
**-Rates Doubled Outside City Limits		
Water Administrative Fee	\$ 4.50	\$ 4.50
Quarterly Pump Surcharge Rate	\$ 0.15	\$ 0.15
Penalty - 28 Days or more delinquent	5.00%	5.00%



INTRODUCTION



CITY OF MONROE

Office of City Manager

April 29, 2015

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2015-16 operating budget for the City of Monroe was adopted by the City Council on April 29, 2015. This budget was prepared in accordance with State of Michigan statutes and Monroe City Charter requirements, and it 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 various City 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 2014-2015 and the operating budget for fiscal year 2015-2016.

The total number of regular employees budgeted will increase by 6.7 to 173.3 full-time equivalent employees (FTE). This number does not include seasonal or temporary employees. The 6.7 FTE increase is detailed in the following table.

<u>Department</u>	<u>Classification</u>	<u>FTE Change</u>
City Manager	Media & Cultural Events Director	1.00
Human Resources	Administrative Assistant	0.10
Public Safety Division	Firefighter	3.00
Public Services	Maintenance Worker I	1.00
Economic/Comm. Dev.	Property Maint. & Zoning Inspector	0.60
Economic/Comm. Dev.	Secretary/Clerical Assistant	0.40
Recreation Division	Recreation Secretary	(.40)
Recreation Division	Parks Maintenance Supervisor	1.00
Total FTE Change		6.70

The average cost of a full-time employee is \$114,042, which includes all wage payments (including overtime) and benefits. If the General Fund is considered by itself, this amount increases to \$122,708. If funding for the underfunded retiree health care liability (which also includes liabilities incurred for current retirees) is removed the average cost is reduced to \$93,596 for all full-time employees, and \$101,407 for employees funded from the General Fund. A comparison of those costs to the previous year is in the following table.

<u>Category</u>	<u>FY2014-15</u>	<u>FY2015-16</u>
All Full-time Employees	\$116,465	\$114,042
General Fund Full-time Employees	\$125,136	\$122,708
All Full-time Employees less UAAL	\$ 94,726	\$ 93,596
General Fund Full-time Employees less UAAL	\$102,329	\$101,407

During the initial development of the proposed General Fund budget and prior to receipt of the final taxable value, Department Heads and I were faced with revenues that increased 2.5% from the prior year while trying to fund enhanced services to the citizens of the City. In the end, total revenue in the General Fund increased by approximately 3.8% and a balanced budget recommendation was submitted.

Personnel costs continue to rise. Pension, retiree-health care costs, and active employee health care costs saw minimal increases of about 2% in total. A 2% increase in wages is budgeted for all regular full-time and part-time employees effective January 1, 2016. The increase will be allocated based on the results of the compensation and classification study and collective bargaining. Health care costs for active employees have remained about the same from the prior year, in part due to the agreements previously negotiated with City unions, including terms which are in compliance with the State of Michigan, public employee healthcare law, i.e. Public Act 152 of 2011. While this budget proposes to fund 173.3 full-time public service employees, there are now about 267 former city employees receiving pension benefits and 242 receiving health-care retirement benefits, for themselves and/or their eligible dependents. The budget includes a regular (non-healthcare) pension contribution totaling \$1.697 million, with \$1.629 million of that amount being funded by the General Fund. The total pension contribution increased \$75,000 from the prior year. The budget also includes a retirement healthcare fund contribution of \$3.81 million, with \$2.51 million of that amount being funded by the General Fund.

Taxable Value

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$967,259,975. This represents a 4.3% increase in taxable value, as compared to the taxable value that was used for budgeting for fiscal year 2015. Residential taxable value increased for first time in many years by 1.6%. A 16.26% increase in personal property taxable value and a 5.21% increase in industrial real property taxable value are the main areas that account for the increase.

Millage Levies

The budget, as adopted for fiscal year 2015-2016 (FY16) recommends that the total City Charter authorized General Millage of 14.6644 mills be levied (i.e. 15 mills less Headlee roll-backs). Of this amount, 13.726 mills is proposed to be allocated to support general City operations, 0.375 mill is proposed to be allocated to support Port of Monroe operations, 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. All of these millage rates are the same as what was levied for fiscal year 2014-15.

The Bridge Millage, authorized by voters to raise the funds necessary to refurbish and reconstruct three City bridges, will increase by .10 mill, and the full millage authorized by voters of 0.52 mill will be levied for fiscal year 2015-2016. The levy has been increased to the full millage rate approved due to the bonding and project work for the Roessler Street bridge occurring in 2015 and the fact that funds will be needed in the future for the deck replacement of the Winchester Street bridge. Reimbursements of lost personal property tax values due to exemption of those items by the recently enacted legislation will only be reimbursed at .42 mill.

The Refuse Fund millage will be levied at 1.564 mills, which is a 0.0467 (or 3.00%) increase over the millage levied in FY 14-15 and will provide the funding necessary to pay the cost increases specified in the trash collection contract. The Refuse Fund balance is estimated to be at approximately 5% of expenditures by the end of the 2014-15 fiscal year. This minimal amount will be maintained into the future.

The total of all of the City millage levies for the 2015-2016 fiscal year is 16.7484, a net change of 0.1467 mill, or .88%, from the FY 2014-2015 levies. The property tax administration fee of 1.0%, charged on all millages collected by the City, will also continue.

General Fund

The adopted budget for the General Fund for fiscal year 2015-16 includes expenditures in the amount of \$18,571,352 which is \$685,667 (3.8%) higher than the fiscal year 2015 budget expenditures originally adopted. You will recall that the 2014-2015 (FY 15) General Fund budget, as initially adopted, amounted to \$17,885,685. The projected General Fund budget for fiscal year 2015 amended the total general fund expenditure budget to \$17,891,763, which includes items carried forward from the 2014 fiscal year in the amount of \$97,083.

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. Eleven 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. This trend will continue for fiscal year 2016.

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 maintain the local streets. Each year we budget for maintenance and preservation 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 where federal or state funds have been received to fund those 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.

The *Expendable Trust Fund* was established to account for donated funds with

specific restrictions on their use that may take time to accumulate or may be expended over a period of years. The fund also accounts for federal and state funds received by the Commission on Environment and Water Quality, PEG cable franchise funds, and funds received for engineering review of privately funded 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 to system users 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 \$500,000 in projects this year. 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* continues to maintain a healthy financial position. The Water Fund's capital improvements for fiscal year 2016 amount to \$1.318 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*, 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 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.

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. Insurance deductible payments related to claims against the City are also paid from this fund.

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 2016 General Fund, Capital Project Budget of \$925,500. This amount increased \$45,500 from the previous year and is approximately .96 mills of the operating millage levied.

Cemetery Fund

The *Cemetery Fund* 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. The fund also accounts for the perpetual care funds that have been set aside for the 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*.

Trust Funds

The Post-Retirement Health Care Fund was established to fund future and present retiree health care costs. In 2012, the City Council created a trust to hold and invest funds to be set-aside and the funds already set-aside, to secure them from creditors and protect them from being used for other City purposes. The trust was also set up to protect the employee contributions that began to be made to the fund in 2013. The funding included in this budget for retiree health care costs is based on a per employee amount for each city employee. While the City had historically failed to adequately fund this liability, beginning in fiscal year 2013 the City Council began to fully fund the actuarially required contribution, using the revenue derived from the levy of the remaining Charter authorized millage. This funding has continued to be allocated through fiscal year 2015-16. The 2016 budget includes approximately \$3.8 million in funding for the cost of current retiree health care benefits and for investment through the Trust, with \$530,000 of that amount coming from the levy of the remaining available operating millage, as previously mentioned.

While the retiree health care benefit was established for most city employees about thirty (30) years ago, the City did not establish a fund to help finance this benefit until the late-1990s, well after the unfunded accrued liability had already become significant. Since that time, and prior to the establishment of the Trust, the City had intermittently been setting aside and investing funds on a voluntary basis, under provisions of State law governing the investment of these funds. The previous lack of adequate funding during the period when the liability was being incurred has severely impacted our ability to fund current city services. The result has been that current taxpayers and utility-rate payers are effectively paying part of the costs of city services which were provided in the past, that amount being about \$3.47 million for fiscal year 2016. With the establishment of the Trust in 2012 and annually funding the actuarial-determined Actuarially Required Contribution (ARC) since then, the City Council has displayed an intention to eventually eliminate the unfunded accrued liability for retiree health care, which was estimated at \$37.3 million on December 31, 2012. With that accomplished, retiree health care costs can eventually be paid from the Retiree Health

Care Trust Fund, which will result in the recovery of the City's full financial capacity to provide ongoing services. A new actuarial study is currently being completed that will measure the liability and funding status effective December 31, 2014.

Retiree Healthcare Expenses

As noted above, for FY 15-16, and before it allocates resources for currently needed services, the City needs to set-aside the first \$3.47 million of the tax and utility revenue it collects to fund the annual healthcare benefits for current retirees. The FY 15-16 budget adopted includes total retiree healthcare funding in the amount of \$3.81 million, which includes the estimated cost of annual retiree healthcare for current retirees, the amount needed to pre-fund the liability incurred in FY 15-16 for current employees who are eligible for the benefit, and a contribution toward reducing the City's unfunded actuarially accrued liability. The .5634 mill levy proposed specifically for retiree healthcare, would generate approximately \$530,000 of the funding proposed to reduce this unfunded accrued liability. The City's most recent actuarial study for the retiree healthcare system recommended a contribution of \$3.646 million for fiscal year 2015-16. The contribution we are budgeting, which is in excess of that amount, will help to slightly accelerate the reduction of the previously accrued unfunded liability. As already noted, this study reported an estimated, unfunded accrued liability of approximately \$37 million.

During the most recent collective bargaining negotiations in 2011-12, current City employees agreed to assist 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. The Police and Fire unions began making the contribution in January 2013. The remaining City employees eligible for the benefit began contributing in July 2014. In the beginning, this amounted to approximately \$196,000 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. In addition, employees agreed to changes in retiree healthcare benefits during previous collective bargaining cycles, which have also resulted in the ability to better control costs. These included the 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. If City employees, the Council and management had not partnered to be proactive in reducing the large unfunded accrued liability and better controlling future benefit costs, the City would have realized more drastic reductions to city services and associated employment in the future.

In the future, City staff will analyze whether it makes sense for the City to issue bonds to replace the unfunded retiree health care liability. Preliminary estimates have shown that the City could reduce its annual budget appropriation by \$200,000 to \$600,000 depending on the bond term, the rate of return of Retiree Health Care Trust Fund investments over time, and other parameters used in the analysis. Bonding for this liability was not available to the City in the past because we were not an AA or

better rated community by Standard and Poors. The City received an AA- rating for the first time in December 2014 in relation to a bond refunding that was undertaken at that time. The first step in the process will need to be completion of our December 31, 2014 actuarial valuation for the retiree healthcare system. The valuation is expected to be completed by the end of August 2015.

Conclusion

The combination of Monroe being a mature, “built-out” community along with the slowly recovering economy in Michigan and the nation, has resulted in limited new real property value growth in the City over the past few decades and in a significant decline in residential values during the “Great Recession”. We are finally experiencing some very modest growth in taxable values, State revenue sharing and other sources of revenues. However, the effects of “Proposal A”, which caps the increase of most taxable value at the lesser of inflation or 5%, and the eventual elimination of most personal property tax revenue, supplanted by a partial State provided revenue replacement scheme, are causes for continued fiscal caution and reasonable spending restraint. Despite revenue declines or relative stagnation, the City of Monroe has been able to maintain services and service quality at a relatively high level by developing and implementing more productive and lean service delivery methods and practices and implementing more innovative and progressive operational procedures. In partnership with the Mayor and Council and the members of our City workforce, we will continue to search for ways to implement additional efficiencies and improvements, as we continue to provide Monroe City residents, businesses and visitors with quality public services in the coming years.

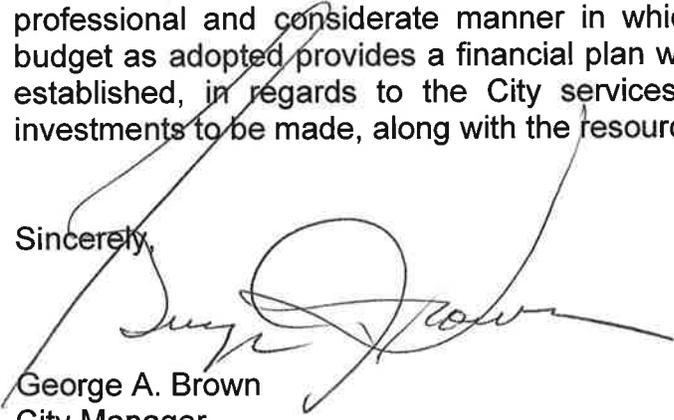
It is with pride that I mention below the Certificate of Achievement for Financial Reporting. This recognition is something we can all be proud of and are clear indications of the teamwork and commitment to excellence exhibited by the staff.

- 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 twelfth 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 to be congratulated for the continued initiative and the extra effort they have contributed while helping to develop this budget. Finance Director Ed Sell deserves special recognition for his constant vigilance to a fast changing fiscal and regulatory environment and the capabilities and patience he displays while assisting all of us as we explore multiple options. Monroe City employees as a whole are also to be congratulated for their continued efforts to provide Monroe residents with high quality public services, especially during such challenging times and in the course of exceptionally dynamic organizational changes.

The Mayor and Council have provided Monroe City administrators and me with policy direction and objectives which have been clear and resolute. This clarity of direction is a primary and essential factor for guiding us during the annual budget development process, as we develop our strategic and operational recommendations and as we help guide our co-workers in the delivery of quality public services. Members of the City-workforce and I appreciate the guidance you have provided and the professional and considerate manner in which you have provided it. I believe the budget as adopted provides a financial plan which fairly reflects the priorities you have established, in regards to the City services to be provided and the infrastructure investments to be made, along with the resources necessary to do so.

Sincerely,

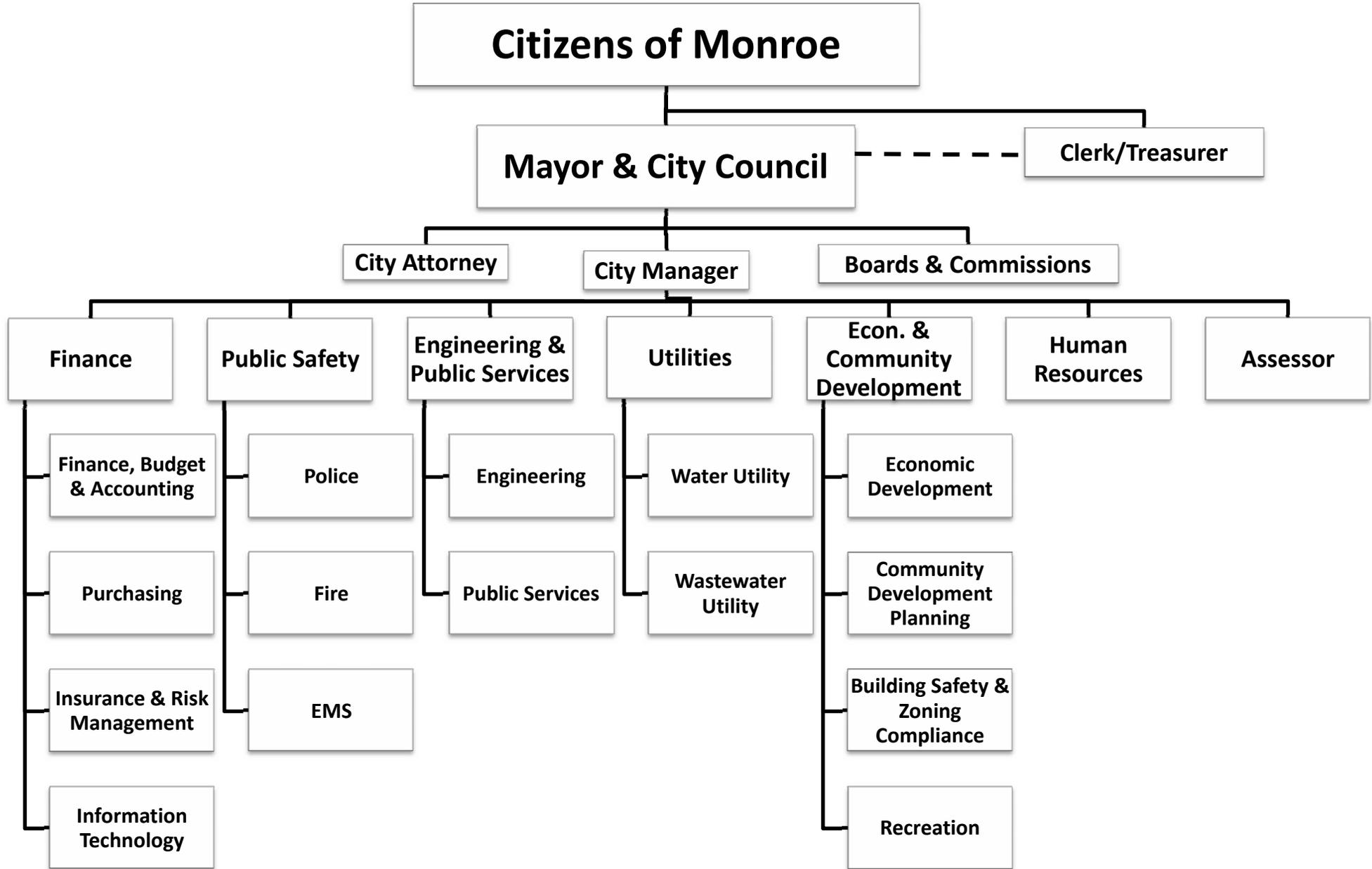


George A. Brown
City Manager



Organizational Chart

CITY OF MONROE ORGANIZATIONAL CHART





Financial Policies

City of Monroe
Financial Policies
Adopted January 12, 2004

- I. Operating Budget Policies** – The objective of the operating budget policies is to maintain adequate service levels at reasonable costs by following sound financial management practices.
- A. Balanced Budget.** The operating budget shall be balanced. For each fund, ongoing costs shall not exceed ongoing revenues plus available fund balance used in accordance with Reserve Policies.
- B. Borrowing for Operating Expenditures.** The City shall not use debt or bond financing to fund current expenditures.
- C. Performance Evaluation.** Performance measurement and productivity indicators shall be integrated into the annual budgeting process. All departments, boards, and commissions shall be reviewed annually by the City Council for such performance criteria as program initiatives, compliance with policy direction, program effectiveness and cost efficiency.
- D. Budgetary Controls.** The City shall maintain a budgetary control system to ensure adherence to the adopted budget and associated appropriations. Regular reports shall be provided comparing actual revenues and expenditures to budget amounts.
- E. Self-Supporting Enterprises.** All enterprise activities of the City shall be self-supporting to the greatest extent possible. These activities include, but are not limited to wastewater, water, and raw water partnership.
- F. Service Planning.** All departments shall share in the responsibility of meeting policy goals and ensuring long-term financial viability. Future directives, plans and program initiatives shall be developed reflecting policy directives, projected resources and future service requirements. In order to ensure proper policy discussions, sunset provisions shall be incorporated into service plans, as appropriate.
- G. Service Levels.** The City shall attempt to maintain both essential service levels and constant or reduced burdens on taxpayers. Changes in service levels shall be governed by the following policies:
- 1.) Budget Process.** The annual budget process is intended to weigh all competing requests for City resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the annual process shall be discouraged.
 - 2.) Personnel Expenses.** To the extent feasible, any personnel cost reductions shall be achieved through attrition and, where necessary, through bumping actions. Additional personnel should only be requested to meet program initiatives and policy directives, after service needs have been thoroughly documented or it is substantiated that the new employee will result in increased revenue or enhanced operating efficiencies.
 - 3.) Grant-Funded Programs.** Programs financed with grant monies shall be budgeted in special funds, and the service program shall be adjusted to reflect

the level of available grant funding. In the event of reduced funding, City resources shall be substituted only after all program priorities are considered during the annual budget process.

- II. Revenue Policies** – The objective of the revenue policies is to ensure that funding for public programs is derived from a fair, equitable and adequate resource base, while minimizing tax differential burdens.
- A. Revenue Structure.** The City shall maintain a diversified and stable revenue system to shelter programs from short-term fluctuations in any single revenue source.
 - B. Revenue Collection.** The City shall follow an aggressive, but humane, policy of collecting revenues.
 - C. Sources of Services Financing.** Services which have a City-wide benefit shall be financed with revenue sources which are generated from a broad base, such as property taxes and state revenue sharing. Services where the customer determines the use shall be financed with user fees, charges and assessments directly related to the level of service provided.
 - D. Tax Base Capacity.** The objective of the City is to ensure that local general tax resources are not increased faster than the tax base capacity of the community.
 - E. User Fees.** The City shall maximize the utilization of user charges in lieu of general revenue sources for services that can be individually identified and where the costs are directly related to the level of service:
 - 1.) Cost of Service.** The City shall establish user charges and fees at a level reflecting the cost of providing the service, to the extent legally allowable. Operating, direct, indirect and capital costs shall be considered in the charges. Full cost charges shall be imposed unless it is determined that policy and market factors require lower fees.
 - 2.) Policy and Market Considerations.** The City shall also consider policy objectives and market rates and charges levied by other public and private organizations for similar services when fees and charges are established.
 - 3.) Annual Review.** The City shall review fees and charges annually, and will make appropriate modifications to ensure that charges grow at a rate which keeps pace with the cost of efficiently providing the service.
 - 4.) Non-Resident Charges.** Where practical, user fees and other appropriate charges shall be levied for activities or facilities in which non-residents participate in order to relieve the burden on City residents. Non-resident fees shall be structured at market levels so that resident users are subsidized to the greatest extent possible.
 - 5.) Wastewater and Water.** User charge fees for wastewater and water shall be sufficient to finance all operating, capital and debt service costs for these utilities. Rates will be set such that these enterprise funds are never in a cash deficit position during the year.

- 6.) Building and Code Enforcement.** Activities shall be funded through a user charge in the form of building permits, inspections and plan review fees. These fees shall represent one hundred percent of the operating costs, including all overhead expenses.
- 7.) Internal Service Fees.** When interdepartmental charges are used to finance internal enterprise functions, charges shall reflect full costs, including all indirect expenses.
- 8.) Fines.** Levels of fines shall be requested according to various considerations, including legal guidelines, deterrent effect, administrative costs and revenue potential. Because the purpose of monetary penalties against those violating City ordinances is to deter continuing or future offences, the City shall not request any increase in fine amounts with the singular purpose of revenue enhancement.
- 9.) Dedicated Revenues.** Except where required by law or generally accepted accounting practices (GAAP), no revenues shall be dedicated for specific purposes. All non-restricted revenues shall be deposited in the General Fund and appropriated by the annual budget process.
- 10.) Private Revenues.** All private money donated, contributed or lent to the City for operations, maintenance, purchase of equipment, supplies, land or capital facilities shall be subject to current acceptance procedures and shall be deposited in the appropriate City fund and accounted for as public money through the City's budget process and accounting system.
- III. Reserve Policies** – The objective of the reserve policies is not to hold resources solely as a source of interest revenue, but rather to provide adequate resources for cash flow and contingency purposes, while maintaining reasonable tax rates.
- A. Cash Flow and Contingency.** The City shall maintain a minimum “base” unallocated fund balance of fifteen percent of the General Fund budget to be used for cash flow purposes, unanticipated expenditures of a non-recurring nature, or to meet unexpected increases in service delivery costs. These funds will be used to avoid cash flow interruptions, generate interest income, avoid the need for short-term borrowing and assist in maintaining the City's bond rating. To the extent that unusual contingencies exist as a result of state revenue sharing uncertainties, salary settlement estimates or other unknowns, a balance larger than this “base” amount shall be maintained.
- B. Enterprise Reserves.** Appropriate operating contingency reserves shall be maintained in enterprise funds to provide for unanticipated expenditures of a non-recurring nature. Appropriate capital replacement reserves shall also be maintained to fund emergency improvements relating to new regulations and standards, capital repair and replacement.
- C. Other Funds.** Appropriate balances shall be maintained in other City funds reflecting the nature of the funds.



GENERAL FUND

**GENERAL FUND
FUND BALANCE TREND**

	Actual FY11-12	Actual FY12-13	Actual FY13-14	Amended Budget FY14-15	Projected Actual FY14-15	Adopted Budget FY15-16
REVENUE:						
General Revenue:						
General Government	\$ 14,934,266	\$ 15,218,764	\$ 15,453,561	\$ 15,940,686	\$ 15,969,212	\$ 16,547,854
Service Revenue:						
General Government	852,867	834,612	891,150	938,992	939,592	985,646
Public Safety	280,300	301,358	348,247	334,934	339,573	378,452
Public Works	56,277	63,790	67,853	77,500	66,500	74,000
Recreation & Culture	634,369	580,972	532,391	585,573	474,126	577,400
Operating Grants:						
Public Safety	168,344	117,062	26,183	8,000	31,476	8,000
Economic Development		1,000	12,212	-	-	-
Recreation & Culture	-	-	-	-	-	-
Capital Grants						
Public Safety	-	-	-	-	-	-
Total Revenue	16,926,423	17,117,558	17,331,597	17,885,685	17,820,479	18,571,352
Total Expenditures	16,757,656	17,216,544	17,082,107	17,982,768	17,891,763	18,571,352
Excess (Deficiency) of Revenues over Expenditures	168,767	(98,986)	249,490	(97,083)	(71,284)	-
Beginning Fund Balance	3,289,947	3,458,714	3,540,728	3,790,218	3,790,218	3,718,934
Committed Fund Balance	-	181,000	-	-	-	-
Ending Fund Balance	\$ 3,458,714	\$ 3,540,728	\$ 3,790,218	\$ 3,693,135	\$ 3,718,934	\$ 3,718,934

**GENERAL FUND
REVENUE DETAIL**

	Actual FY11-12	Actual FY12-13	Actual FY13-14	Amended Budget FY14-15	Projected Actual FY14-15	Adopted Budget FY15-16
General Revenue						
General Government						
Real Property Taxes	10,833,600	10,767,284	10,801,947	11,085,940	11,090,000	11,422,534
Real Property Taxes-PRHC	-	441,596	443,240	455,035	455,000	468,851
Tif Capture Real Property	(343,182)	(310,194)	(287,678)	(264,506)	(277,500)	(290,000)
Personal Property Taxes	1,138,612	1,152,651	1,223,456	1,202,546	1,190,000	1,384,098
Personal Property Taxes-PRHC	-	47,061	50,186	49,346	49,300	56,811
Tif Capture-Personal Property	(3,953)	(21,370)	(21,936)	(25,000)	(7,875)	(15,000)
Industrial Facilities Tax	126,821	220,573	285,564	422,512	422,511	412,119
Industrial Facilities Tax-PRHC	-	7,678	11,721	17,342	17,342	16,916
Payment In Lieu Of Taxes	22,972	25,544	26,755	25,500	27,000	27,500
Int & Pen Delinquent Taxes	80,086	94,097	67,266	81,000	70,000	72,000
Property Tax Admin Fee	433,241	439,896	446,804	449,000	465,000	477,000
Cab Driver Licenses	75	130	365	150	150	150
Vendor License	1,040	1,190	630	1,200	1,200	1,200
Zoning Permits	6,700	9,690	7,075	8,000	8,500	8,500
Other Licenses & Permits	-	4,900	23,735	15,000	24,000	24,000
State Rev Share-Sales Tax	2,100,260	1,797,585	1,840,749	1,900,000	1,903,000	1,950,000
State Rev Share-Liquor License	15,577	14,515	15,077	15,000	15,850	15,850
Interest On Investments	66,450	38,465	57,730	50,000	50,000	50,000
Rent-Land	4,744	4,696	4,666	9,000	9,240	9,200
Rent-Buildings	48,316	58,415	52,127	49,221	51,780	52,925
Franchise Fees	307,837	319,517	319,426	320,000	324,000	326,000
Right Of Way Fee	61,094	62,319	58,966	62,000	59,000	60,000
Sale Of Assets	769	1,207	1,600	5,000	5,552	5,000
Contrib from Private Source	-	50	424	-	-	-
Reimb-Other	12,511	1,640	9,661	4,000	4,000	4,000
Refunds/Rebates	686	9,729	3,809	3,200	6,500	8,000
Transfer In-Economic Development	-	9,881	-	-	-	-
Transfer In-DDA	20,000	20,000	10,000	-	-	-
Miscellaneous Revenue	10	20	196	200	200	200
Bond or Insurance Recoveries	-	-	-	-	5,462	-
Total General Revenue	14,934,266	15,218,765	15,453,561	15,940,686	15,969,212	16,547,854
Service Revenue						
General Government						
Witness Fees	-	13	81	100	-	-
Zoning Board Of Appeals Fees	750	1,750	2,250	1,800	2,500	2,500
Plans & Specifications Review	1,689	335	2,581	1,000	1,000	1,000
Gis Enhanced Access Fee	8,558	8,252	8,068	8,200	8,200	8,200
Admin Services-Water Fund	452,140	448,444	440,383	463,418	463,418	459,480
Admin Services-Wastewater Fund	325,910	321,315	346,584	371,846	371,846	351,641
Admin Services-Refuse Fund	-	-	-	-	-	59,791
Admin Services - Building Safety	31,646	29,269	30,406	35,400	35,400	37,005
Admin Services - Stores & Equipment	-	-	38,214	35,028	35,028	38,829
Duplicating Charge	1,757	539	213	1,000	500	500
Sales-Miscellaneous	217	58	224	300	300	300
Plans & Specifications Sales	6,420	5,700	3,171	6,500	1,000	1,000
Vending Commissions/Sales	1,576	1,008	1,366	1,400	1,400	1,400
Other Charges For Services	12,280	11,327	7,602	5,000	13,000	18,000
Penalties	4,857	3,275	4,420	3,000	3,000	3,000
Miscellaneous Revenue	5,067	3,327	5,587	5,000	3,000	3,000
Total General Government	852,867	834,612	891,150	938,992	939,592	985,646
Public Safety						
Excavation Permit	22,500	17,799	4,750	7,000	6,000	6,500
Police Liaison	70,086	71,918	74,331	75,000	80,000	90,000
Emergency Medical Service Fees	3,092	974	742	-	469	-
Accident Cost Recovery Fees	2,417	-	-	-	-	-
Fire Inspection Fees	6,850	7,650	22,510	14,000	22,500	22,500
Plans & Specifications Review	14,350	12,550	10,790	13,000	12,000	12,000
Sex Offender Registration Fee	-	-	20	-	170	100
Police/Fire Service-Water	92,026	89,370	88,663	93,934	93,934	97,852
Ouil Fines	5,942	17,231	20,271	13,000	18,000	18,000
Penal Fines	49,506	62,582	75,930	60,000	70,000	70,000
Civil Fines	2,100	800	1,300	1,000	1,500	1,500
Zoning/Blight Fines	2,050	1,300	200	1,000	1,000	1,000

	Actual FY11-12	Actual FY12-13	Actual FY13-14	Amended Budget FY14-15	Projected Actual FY14-15	Adopted Budget FY15-16
Reimb-Demolitions	1,757	9,800	39,727	50,000	25,000	50,000
Miscellaneous Revenue	7,624	9,384	9,013	7,000	9,000	9,000
Total Public Safety	280,300	301,358	348,247	334,934	339,573	378,452
Public Works						
Blight Pickup	22,973	13,229	10,853	15,000	15,000	15,000
Weed Cutting	20,873	32,621	36,534	42,000	25,000	32,500
Charges For Services-Banners	650	1,750	1,500	1,500	1,500	1,500
Miscellaneous Revenue	11,781	16,190	18,966	19,000	25,000	25,000
Total Public Works	56,277	63,790	67,853	77,500	66,500	74,000
Recreation & Culture						
Skate Sharpening	5,820	4,465	3,917	3,950	3,430	3,695
Youth Ball Program	17,852	20,808	22,343	20,800	22,000	20,800
Adult Ball Program	34,993	39,343	41,175	39,000	40,500	39,000
Adult Volleyball	5,315	4,115	4,896	3,610	4,900	5,200
Youth Basketball	6,733	6,654	7,146	6,600	5,760	5,760
Football Program	-	-	2,494	2,500	2,500	2,500
Track Program	1,007	1,044	1,302	1,055	1,272	1,272
Tennis Program	708	747	947	430	800	430
Skating Lessons	15,869	13,822	11,749	19,533	11,273	18,808
Sales-Concessions	36,735	35,790	34,893	33,700	32,080	37,750
Sales-Pro Shop	8,688	5,321	4,748	3,775	2,706	2,835
Sales-Miscellaneous	1,112	915	155	1,100	60	-
Admission-Swimming	-	-	-	-	-	-
Admission-Public Skating	19,300	23,484	25,584	23,700	21,263	27,325
Admission-Drop In Hockey	13,313	13,314	12,779	13,800	12,637	13,450
Admission-Sports Camp	4,746	11,095	4,569	-	715	-
Admission-Inflatables	107,265	93,995	64,729	71,450	65,696	70,210
Rent-Park Facilities	8,747	7,374	6,596	7,375	6,600	7,375
Rent-Ice Surface	246,998	221,508	212,051	246,100	175,248	215,519
Rent-Dry Floor	66,184	42,001	42,992	52,930	33,479	71,006
Rent-Meeting Room	9,368	10,200	3,901	13,800	1,150	-
Rent-Ice Skates	5,332	5,406	6,633	6,950	7,749	7,915
Rent-Lockers	150	270	95	315	-	-
Rent-Advertising Space	-	-	810	-	7,490	10,800
Commissions-Video Games	3,140	3,452	3,507	3,200	2,974	3,280
Commissions-Vending Machines	5,779	5,544	3,992	4,400	3,544	3,970
Miscellaneous Revenue	9,215	10,055	8,388	5,500	8,300	8,500
MMSC Miscellaneous Revenue	-	250	-	-	-	-
Total Recreation & Culture	634,369	580,972	532,391	585,573	474,126	577,400
Total Service Revenue	1,823,813	1,780,732	1,839,641	1,936,999	1,819,791	2,015,498
Operating Grants						
Public Safety						
Miscellaneous Federal Grants	-	-	329	-	-	-
COPS Grant	162,492	63,427	-	-	-	-
Highway Safety Grant	-	-	-	-	1,525	-
Police Training-Act 302	5,852	4,635	4,811	8,000	5,000	8,000
EVIP Grant	-	49,000	21,043	-	24,951	-
Total Public Safety	168,344	117,062	26,183	8,000	31,476	8,000
Recreation and Culture						
Contrib from Private Source	-	1,000	-	-	-	-
Total Recreation and Culture		1,000				
Economic Development						
Contribution - Monroe County	-	-	11,212	-	-	-
Contrib from Private Source	-	-	1,000	-	-	-
Total Economic Development			12,212			
Total Operating Grants	168,344	118,062	38,395	8,000	31,476	8,000
Total General Fund Revenue	16,926,423	17,117,559	17,331,597	17,885,685	17,820,479	18,571,352

GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT

Department Name	Actual FY12-13	Actual FY13-14	Amended Budget FY14-15	Projected FY14-15	Adopted Budget FY15-16	Pct of Budget
Mayor And Council	104,336	104,978	117,376	117,376	127,444	0.69%
City Manager	280,096	300,269	281,400	282,181	367,081	1.98%
Elections	30,443	18,361	27,265	31,896	38,500	0.21%
Clerk/Treasurer	427,188	415,816	439,082	442,565	430,580	2.32%
Assessor's Office	363,500	364,639	363,246	362,259	375,168	2.02%
Board Of Review	1,264	1,275	1,884	1,884	2,153	0.01%
Attorney's Office	132,896	133,479	141,662	140,662	140,662	0.76%
Audit	43,967	43,245	43,500	43,226	44,523	0.24%
Finance	381,263	349,474	356,108	337,152	365,166	1.97%
Human Resources	284,966	247,662	282,413	316,681	267,388	1.44%
Engineering	326,255	284,541	304,323	335,263	290,001	1.56%
Police Operating	5,548,966	5,920,206	589,075	585,579	601,826	3.24%
Police Training	4,635	4,811	8,000	5,000	8,000	0.04%
Liquor Law Enforcement	4,056	7,434	15,000	15,000	15,000	0.08%
Public Safety Division Personnel	-	-	8,568,895	8,515,397	8,820,669	47.50%
Fire Operating	2,992,048	3,116,335	306,582	312,687	305,159	1.64%
DPS General Operations	1,422,203	1,341,838	1,479,305	1,298,097	1,459,440	7.86%
Forestry	470,475	387,463	444,500	430,500	452,500	2.44%
Parks & Playgrounds	233,395	349,030	434,468	452,000	488,034	2.63%
City Hall/Grounds	263,429	243,388	277,796	276,958	281,480	1.52%
Planning Commission	4,557	3,358	4,240	4,140	4,315	0.02%
Community Development	243,010	251,196	295,526	305,459	292,053	1.57%
Historical District Commission	763	330	3,380	3,180	3,180	0.02%
Zoning/Ordinance Enforcement	98,392	133,818	243,996	225,286	232,047	1.25%
Administration & General	222,949	238,689	236,958	219,847	206,249	1.11%
Multi-Sports Complex	1,120,894	1,090,065	1,079,002	1,090,946	1,044,314	5.62%
Parks And Rec. Programs	86,878	87,746	100,503	102,050	112,878	0.61%
Non-Departmental	2,123,721	1,642,663	1,537,283	1,638,492	1,795,542	9.67%
Total	17,216,545	17,082,109	17,982,768	17,891,763	18,571,352	100%

GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION

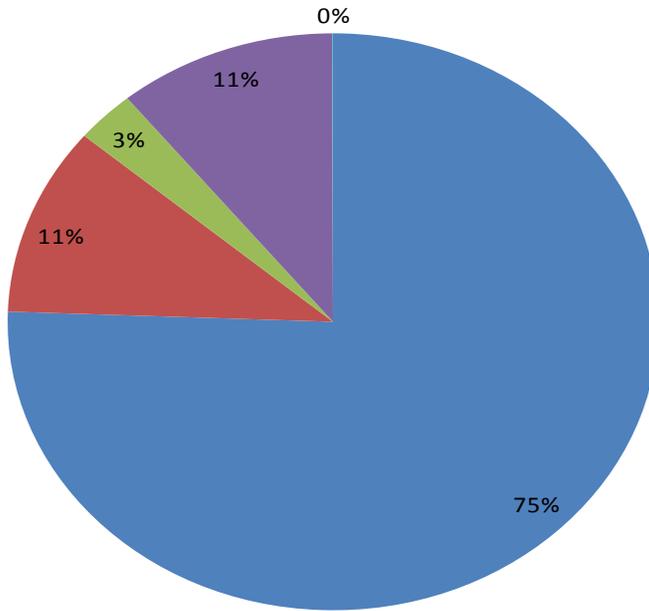
Description	Actual FY12-13	Actual FY13-14	Amended Budget FY14-15	Projected FY14-15	Adopted Budget FY15-16	Pct of Budget
PERSONNEL						
Full Time Salaries & Wages	\$ 5,724,750	\$ 5,748,396	\$ 6,056,644	\$ 5,833,359	\$ 6,351,400	34.20
Part Time Salaries & Wages	198,180	206,489	265,444	315,180	357,864	1.93
Overtime	601,801	651,084	522,210	664,960	475,380	2.56
Overtime-Part-Time	3,198	405	-	117	-	0.00
Shift Premium	22,525	24,369	23,000	23,000	25,000	0.13
Clothing Allowance	26,399	26,305	27,500	27,500	27,500	0.15
Food Allowance	6,239	5,400	4,500	4,050	4,050	0.02
Car Allowance	6,000	6,000	6,000	6,000	6,000	0.03
Uniform Allowance	27,733	28,262	29,800	29,800	31,450	0.17
Longevity	54,775	56,393	55,125	51,457	52,300	0.28
Sick Pay Bonus	65,106	76,414	82,159	76,009	92,844	0.50
On Call Bonus	1,241	1,500	1,500	1,500	1,500	0.01
Team Callout Pay	3,320	3,368	3,360	3,360	3,360	0.02
Report Time Pay	11,350	10,764	12,000	12,000	15,000	0.08
Holiday Pay	88,454	171,453	181,990	181,990	194,461	1.05
Fees & Per Diem	21,193	9,410	19,540	19,940	19,000	0.10
Proficiency Pay	149,073	186,159	210,250	210,250	214,900	1.16
Waiver-Health Insurance	18,150	17,760	18,250	18,271	20,650	0.11
Fica	175,057	181,379	191,074	189,638	206,316	1.11
Medicare	96,811	100,794	107,354	108,372	114,297	0.62
Life Insurance	30,289	30,352	21,314	21,483	22,760	0.12
Disability Insurance	1,975	1,926	1,824	1,824	1,945	0.01
Workers' Comp Insurance	113,505	119,475	128,964	128,964	131,735	0.71
Unemployment	34,436	20,996	7,343	7,343	2,321	0.01
Medical Insurance	814,024	848,894	898,108	849,214	959,894	5.17
Flexible Benefit Plan	91	-	60	30	60	0.00
Prescription Insurance	97,825	90,656	89,004	68,830	71,781	0.39
Dental Insurance	71,672	67,388	81,866	68,876	81,895	0.44
Post Retirement Health Care	2,591,205	2,604,452	2,547,673	2,547,673	2,514,938	13.54
Retiree Healthcare Savings Plan	-	-	33,852	35,013	56,514	0.30
Pension Contribution	1,286,597	1,423,146	1,553,612	1,553,612	1,629,413	8.77
Deferred Compensation	5,002	5,022	5,578	5,578	5,633	0.03
PERSONNEL	12,347,976	12,724,411	13,186,898	13,065,193	13,692,161	73.73
SUPPLIES						
Office Supplies	24,856	26,432	31,005	31,877	38,025	0.20
Copies	7,070	6,330	7,435	6,875	6,575	0.04
Postage	23,838	20,269	25,825	24,875	25,250	0.14
Operating Supplies	141,097	128,374	132,450	154,698	163,017	0.88
Operating Supplies - Vehicles	22,586	23,710	18,875	20,259	19,800	0.11
Ammunition	2,697	8,762	15,312	15,312	13,800	0.07
Uniforms/Clothing	46,050	17,456	37,119	37,069	42,400	0.23
Quarters Supplies	1,941	2,734	3,000	3,000	3,000	0.02
Safety Equipment	5,143	4,172	4,000	4,000	4,000	0.02
Fire Prevention Supplies	4,532	3,628	4,000	4,000	4,200	0.02
Medical Supplies	9,165	5,961	9,000	9,500	9,500	0.05
De-Icing Agent	2,597	-	2,500	3,000	2,500	0.01
Crime Prevention Supplies	1,457	1,298	1,500	1,500	1,500	0.01
SUPPLIES	293,029	249,126	292,021	315,965	333,567	1.80

Description	Actual FY12-13	Actual FY13-14	Budget FY14-15	Projected FY14-15	Budget FY15-16	Pct of Budget
OTHER OPERATING						
Mileage	268	176	375	556	625	0.00
Planting Materials	1,252	58	2,000	2,000	2,000	0.01
Vending Supplies	757	1,290	1,400	1,400	1,400	0.01
Repair & Maint Supplies	10,818	26,904	64,608	67,500	48,500	0.26
Resale Merch - Pro Shop	4,246	3,649	2,265	1,748	1,701	0.01
Resale Merch - Concessions	23,089	20,769	19,896	21,935	18,875	0.10
Info Sys User Fee	159,183	153,913	162,933	162,933	172,129	0.93
Legal Services	213,336	203,781	199,900	199,750	198,750	1.07
Actuarial Services	2,250	-	605	-	-	0.00
Audit Services	43,967	43,245	43,500	43,226	44,523	0.24
General Contract Services	483,446	278,220	432,528	428,150	296,710	1.60
Billing Service	-	-	-	-	-	0.00
Demolition Service	4,800	54,551	100,000	100,000	100,000	0.54
Personnel	265,097	236,003	228,591	203,967	184,474	0.99
Employee Physicals	14,298	17,458	9,000	15,500	10,000	0.05
Contractual - Ptax Sharing	4,294	4,742	5,126	5,126	5,500	0.03
Transaction Processing Costs	4,710	2,402	2,500	2,500	2,500	0.01
City Property Grass Mowing Services	-	115,948	122,000	123,000	126,000	0.68
High Grass/Weed Mowing Services	-	32,216	50,000	25,000	35,000	0.19
Witness Fees	158	291	100	300	300	0.00
Civil Service Commission	195	-	-	-	-	0.00
Legal Services-Civil Service Commission	-	-	-	1,000	2,000	0.01
Telephone	56,894	58,255	54,375	58,655	56,820	0.31
Training & Travel	56,374	56,020	74,799	74,100	74,925	0.40
Prisoner Transfer	43	35	250	100	100	0.00
Recruiting	871	1,046	1,000	1,000	1,000	0.01
Community Promotion	19,400	13,886	18,206	18,706	33,345	0.18
Awards & Gifts	387	410	500	500	500	0.00
Publishing/Advertising	24,185	24,319	31,151	30,747	27,975	0.15
Insurance Premium	145,189	130,515	114,474	114,356	119,950	0.65
Electric	224,633	213,382	195,775	193,193	189,025	1.02
Street Lighting	463,888	440,357	455,000	420,000	425,000	2.29
Natural Gas	67,182	84,002	91,200	79,332	99,200	0.53
Water & Wastewater	23,646	37,809	23,925	28,126	23,860	0.13
Maintenance - Buildings	96,068	74,112	84,455	86,703	96,500	0.52
Maintenance - Equipment	41,690	33,424	81,700	94,678	58,100	0.31
Maintenance - Vehicles	27,413	32,426	18,000	33,462	23,000	0.12
Maintenance - Radios	9,028	4,484	7,500	6,000	7,500	0.04
Maintenance - Office Equipment	4,393	8,024	8,375	8,370	8,698	0.05
Rental-Vehicle	295,025	304,950	323,325	312,075	320,070	1.72
Rental-Building	482,804	496,429	498,799	499,199	496,138	2.67
Rental-Equipment	246,034	229,461	229,649	232,800	236,409	1.27
Miscellaneous Expense	14	(70)	-	-	-	0.00
Property Taxes	6,530	4,010	3,700	3,500	3,700	0.02
Licenses, Fees & Permits	13,860	19,710	22,273	23,035	43,320	0.23
Reference Material	6,961	7,032	8,718	8,858	9,095	0.05
Memberships & Dues	23,701	28,365	35,220	38,347	38,211	0.21
Michigan Municipal League	6,553	6,710	6,800	6,818	6,850	0.04
SEMCOG	2,663	2,670	2,700	1,338	1,400	0.01
TMACOG	-	-	4,044	4,044	4,100	0.02
City Share SAD	2,457	10,352	127,275	126,600	127,275	0.69
Refund - Bor Settlement	31,874	19,630	24,874	24,874	25,000	0.13
Program Exp-Sports Complex	1,850	3,728	4,130	1,736	7,421	0.04
Program Exp-Hockey	2,826	1,624	1,500	1,615	2,142	0.01

Description	Actual FY12-13	Actual FY13-14	Budget FY14-15	Projected FY14-15	Budget FY15-16	Pct of Budget
Program Exp-Inflatables	21,932	16,496	16,215	23,277	25,541	0.14
Grant-Lesow Comm Ctr	140,000	140,000	140,000	140,000	140,000	0.75
Grant-Mpact	159,758	159,713	160,000	162,000	163,000	0.88
Grant-Monroe Cnty Library Sys	57,500	57,500	57,500	57,500	57,500	0.31
Loss in fair value of land inventory	507,488	-	-	-	-	0.00
Cash (Over)/Short	(25)	81	-	-	-	0.00
Contingencies	-	-	4,170	100,000	264,005	1.42
OTHER OPERATING	4,507,253	3,916,513	4,378,904	4,421,235	4,467,662	24.06
CAPITAL OUTLAY						
Operating Equipment	62,688	49,044	85,757	87,000	55,000	0.30
Office Equipment & Furniture	-	-	-	-	-	0.00
CAPITAL OUTLAY	62,688	49,044	85,757	87,000	55,000	0.30
FORCE LABOR & EXPENDITURE CREDITS						
F/L Construction	402,799	422,968	460,500	483,000	452,000	2.43
Exp Cr-General Fund Departments	(370,738)	(381,210)	(425,500)	(440,500)	(410,500)	(2.21)
Exp Cr-Major Street Fund	(231,673)	(316,147)	(259,150)	(240,460)	(235,400)	(1.27)
Exp Cr-Local Street Fund	(221,065)	(344,294)	(274,000)	(299,304)	(284,500)	(1.53)
Exp Cr-Refuse Fund	(150,196)	(132,294)	(135,000)	(160,000)	(150,000)	(0.81)
Exp Cr-Parking Fund	(7,407)	(38,369)	(13,000)	(16,000)	(13,000)	(0.07)
Exp Cr-Grant Fund	(61,750)	(96,142)	(76,500)	(91,500)	(86,500)	(0.47)
Exp Cr-Airport Fund	(9,590)	(28,025)	(11,500)	(14,000)	(11,500)	(0.06)
Exp Cr-Capital Project Fund	(111,409)	(36,386)	(51,500)	(62,049)	(107,500)	(0.58)
Exp Cr-Wastewater Fund	(25,972)	(19,728)	(28,500)	(43,451)	(12,400)	(0.07)
Exp Cr-Water Fund	(113,012)	(130,508)	(155,500)	(127,758)	(122,500)	(0.66)
Exp Cr-Raw Water Partnership	(279)	-	-	-	-	0.00
Exp Cr-Stores & Equipment Fund	(27,169)	-	-	-	-	0.00
Exp Cr-Expendable Trust Fund	(4,784)	(474)	(2,000)	(500)	(1,000)	(0.01)
Expenditure Credit - BRA	(7,323)	(7,102)	(7,500)	(7,500)	(7,500)	(0.04)
FORCE LABOR & EXP. CREDITS	(939,568)	(1,107,711)	(979,150)	(1,020,022)	(990,300)	(5.33)
DEBT SERVICE						
Principal-City Hall	22,183	23,259	24,387	24,387	25,570	0.14
Principal-Fire	-	-	-	-	-	0.00
Interest-Adv From Other Funds	8,160	8,160	8,160	8,160	8,160	0.04
Interest - City Hall	10,219	9,143	8,015	8,015	6,832	0.04
Interest-Fire	-	-	-	-	-	0.00
DEBT SERVICE	40,562	40,562	40,562	40,562	40,562	0.22
OPERATING TRANSFERS						
Transfer Out-Major St	130,000	68,000	70,000	70,000	-	0.00
Transfer Out-Local St	297,290	457,224	470,000	470,000	335,000	1.80
Transfer Out-Parking Fund	-	80,000	-	-	-	0.00
Transfer Out-Economic Development	-	50,000	-	-	-	0.00
Transfer Out-Airport	-	22,718	-	-	-	0.00
Transfer Out-Debt Service	19,053	19,736	19,446	19,000	23,200	0.12
Transfer Out-Capital Project	432,262	485,486	390,330	394,830	585,500	3.15
Transfer Out-Cemetery	26,000	27,000	28,000	28,000	29,000	0.16
OPERATING TRANSFERS	904,605	1,210,164	977,776	981,830	972,700	5.24
TOTAL APPROPRIATIONS	\$ 17,216,545	\$ 17,082,109	\$ 17,982,768	\$ 17,891,763	\$ 18,571,352	100.00

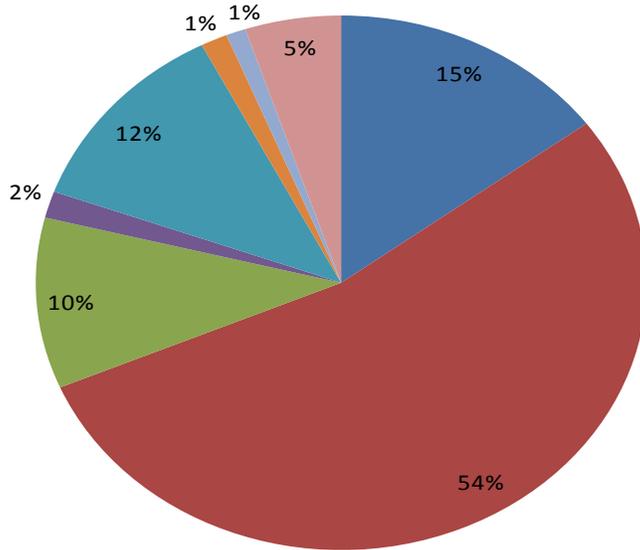
General Fund Revenue Sources

- 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





GENERAL FUND 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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Personnel Services	\$ 63,961	\$ 64,869	\$ 64,869	\$ 64,674
Supplies	383	1,100	1,072	1,100
Other Operating	40,634	51,407	51,435	61,670
Total	\$ 104,978	\$ 117,376	\$ 117,376	\$ 127,444
Expenditures as a % of the General Fund	0.61%	0.65%	0.66%	0.69%



2014-2015 City Council Goals and Objectives

GOAL: Revitalize Neighborhoods

Objective: Implement Neighborhood Enterprise Zone(s) (NEZ)

Objective: Seek State and Federal funding for neighborhood revitalization

Objective: Initiate a broad-based neighborhood redevelopment plan in the Orchard East district

Objective: Expand and enhance City policy and programs related to property maintenance

GOAL: Invest in Recreational, Cultural, and Historical Assets

Objective: Adopt and implement recommendations of the Parks and Recreation Master Plan

Objective: Conduct inventory assessment of City parks and City forestry assets

Objective: Assess structuring a Department of Parks, Recreation and Cultural Heritage

Objective: Conduct Monroe Multi-Sports Complex Assessment Study

GOAL: Develop River Raisin Corridor and Downtown

Objective: Implement recommendations of the River Raisin Heritage Corridor – East Master Plan

Objective: Seek State and Federal support funding to enhance development of the River Raisin corridor in conjunction with other public, private, and non-profit partners

GOAL: Continue to Support Revitalization of Downtown

Objective: Expand and enhance Downtown streetscape with Complete Streets transportation plan

Objective: Conduct Downtown residential and business Target Market Analysis

Objective: Collaborate with the DDA on the preparation of Downtown Strategic Plan

GOAL: Promote Community Participation and Awareness Programs

Objective: Enhance City Hall communication with residents, visitors, and businesses through written communication, the City's website, and social media

Objective: Encourage and promote volunteerism through resident recognition program

Objective: Identify and recognize our unique neighborhoods

GOAL: Provide Quality of Life Service with Fiscal Responsibility

Objective: Maintain funding for Capital Improvement Projects

Objective: Continue reinvestment in community infrastructure

Objective: Explore partnerships with surrounding governmental jurisdictions

◆ Robert E. Clark, Mayor ◆

City Council Members: Mayor Pro-Tem Jeremy J. Molenda, Jeffery A. Hensley, John Iacoangeli, Kellie M. Vining, Gloria Rafko, and William D. Sisk

CITY COUNCIL ACTIVITY MEASURES					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Est.	F16 Est.
Regular City Council Meetings	24	25	24	24	24
Special City Council Meetings	5	7	5	5	5
Council Work Sessions	18	15	25	20	20
Education & Trng Sessions Attended	5	5	5	5	5
Ordinances & Amendments Adopted	7	7	7	7	8
Public Hearings Held	35	24	19	20	20
Agenda Items Reviewed & Acted Upon	261	276	244	245	245
National and State Conferences Attended	3	4	4	4	4

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, appoints and supervises the government staff, serves as the Council's Chief Advisor, and ensures the implementation of 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 residents, businesses and institutions. These duties will be performed with the highest standards of ethical conduct expected of those who maintain the public trust.

ACCOMPLISHMENTS – FISCAL YEAR 2014/2015

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.

- Continued to provide guidance and support for City-focused, professional economic development initiatives.
- Provided continued support and strategic leadership for additional progress and implementation of Council staffing goals for public safety services operations, including the establishment of a core Paramedic-Firefighter contingent.
- With the assistance of other professional staff members, initiated and implemented the process for the development of requests for proposals and retention of consultant services for projects including City branding/rebranding, Multi-Sports Complex operations, financial and use analysis, and library feasibility and cost analysis for the former Masonic Temple building.
- In collaboration with other staff, developed and provided Council with operational and budget strategies to incrementally direct additional staffing and resources dedicated to parks and grounds maintenance and improvement activities.
- Working with the City Council, provided input and support for identifying needs and initiating the recruitment of a professional to help lead the Council's goals for rebranding, proactive communications and expansion of cultural activities and events within the City.
- Helped achieve further progress toward bringing unsustainable, underfunded long-term liabilities closer to reaching sustainable levels.
- Assisted with continued efforts to maintain financing levels to undertake capital and infrastructure investment and reinvestment
- Provided continuing support for additional progress on improving equipment, facility and vehicle maintenance procedures, quality and efficiencies
- Guided, supported and encouraged staff exploration and implementation of additional operational efficiencies and enhanced service initiatives

GOALS FOR FY 2015/2016

In addition to overseeing the provision of good quality municipal services, working with the Mayor, Council and staff will continue to develop and initiate action strategies to pursue and achieve 2014-2015 Council goals and objectives,

including the following:

- Continuing action to improve the effectiveness of programs related to property maintenance.
- Complete the actions necessary to fully implement the establishment, public awareness and effective use of the Neighborhood Enterprise Zone (NEZ) and other redevelopment incentives and tools.
- Working with other partner agencies, further initiate and implement actions necessary to achieve early-phase implementation of Heritage-East Corridor Plan objectives.
- Complete the Multi-Sports Complex assessment and development of recommendations for going forward.
- Assist with providing information and guidance to the DDA and other partners toward the objective of developing a Downtown Monroe strategic and actions plan.
- Provide direction and support to the professional appointed to the position of Director of Communications, Culture and Community Promotion, for planning and implementing relevant Council goals including the actions needed to update and improve the effectiveness of the City's outreach, communications and public information.
- 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.
- Continue to provide leadership, support and encouragement for the planning and direct City-involvement in economic development initiatives, including the commencement of focused neighborhood redevelopment initiatives as opportunities are unfolding.
- 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 continuing effective, enhanced public safety

services integration and for providing more effective community outreach and involvement.

- Retain focus on forecasting and pro-active adaptation to the financial impacts of the reduction and eventual elimination portions of the Personal Property Tax.
- 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.

CITY MANAGER PERFORMANCE INDICATORS					
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Est.	FY16 Est.
Council Requests Responded To	50	45	45	55	50
Agenda Items Reviewed & Processed	261	276	244	245	245
Activities & Issues Reports	25	25	25	25	25
Policy Resolutions Developed	8	5	5	5	5
Legislative Issues Monitored	8	8	8	10	10
Intergovernmental Relation Contacts	55	55	50	50	50
New Programs Developed	5	4	4	4	4
Labor Relations Meetings	55	55	60	55	55
Economic or Community Development Meetings Attended	45	40	40	40	40

FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
City Manager's Office				
Personnel	\$ 285,194	\$ 265,234	\$ 266,615	\$ 335,269
Supplies	(332)	2,550	2,250	4,250
Other Operating	15,407	13,616	13,316	27,562
Total	\$ 300,269	\$ 281,400	\$ 282,181	\$ 367,081

**Expenditures as a % of
the General Fund**

	1.76%	1.56%	1.58%	1.98%
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**CLERK-TREASURER OFFICE
BUDGET NARRATIVE
2015/2016**

OVERVIEW

The Clerk-Treasurer's office maintains two distinct and important functions within the City of Monroe. The Clerk-Treasurer is an elected position responsible for maintaining the official documents of the City as well as administering all elections held within the City. Additionally the position is responsible for collecting all monies due to the City and providing administrative oversight of such collection on a daily basis.

The responsibilities of the Clerk-Treasurer's office are complex and require the completion of mandates required by state and local law.

The Clerk-Treasurer's office continues to offer a high level of service tailored to the individual needs of our customers including responses to general inquiries not related to our department.

Treasurer Function:

Currently the City of Monroe contracts with the Monroe County Community Credit Union to collect monies for the City. While the Treasurer's office no longer provides the cashier function that it once did we are still responsible for oversight of that function and continue to carry out daily duties related to proper accounting and collection of monies due to the City on behalf of the citizens of Monroe.

The following are the Treasurer functions conducted by the Clerk-Treasurer and Deputy Treasurer with some assistance from the Secretary/Clerical Assistant. Responsibilities include but are not limited to:

- Daily oversight of collections taken at the Credit Union including daily balance, and production of various reports for internal constituents. Work with the Credit Union and Bank when necessary to resolve error(s) with the deposit(s).
- Responds to customer inquiries/complaints. Provide invoices to customers who have come to city hall to pay their tax bill. Investigate/track payments made by customers that may have been posted incorrectly and insure corrections are made.
- Print various bills (excluding water bills) for checks received by the Credit Union that did not have remittances enclosed. Provide account numbers/special instructions for more complex transactions. Correspond with customer/businesses as necessary.

- Calculate/generate/mail special assessment bills for all Special Assessment Districts established by Council. Refund overpayments/adjustments. Provide various reports to Finance/Assessor/Council. After due date, calculate and apply penalties to outstanding balances. Calculate payoff's for title companies/citizens as needed. At the end of each month, prepare report of all collections to the Finance Dept. Prepare necessary documents once a year for transfer of delinquencies to the tax system.
- Enter all hand written parking tickets into the database for collection. Perform maintenance as needed on records. Validate parking tickets from the DMBN on a weekly basis.
- Pursue and collect unpaid parking fines.
- Generate summer and winter tax bills for approximately 5830 parcels and to mortgage companies for another 2630 parcels.
- Balance and import payments from mortgage companies directly into the tax system via electronic file.
- Update mortgage code information/create new mortgage codes throughout the year to ensure proper mailing of tax bills to escrow companies.
- Prepare necessary documents and mail public hearing notices for delinquent invoices to be placed on the tax roll (demolitions, sidewalk, weed mowing, blight/board-up, rental inspections, snow removal). Prepare reports/resolutions for council.
- Provide tax information/lien searches to citizens, banks, realtors, mortgage companies and title companies on a daily basis.
- Prepare various reports to insure the tax system stays in balance. Refund all overpayments whether due to discrepancy when issuing check or adjustments from the Board of Review, Michigan Tax Tribunal, STC, etc...
- Provide reports to the Monroe County Treasurers Office according to stated deadlines and as requested throughout the year. Work in partnership with the County to ensure new legislation is being followed for tax collections.
- Prepare reports for Council regarding tax collections. Settle out taxes every March with the Monroe County Treasurer's Office for payoff to the City for Ad Valorem-Real Property taxes.

- Export delinquent Personal Property taxes, IFT's, OPT's, Lessee User, Building on Leased Land parcels to the Delinquent Personal database.
- Pursue the collection of delinquent Personal Property taxes utilizing established procedures.
- Work with auditors of various institutions to explain adjustments, collections and settlement balances of tax millages.
- Provide annual reports to State Tax Commission for Industrial Facility Taxes (IFT's).

The following are the Clerk functions conducted by the Clerk-Treasurer, Deputy Clerk and Secretary/Clerical Assistant. Responsibilities include but are not limited to:

Clerk Function:

- Maintain the City's official documents including but not limited to: Meeting minutes and agendas, Ordinances, Resolutions, Deeds, Easements, Agreements and Contracts
- Arrange and prepare meeting agendas and meeting materials for the City Council, Pension Board, Civil Service Commission and other boards and commissions.
- Prepare, publish and post public notices for City Council, Pension Board, and Civil Service Commission meetings as well as other Boards and Committees. These include Public Hearings, Ordinances, some Resolutions and Special Assessments.
- Maintain the City's record retention and record storage process as well as oversight of the destruction of outdated and obsolete records.
- Update, codify and publish changes in the Codified Ordinances of the City of Monroe.
- Prepare, publish and post all notices pertaining to Election Day and City Election results.
- Provide oversight, implementation and administration of the voting process within the City of Monroe. Duties Involved in the Election Process include but are not limited to: Voter registration, maintenance of the Qualified Voter File (QVF), procurement of election supplies including ballots, train and maintain list of election chair, vice chair and inspectors,

process absentee voter applications and ballots

- Report election results to the Monroe County Clerk's Office
- Prepare and administer the Oaths of Office for Police Officers, Board Members, Election Workers and other City Officials as required.
- Attend City Council meetings, Civil Service Commission meetings and serve as secretary to the Pension Board, as directed.
- Respond to phone, walk-in and mail inquiries, and provide the public with information, direction and referral to the appropriate department or person.
- Receive and process sealed bids according to established policies and procedures.
- Log and number approved engineering contracts and maintain related files.
- Provide and process Freedom of Information Request, FOIA forms.
- Process applications, issue and record licenses and permits for ice cream vendors, taxi cab owners/drivers, hawker/peddlers and transient merchants and charitable solicitations.
- Issues downtown parking permits and residential parking permits.
- Provide Notary service to the general public and notarize and certify official documents, including Ordinances, Resolutions, Easements, etc.
- Conduct and compile research for City Council, City departments and the public. Prepare and process correspondence, reports and record document with the County.

ACCOMPLISHMENTS

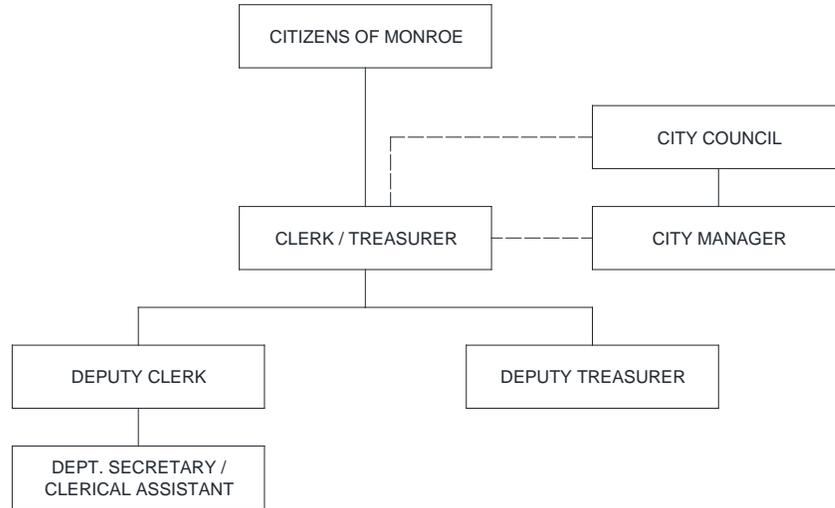
- Implemented credit card payments at Treasurer counter for tax and water bills.
- Member of leadership team for the selection and implementation of agenda software.
- Activated City of Monroe Election Commission bringing the city into compliance with state and local law.

- Began disseminating Clerk-Treasurer office info during comment section at Council Meetings.
- Designated by City Manager to act on City Manager's behalf for City FOIA requests except those for which Monroe Police Department is custodial department.
- Clerk-Treasurer became member of Michigan Association of Municipal Clerks Legislative Committee.

GOALS AND OBJECTIVES

- Clerk-Treasurer to continue process to obtain Certified Municipal Clerk designation.
- Continue to enhance and broaden Clerk-Treasurer's communication with and outreach to the community via internet, MPACT and other opportunities
- Increase access to training and networking opportunities for staff of Clerk-Treasurer office through State of Michigan Bureau of Elections training opportunities and Monroe County Clerk and Treasurer Associations.
- Completion and implementation of strategic plans for historic archive documents.

CLERK - TREASURER ORGANIZATIONAL CHART



FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Elections				
Personnel	\$ 6,625	\$ 15,290	\$ 15,690	\$ 14,500
Supplies	9,576	8,400	11,400	20,250
Other Operating	2,160	3,575	4,806	3,750
Elections Total	18,361	27,265	31,896	38,500
Clerk/Treasurer's Office				
Personnel	354,356	375,558	378,741	365,338
Supplies	9,466	9,200	9,300	11,800
Other Operating	51,994	54,324	54,524	53,442
Clerk/Treasurer's Total	415,816	439,082	442,565	430,580
City Clk/Treas Dept. Total	\$ 434,177	\$ 466,347	\$ 474,461	\$ 469,080
Expenditures as a % of the Total General Fund	2.54%	2.59%	2.65%	2.53%

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 site improvements are measured, priced as new from standardized cost schedules, and then depreciated to arrive at building/improvement 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 415 real

parcels per year) are closely monitored in 56 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 40 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 770 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. For approximately 1,200 personal property parcels, approximately 750 returned statements are processed annually to arrive at assessments or exemptions, 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 (tax court) when necessary. Approximately 130 assessments are typically appealed to the City March Board of Review annually, and 120 appeals were made to the 2014 March Board of Review. 15 assessments are under appeal at the Michigan Tax Tribunal.

The Assessor's Office typically processes approximately 900 property ownership changes and approximately 550 principal residence exemption changes (645 during 2014) annually, calculates millage rollback fractions and prepares assessment and summer and winter tax rolls including ad valorem (9,241 parcels), lessee-user (31 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (1 parcel), Industrial Facilities Tax (32 parcels), Obsolete Properties Tax (44 parcels), Downtown Development Authority (748 parcels), and Brownfield Redevelopment Authority (274 parcels in 7 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, and lot splits/combinations, 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, 2012 to September, 2014 were performed for all residential neighborhoods for the 2015 assessment roll. This traditional two-year cycle of sales was lengthened from the recent one-year cycle studies in order to more smoothly transition from declining to improving market conditions. The one-year cycle of residential sales for the 2015 assessment roll would have been from October, 2013 to September, 2014. 2015 residential assessed values increased from 2014 levels by approximately 6% overall in the 56 residential neighborhoods. However, some individual neighborhoods experienced decline typically ranging from approximately 2% to 10%, while most experienced improvement typically ranging from approximately 1% to 20%.

Based on a sales study utilizing the two-year cycle of sales from October, 2012 to September, 2014, 2015 assessed values in commercial real neighborhoods declined by approximately .5% overall including Michigan Tax Tribunal reductions. Similar to residential neighborhoods, this two-year cycle of sales was lengthened from the recent one-year cycle studies in order to more smoothly transition from declining to improving market conditions. Based on an appraisal study due to limited industrial sales, 2015 assessed values in the industrial real neighborhood declined by approximately 3% overall with the exception of the Detroit Edison Power Plant.

Values were changed as necessary for the 2015 roll as a result of building permit work performed during 2014 for all real classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2014 and early January, 2015 for the 2015 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 a 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.

During 2012, 1,347 residential parcels were field reviewed/inspected on Godfroy, Borgess, and St. Mary's Avenues, Stedman to Sylvan Drives, Monroe Street north of Noble Avenue, the Orchard, Lemerand, Sheridan, East Grove, Sackett, and Glendale Streets area, and the area south of the Raisin River between Monroe Street and Kentucky Avenue except: 1. east of Half and Jerome Streets; 2. Liberty Court; 3. Cherry and Walnut Streets; and 4. Monroe Crossings Condos.

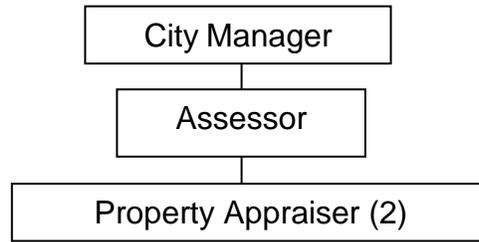
During 2013, 1,228 residential parcels were field reviewed/inspected in the following areas: 1. streets south of the Raisin River and west of South Telegraph Road, and Stone Street and Toledo Avenue; 2. along the west side of Kentucky Avenue from East First Street to, and including, Liberty Court, and along East Second, Third, and Fourth Streets westerly to Half Street; 3. Cherry and Walnut Streets; 4. East Elm Avenue between North Dixie Highway and Detroit Avenue;

5. Detroit and Harbor Avenues, Rose Street, and Dixie Drive; 6. Riverview and Arbor Avenues from East Elm Avenue to, but excluding, Scottwood Avenue; 7. Maple Boulevard and Michigan Avenue from East Elm Avenue to the Mason Run Drain; and 8. East Elm and Noble Avenues and East Lorain Street between Riverview and Michigan Avenues.

During 2014, 1,011 residential parcels were filed reviewed/inspected in the following areas: 1. Jerome, Roeder, and Reisig Streets and Kentucky Avenue from Plum Creek to East Seventh Street and Liberty Court, including East Seventh Street but excluding Liberty Court, and East Eighth and East Ninth Streets and Kentucky Court; 2. Maywood, Rosewood, Parkwood, and Scottwood Avenues between Hollywood Drive and Maple Boulevard; 3. Maple Boulevard and Michigan Avenue from the Mason Run Drain to approximately 300 feet north of Orchard Drive (extended easterly); 4. Arbor Avenue between Linwood Avenue and Orchard Drive; 5. Lincoln Avenue, North Macomb Street, Tremont Street, and the east side of North Monroe Street between East Elm Avenue and East Noble Avenue, except approximately 15 parcels assigned to other areas; 6. the west side of North Macomb Street between East Noble Avenue and East Grove Street, and the north side of East Noble Avenue between North Monroe Street and North Macomb Street, except 1 parcel assigned to another area; 7. Bentley Drive and west side of Huber Drive; 8. south side of North Custer Road west of Telegraph Road, and 9. Valley Oak and Scarlet Oak Courts, Scarlet Oak and Northridge Drives, Donnalee Drive from Northridge Drive to (but excluding) Dane Drive, Crest Lane from Fredericks Drive to (but excluding) Dane Drive, and nearby Fredericks and Hendricks Drives.

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	Budget	Projected	Adopted
	FY13-14	FY14-15	FY14-15	FY15-16
Assessor's Office				
Personnel	\$ 342,505	\$ 341,685	\$ 340,889	\$ 352,884
Supplies	5,660	6,260	6,200	6,175
Other Operating	16,474	15,301	15,170	16,109
Total Assessor's Office	364,639	363,246	362,259	375,168
Board of Review				
Personnel	\$ 1,275	\$ 1,884	\$ 1,884	\$ 2,153
Total Board of Review	1,275	1,884	1,884	2,153
Total Assessor's Department	\$ 365,914	\$ 365,130	\$ 364,143	\$ 377,321
Expenitures as a % of the General Fund	2.14%	2.03%	2.04%	2.03%

CALENDAR YEAR	Actual 2012	Actual 2013	Actual 2014	Projected 2015	Projected 2016
Residential sales	378	398	415	415	415
Commercial/industrial sales	32	45	41	45	45
Income/expense statements	0	374	0	375	0
Personal property statements	724	758	742	745	745
Personal property estimates	441	415	399	420	420
Valuation notices	8,859	8,856	8,900	8,860	8,860
Value-affected building permits	122	119	152	150	150
March BOR appeals	110	147	120	130	130
July BOR changes	90	86	122	110	110
December BOR changes	31	52	70	60	60
Tax court appeals pending	21	16	15	15	15
Tax court appeals decided	26	16	15	15	15
Property ownership changes	961	907	896	900	900
Homestead exemption updates	221	281	324	320	320
Homestead exemption rescissions	285	255	237	250	250
Homestead exemption denials	10	25	84	50	50
Rolls	15	15	15	15	15
Special assessment rolls	4	4	1	2	2
Property splits	15	10	4	5	5
Property combinations	14	5	4	5	5
City property value estimates	3	2	4	3	3
Poverty exemption applications	18	21	20	20	20
Field reviews/inspections	1,347	1,228	1,011	1,980	1,400

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, "(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.

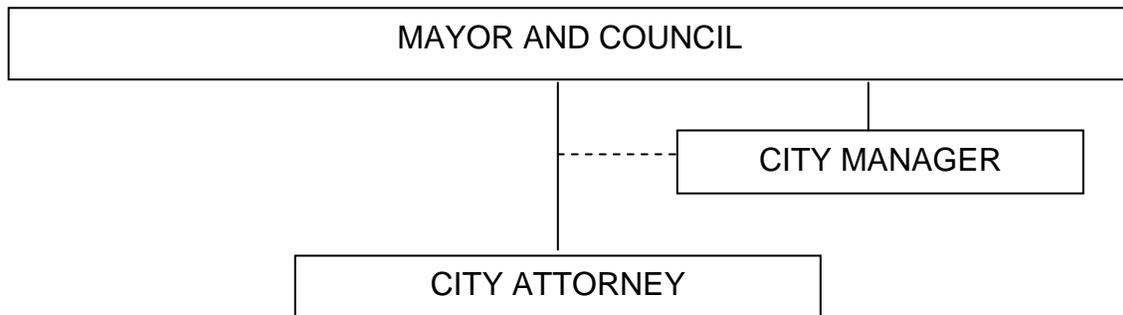
- 5) Representing the legal interests of the City of Monroe in civil legal proceedings; drafting and filing pleadings, motions and other legal documents; appearing as Counsel for the City of Monroe in all Monroe County Courts (District, Circuit and Probate), as well as all Michigan and Federal Courts (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) 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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Supplies	\$ 152	\$ 575	\$ 575	\$ 575
Other Operating	133,327	141,087	140,087	140,087
Total	\$ 133,479	\$ 141,662	\$ 140,662	\$ 140,662
 Expenditures as % of General Fund	0.78%	0.79%	0.79%	0.76%

ATTORNEY'S ORGANIZATIONAL CHART



FINANCE DEPARTMENT

The Finance Director, appointed by the Mayor and City Council, serves as the Chief Financial Officer and 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 trust 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. Check issuance and 1099 reporting are also responsibilities of the accounts payable function.

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 2014 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 2014 Comprehensive Annual Financial Report (CAFR). The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year.

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 deficiency or material weakness in the City's financial system. A material weakness was reported in the 2013 audit regarding the Port of Monroe's accounting practices. The Finance Department does not manage the Port's accounting. This material weakness was eliminated for the 2014 audit. There were no other significant deficiencies or material weaknesses reported for the 2014 audit

For the 2014-15 fiscal year, the State of Michigan once again changed the former Statutory Revenue Sharing program. The prior Economic Vitality Incentive Program (EVIP) was changed to the City, Village, and Township Revenue Sharing (CVTRS) program. The prior EVIP program had three reporting steps throughout the year consisting of Accountability and Transparency, Consolidation of Services, and Employee Compensation. The CVTRS program only required completion of the Accountability and Transparency reporting. The Finance Director successfully prepared all the reports and other documentation required to qualify the City for funding under the CVTRS. The CVTRS funding for the fiscal year ending June 30, 2015 will amount to \$294,177.

In 2010, the City issued a bond to finance the Winchester Street bridge rehabilitation, water system improvements, and City Hall repairs and improvements in the amount of \$8.235 million and an interest rate of 3.58%. The issue was a tax subsidy bond where the federal government was to pay to the City 45% of each interest payment. Due to sequestration, those subsidy payments had been reduced by 7-8% in the last three years. In December 2014, these bonds were refunded with a general obligation bond of the City and the interest rate on the bond was reduced to 3.04% generating a total savings over the remaining life of the bonds of \$279,261.

The new personal property tax exemption laws began to take effect in 2014 with the small taxpayer exemption being the first part of the exemptions to take effect. The Finance Director was successful in submitting the required forms to the

Michigan Department of Treasury to get reimbursements for the Downtown Development Authority and the Brownfield Redevelopment Authority for tax increment financing captures lost due to the exemptions. The City as a whole was not eligible for reimbursements in the first year due to the substantial growth in our overall personal property taxable value.

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 FY2015 and FY2016 goals include the following:

- Continue transitioning the budget document towards GFOA certification eligibility
- Implement paperless accounts payable process through 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
- Continue the financial projection process
- Convert to paying more vendors electronically versus by check
- Adjust staffing for expected upcoming retirement

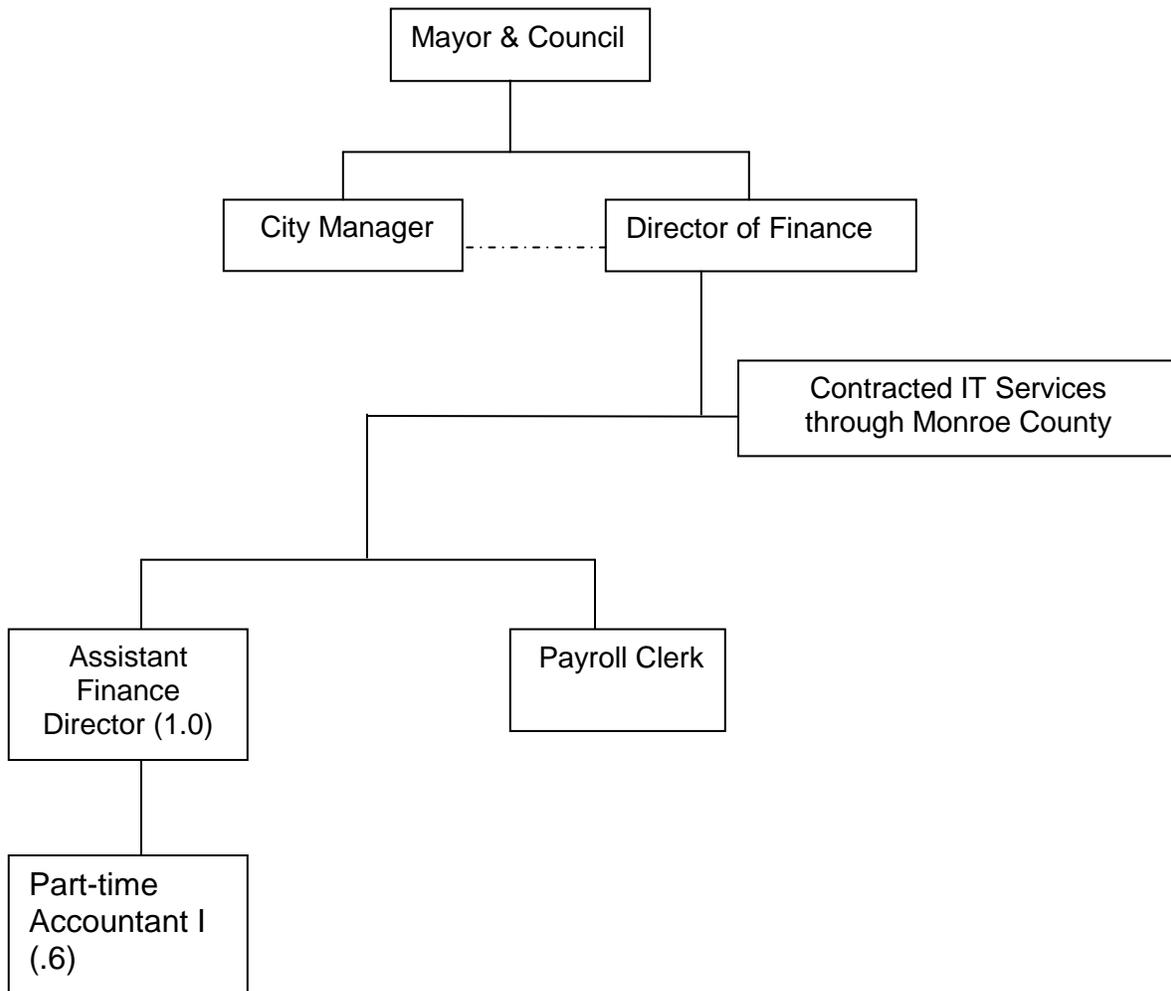
Performance Measures

Measure	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Estimate	FY2016 Estimate
A/P Invoices Processed Monthly (Avg)	671	704	761	761	760	760
Non-Payroll Checks Issued Monthly (Avg)	207	185	191	187	185	185
Auditor Review Comments Received/Addressed	0/0	0/0	1/1	0/0	0/0	0/0
No. Void/Rewritten Payroll Checks/Month	0.25	0	0.25	0	0.25	0.25
Paid Overtime Hours	31.5	38.5	25	33	30	30
Budget Amendments Prepared	313	219	336	319	315	315
Staff Outside Training Sessions	4	6	5	7	7	7

FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Audit				
Other Operating	\$ 43,245	\$ 43,500	\$ 43,226	\$ 44,523
Total Audit	43,245	43,500	43,226	44,523
Finance				
Personnel	325,856	340,173	321,688	347,835
Supplies	3,645	4,250	4,250	4,250
Other Operating	22,040	14,185	13,714	15,581
Expenditure Credits	(2,067)	(2,500)	(2,500)	(2,500)
Total Finance	349,474	356,108	337,152	365,166
Finance Dept. Total	\$ 392,719	\$ 399,608	\$ 380,378	\$ 409,689
Expenditure as a % of Total	2.30%	2.22%	2.13%	2.21%

Department of Finance Organization Chart



HUMAN RESOURCES DEPARTMENT Fiscal Year 2015-2016

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

Department Summary

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 and retiree 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.

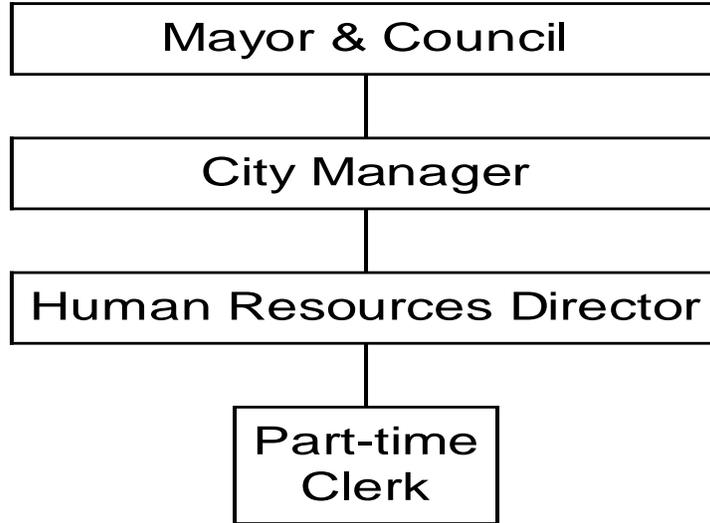
ACCOMPLISHMENTS FOR FY 2014/2015

- Six successful collective bargaining agreement extensions expiring on 12/31/14 with POAM/Police & COAM/Command Unit, Teamsters, IAFF Firefighters, COMEA I & II.
- Successful revision and update of the City's Title VI Non-Discrimination Plan.
- Planned and coordinated a successful employee recognition luncheon and employee/retiree flu clinic.
- Successfully administered the recruitment & testing of 12 new hires and/or internal promotions.
- Successful administration of the City's Medicare Part D – Retiree Subsidy reimbursement program.
- Revised/Updated the City's FMLA policy.

GOALS FOR FY 2015/ 2016

- Successfully negotiate six collective bargaining agreements set to expire on 12/31/15.
- Provide leadership and guidance in the continued development, implementation and administration of policies & procedures.
- Invest in professional development programs to improve leadership capabilities, job skills, and employee productivity.
- Continue to be proactive in addressing employment issues by offering regular training and consultations with employees, supervisors, and managers.
- Continue to advise management on employment law and employee relation issues.
- Continue the coordination and update the City's classification and compensation programs.
- Continue to streamline our HR processes in order to decrease costs and improve service to offer flexible, user-friendly and integrated systems, including the expanded use of employee self-service.
- Continue to promote employee safety through education, training and compliance.

**HUMAN RESOURCES DEPARTMENT
ORGANIZATIONAL CHART**



FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Personnel	\$ 111,508	\$ 115,641	\$ 118,909	\$ 122,382
Supplies	2,543	3,450	3,450	3,250
Other Operating	133,611	163,322	194,322	141,756
Total	<u>\$ 247,662</u>	<u>\$ 282,413</u>	<u>\$ 316,681</u>	<u>\$ 267,388</u>
 Expenitures as a % of the General Fund	1.45%	1.52%	1.77%	1.44%

ACTIVITY MEASURES – INDICATORS

Performance Indicators	Projected FY 13/14	Actual FY 13/14	Projected FY 14/15	Projected FY 15/16
Job Openings – Internal/External	7	13	12	8
Full Time Employees Hired	7	3	12	8
Applications For Open Positions	63	25	50	30
Reclassification Requests Received	2	0	6	0
Job Descriptions Up-Dated	6	12	80	0
Police/Fire Promotional Test	1	2	3	3
Labor Contracts Negotiated	2	0	6	6
Labor Contracts Negotiated in #312	0	0	0	0
Labor Grievances Processed	10	11	5	5
Grievances Arbitrated	2	0	2	2
Employee Turnover % of Total Budgeted Positions	8.9%	6.6%	11.4%	6.0%
Retirements % of Total Budgeted Positions	2.4%	5.4%	7.0%	4.2%
% Minorities in Work Force	1.8%	1.8%	1.8%	2.4%

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 more difficult to maintain a full range of technical competence and available flexibility during peak periods, so some private consulting assistance is used when needed during peak seasons.

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, Ida, London, 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 available to the public through the City's web page 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 GIS-CAD 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. Further, some Engineering personnel have been trained as backup “on call” supervisors within the Public Services Department, adding flexibility to that function as well.

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 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 the foreseeable future, it is likely that consulting firms will still be tapped for specialized expertise and for extensive projects 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.

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, 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 an aggressive plan to replace or rehabilitate a large number of their mains, 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 2014, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council. The City had planned to continue its street maintenance program in 2014, 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. However, a catastrophic accident involving the selected contractor's personnel resulted in this contract work being pushed back to 2015 and will be combined with this year's project. This contract typically also includes 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.

2014 saw the value of City construction contracts of totaling \$6.130 million, nearly identical to the value of \$6.125 million in 2013. Of the 27 contracts with payment activity in 2014, five (5) were greater than \$500,000 in 2014 expenditures, with two (2) of these being administered and inspected by consulting firms, the largest being modifications to the ozonation system at the water filtration plant. The second project was a carryover from 2013 and is funded through the Great Lakes Restoration Initiative to promote fish passage and spawning, consisting of modifications to two low-head dams, the Waterloo Dam, and Grape Dam.

The remaining \$3.9 million in construction consisted of a variety of different types of infrastructure projects, including some that involved the completion and carry-over of some work from contracts originally awarded in 2013 and earlier, including new projects that were sometimes added to older contracts as change orders for timing and cost reasons. Space prohibits listing all projects individually, but the following table represents the construction contracts administered by the Department, and dollars expended in 2014. 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 2014, but in prior years. The vast majority of the remaining work was designed, inspected, and administered internally by Engineering Department staff.

2014 Construction Contracts

Contract Name	2014 Work
Ozone System Modifications	\$ 1,623,140.00
Western / Huron WM Repl. / Resurf.	\$ 783,745.43
River Raisin Dam Remediation - Ph. 2	\$ 614,664.22
2014 Curb Replacement & Resurfacing	\$ 537,253.62
E. Noble Ave. Water Main	\$ 512,595.41
E. Noble Ave. Resurfacing (MDOT)	\$ 453,309.04
Monroe Street Water Main Replacement	\$ 299,349.63
W. Fourth St. Sanitary Sewer & Paving	\$ 224,190.39
Borgess Avenue Paving	\$ 216,734.34
2012 Sanitary Sewer Rehabilitation Prog.	\$ 126,711.70
Building Improvements - ALCC	\$ 104,499.00
Dunbar Road Water Main Replacement	\$ 94,881.71
N. Dixie Highway Resurfacing (MDOT)	\$ 86,512.41
MWTP Filter Chamber Rehabilitation	\$ 74,524.80
2013 Curb Replacement & Resurfacing	\$ 68,725.59
W. Front / S. Monroe Parking Lot	\$ 61,261.53
2014 Sidewalk Replacement Program	\$ 61,004.98
2014 Pavement Marking Program	\$ 50,210.31
2013 Water Main Repl. Prog. - Loc. A	\$ 47,641.44
Cass Street Water Main / Resurfacing	\$ 42,952.85
Phase II - Building Improvements - ALCC	\$ 15,129.77
2012 Downtown Sidewalk Repl. Program	\$ 7,129.23
Fiber Optic Backbone	\$ 7,025.40
Munson Park Ball Diamond Restroom Rehab.	\$ 6,951.00
2014 Sanitary Sewer Rehabilitation Prog.	\$ 6,184.35
2013 Sidewalk Replacement Program	\$ 2,266.22
Window Replacement - Navarre Library	\$ 1,687.50
2014 Bituminous Pavement Main. Prog.	\$ -
Totals	\$ 6,130,281.87

The second-largest contract in 2014 was a combination water main replacement / curb replacement / resurfacing project on all of Western Avenue, numerous adjacent courts, and part of Huron Street. There were water main replacement contracts for East Noble Avenue and spot locations on North Monroe Street, with a change order for replacement work on Keegan Road and nearby locations added to the Noble contract. Our largest single stand-alone roadway project was the Federally-funded resurfacing of East Noble Avenue, and all of Sixth Street was resurfaced from Union to Scott through the City's 2014 Curb Replacement and Resurfacing contract, which also included some smaller segments of roadway resurfacing as well as widening and resurfacing of the Mark G. Worrell Trail from Cranbrook to the west side fire station, which must be completed in 2015. A new sanitary sewer was installed through the Special Assessment process on West Fourth Street between Hubble and Harrison Streets, and the roadway was also reconstructed in concrete under the same contract. The section of Borgess Avenue between Sylvan and Stedman Drives was widened from 10 feet to 20 feet and installed in new concrete to drastically improve the circulation and aesthetics of the area, and much of this was funded with

Community Development Block Grant (CDBG) funds associated with the adjacent La-Z-Boy headquarters project. As usual, the City administered a contract for sidewalk replacement that was completed in 2014, and our typical slurry sealing / crack sealing / asphalt patching contract was awarded but had to be postponed until 2015. As per normal, there were also a variety of smaller projects, including some facility work as well, including ongoing CDBG-funded work at the Arthur Lesow Community Center. All in all, the Department was highly successful again in 2014 in continuing to manage a 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 ongoing development 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.

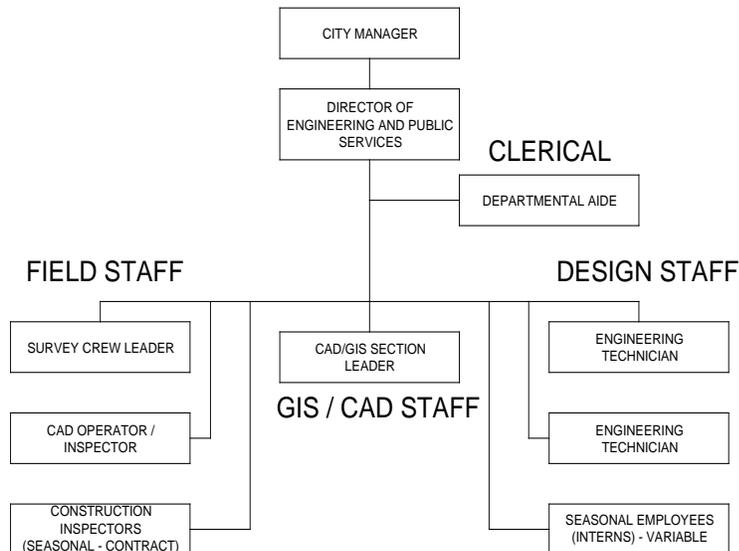
FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Personnel	\$ 639,348	\$ 652,518	\$ 666,908	\$ 662,289
Supplies	10,290	12,300	11,800	11,800
Other Operating	63,724	67,005	63,505	54,312
Operating Total	713,362	731,823	742,213	728,401
Expenditure Credits	(428,821)	(427,500)	(406,950)	(438,400)
Total	\$ 284,541	\$ 304,323	\$ 335,263	\$ 290,001
 Expenditures as a % of the Total General Fund	 1.67%	 1.69%	 1.87%	 1.56%

ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR

Performance Indicator	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estimate	2016 Estimate
Site Plan Reviews	42	38	29	23	40	50
Contracts Awarded	11	14	16	12	14	15
Contract Value (\$Millions)	\$6.536	\$9.087	\$6.125	\$6.130	\$7.000	\$5.000
Special Assessment Districts	1	3	2	1	2	2
Engineering & Inspection Fees	\$611,996	\$511,446	\$414,078	\$353,094	\$467,900	\$500,000
Private Developments Monitored	0	1	1	0	1	1
Parking Lot Program Projects	0	2	0	0	0	0
Streets Resurf., Curbs Repl.(mi.)	2.16	1.98	1.50	2.89	1.22	1.50
Miles of Streets Crack Sealed	1.91	1.22	5.46	0.00	10.00	5.00
Miles of Streets Slurry Sealed	0.33	0.32	0.58	0.00	1.00	0.50
Miles of New Streets Added	0.00	0.00	0.00	0.02	0.00	0.00
Total City Street Mileage	82.72	82.72	82.72	82.74	82.74	82.74
Water Mains Replaced (miles)	5.71	0.58	2.71	1.35	0.87	1.00
Water Mains Rehabilitated (miles)	0.00	0.00	0.00	0.00	0.00	0.00
New Water Mains Installed (miles)	0.14	16.25	8.49	0.00	2.00	2.00
Total City Water Mains (miles)	352.11	368.36	376.85	376.85	378.85	380.85
Sanitary Sewer Rehab. (miles)	0.66	2.16	0.61	0.00	0.56	0.50
New Sanitary Sewers (miles)	0.00	0.14	0.00	0.09	0.20	0.20
Total City Sanitary Sewers (miles)	240.69	240.83	240.83	240.92	241.12	241.32
Storm Sewers Replaced (miles)	0.05	0.01	0.00	0.01	0.10	0.10
Storm Sewers Installed (miles)	0.00	0.05	0.21	0.03	0.25	0.25
Total City Storm Sewers (miles)	60.90	60.95	61.16	61.19	61.44	61.69
Squ. Ft. of Sidewalk Replaced	19,008	32,565	20,150	23,704	20,000	20,000
Squ. Ft. of New Sidewalk	4,677	3,892	0	3,360	2,000	2,000
Mileage of all City Sidewalks	171.91	172.25	172.25	172.38	172.46	172.54

ENGINEERING DEPARTMENT ORGANIZATIONAL CHART



PUBLIC SAFETY DIVISION

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 an authorized staff of forty three sworn officers and four general fund civilian full-time employees. Currently thirty 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 fifteen marked patrol units, three of which are four wheel drive, five unmarked administrative and investigative cars, and one Explorer for prisoner transports. 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

	05	06	07	08	09	10	11	12	13	14	Avg.
Murder	2	4	3	1	0	0	0	1	1	1	1
Rape	21	35	22	37	27	40	32	33	36	37	32
Robbery	14	10	22	27	18	33	25	27	24	25	22
Aggravated Assault	61	80	44	54	53	69	59	63	57	60	60
Burglary	114	125	153	211	170	231	253	250	171	124	180
Larceny	512	410	496	509	511	413	574	516	441	389	477
Auto Theft	55	43	54	39	28	51	40	34	40	18	40
Arson	7	4	9	10	5	8	5	8	9	5	7

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	2010	2011	2012	2013	2014	2015
Original Complaints	19,656	19,248	19,200	20,851	21,389	21,424
Supplemental Complaints	672	522	611	852	802	824
Complaints	20,328	19,770	19,811	21,703	22,105	22,198
Traffic Citations	1,918	1,669	1,688	2,533	2,304	2,498
Traffic Warnings	1,230	902	1,114	1,815	2,171	1,950
Traffic Contacts	3,148	2,571	2,802	4,348	4,475	4,560
Parking Citations	8,735	6,352	6,811	6,472	4,736	6,936
OUIL Arrests	101	79	119	108	101	121
All Arrests	1,032	1,045	1,055	1,109	1,054	1,126
Roadway Accidents	587	617	611	578	716	724
Private Property Accidents	127	144	152	135	92	98
Hit & Run Accidents	54	55	86	74	44	66
Traffic Accidents	768	816	849	787	852	821
Subpoena's Served	1,100	1,091	1,097	1,043	974	1,071
Writs/Transports	42	52	48	41	36	38
Gun Permits	394	455	597	521	494	521
Miles Patrolled	276,063	263,474	280,812	310,287	286,535	298,598
Training Hours Per Officer	103	100	102	102	152	152

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

2004	55%	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.
2005	51%	
2006	54%	
2007	52%	
2008	52%	
2009*	36%	
2010*	36%	
2011*	38%	
2012*	37%	
2013*	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 forward.

ACCOMPLISHMENTS AND SHORTFALLS

A major accomplishment for FY 14/15 was the training of two 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 thirty five. Cross trained officers (PSO's) are now routinely responding to fire calls and actively participated on the fire ground fighting fires. The PSO'S continue routine training with officers from the MFD. The Department has also hired an additional three officers, two who will also be crossed trained as PSO's, and one who is already a State Certified Fire Fighter, adding to the compliment.

FY 2015/16Goals

A continued goal for the department in FY 15/16 will be to further enhance its accustomed excellent level of service by the continued Public Safety initiative and integration. This will be done by continued education and training of staff and through continued monitoring of operations and adjusting these operations as we move forward to maximize efficiency and our service model to the public.

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.

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 division Paramedics, EMT's and MFR's. The department provides training to the 33 Public Safety Officers who are responding to fire and other emergency 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 accounts for 80 percent of our emergency response.

Public Safety Administration 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 2014/2015.

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. Partnerships with local automatic 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 remains the top priority for this department. A replacement program for personal protective equipment has been established with 12 new Scott SCBA's placed into service this year and plans for 6 more in FY 2014. To facilitate the addition of new Public Safety Officers, additional turnout gear is planned for 2014.

The Department has 3 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 building was erected in 1969 and is in major disrepair. Kitchen and bathroom areas are in need of refurbishing. The bedroom is uninhabitable due to roof leaks and mold issues. Additional space is required to house equipment and support staff to perform the administrative duties required for a Public Safety Department.

Performance Indicators

Activities	2011	2012	2013	2014
Post Incident Contact Activity	12	12	15	20
Staff Meetings	10	10	5	15
SOG's Reviewed	225	189	189	200
Periodicals/Journals Reviewed	80	48	10	20
Incident Reports Reviewed	2200	350	220	711
Safety Committee Recommendations/Implemented	2/4	1/2	1/1	4/4
Internal Inspections	20	20	15	12

FIRE ADMINISTRATION & SUPPRESSION

Activities	2011	2012	2013	2014
Total Fire Department Incidents	3289	3274	3360	3556
EMS Related Incidents	2588	2536	2587	2680
Actual Fire Incidents	85	89	62	81
Alarm System Activations	164	195	236	215
Carbon Monoxide Calls	12	6	5	12
Other Incidents	440	448	465	568
Average Service Time per Structure Fire	2.5	2.09	2.5	2.4
Hours on Vehicle Maintenance	225	204	95	208
Hours on Equip. Maintenance	100	100	6	24
Maintenance Recordkeeping/Training	225	203		80
EMS Training Hours	24	30	273	288
Hazmat Training Hours	12	30	108	32
Other Training Hours	12	127	80	1693

FIRE INSPECTIONS

	2011	2012	2013	2014
Initial Inspections	210	117	169	261
Follow up Inspections	60	40	86	141
Complaint Investigations	25	1	2	5
Fire Investigations	20	7	11	21
Inspector Training	15	20	21	24
Plan Reviews	12	24	2	4
Station Visitor Tours				
Fire Safety Program Reached	3000	3000	3000	2914
Pre- School Program Participants	250	250	250	300

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 additional 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.

Inspect all commercial buildings annually.

Continue training for fire officers and new PSO's

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

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 and operations.

FUNDING LEVEL SUMMARY				
	Actual	Budget	Projected	Adopted
	FY13-14	FY14-15	FY14-15	FY15-16
Police Operating				
Personnel Services	\$ 5,379,420	\$ -	\$ -	\$ -
Supplies	55,664	66,717	66,717	62,400
Other Operating	474,734	502,358	498,862	519,426
Capital Outlay	10,388	20,000	20,000	20,000
Total Police	5,920,206	589,075	585,579	601,826
Police Training-State Funded				
Other Operating	\$ 4,811	\$ 8,000	\$ 5,000	\$ 8,000
Liquor Law Enforcement-State Funded				
Supplies	\$ 609	\$ 1,800	\$ 1,800	\$ 1,800
Other Operating	6,825	13,200	13,200	13,200
Total Liquor Law Enforce.	7,434	15,000	15,000	15,000
Public Safety Division Personnel				
Personnel Services	\$ -	\$ 8,568,895	\$ 8,515,397	\$ 8,820,669
Fire Operating				
Personnel Services	\$ 2,882,363	\$ -	\$ -	\$ -
Supplies	43,565	60,494	60,994	69,300
Other Operating	151,751	180,331	184,693	200,859
Capital Outlay	38,656	65,757	67,000	35,000
Total Fire	3,116,335	306,582	312,687	305,159
Total Public Safety	\$ 9,048,786	\$ 9,487,552	\$ 9,433,663	\$ 9,750,654
Expenditures as a % of the Total General Fund	52.97%	52.76%	52.73%	52.50%

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, large-scale and specialized tasks for parks and grounds, administration and maintenance at Custer Airport, oversight of the refuse collection, lawn maintenance and any other service 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 assists with enforcement of high grass through providing clerical support for tracking, and enforcement of blight remediation through clerical tracking and often staff physical cleanup efforts as well.

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. Since fall 2012, key Engineering Department personnel have also been cross-trained in this function to ensure sufficient redundancy during emergency situations. 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 over 80 percent of the issues posted since its inception, usually nearly 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, Operations 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 the Public Services Departmental Aide and coordinating duties with the Engineering Departmental Aide has made the transition a positive one on balance and it is expected to continue indefinitely.

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 several years. In 2008, all but one of the previous supervisory personnel retired from City service, the Department was merged with the Engineering Department for administrative purposes, and numerous positions were eliminated through attrition. These drastic changes, 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 and Building Departments 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, with a five-year renewal again awarded in 2014. This proved to result in a large cost savings as this is typically lower-skilled work and commonly available in the private sector. From the 2011-14 seasons, the City also contracted for various parks maintenance functions including restroom cleaning, weekly shelter cleaning, trash collection, and ball diamond preparation, though City staff was relied upon for sporadic facility and equipment repairs as needed. These activities have been brought back in-house for the 2015 season due to significant service complaints and insufficient cost savings to justify the additional staff supervision time that has proven necessary over the past four years. 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 2015-16 fiscal year, the full-time DPS staffing is proposed to consist of a shared Director with Engineering, one Superintendent in charge of day-to-day operations, Operations Supervisor, Stores and Equipment / Forestry Supervisor, and Departmental Aide plus sixteen (16) full-time Teamster personnel, for a total of 20.5 positions. In addition, the budget includes four (4) six-month seasonal positions that would be assigned to Parks almost exclusively, and one additional seasonal position of a higher skill level, in order to focus on more construction-centered special projects. These seasonal positions were employed for the 2014 season, but the full-time staffing proposed for 2015 represents an increase of one (1) Teamster position, which would then allow for the dedication of two (2) maintenance workers exclusively to Parks for approximately seven (7) months to again assume the functions that will no longer be contracted as they were for the 2014 season. During the summer season, these two positions are planned to report to a newly-hired Parks Supervisor that will in turn be reporting to the Recreation Manager, per the direction of City Council. Off season (November-March), these positions will return to the DPS Operations Crew where they will be tasked with providing supplemental assistance in forestry low-limb trimming, snow clearing in downtown areas, and manufacture of signs, among other tasks. Sometime in 2015, the DPS Operations Crew will then be divested of routine parks maintenance, but will continue to provide scheduled assistance on more complex or specialized tasks as needed.

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
- 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 ten (10) years
- Sweep each street in the City every other week 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 others with a minimum of citizen complaints

Department of Public Services Accomplishments & Shortfalls

Given the highly transitional nature of the past several 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, resulting in nearly a halving of the number of full time positions since 2007. 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 the 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, which typically does not meet the sought-after five-year rotation for cleaning purposes but is instead much more reactionary.

DPS Ongoing Goals and Objectives FY 2015-16

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, and presently the replacement of a large section of the roof in 2015, but more work is needed long-term to address other site layout issues, the potential purchase of an emergency backup generator, and additional on-site storage for equipment and supplies.
3. Redevelop the Stores and Equipment Section as a true enterprise-type activity – this is largely completed 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 now addressed the previous structural deficit, to the point where it is now able to take on larger capital projects and equipment replacements that have long been identified as necessary.

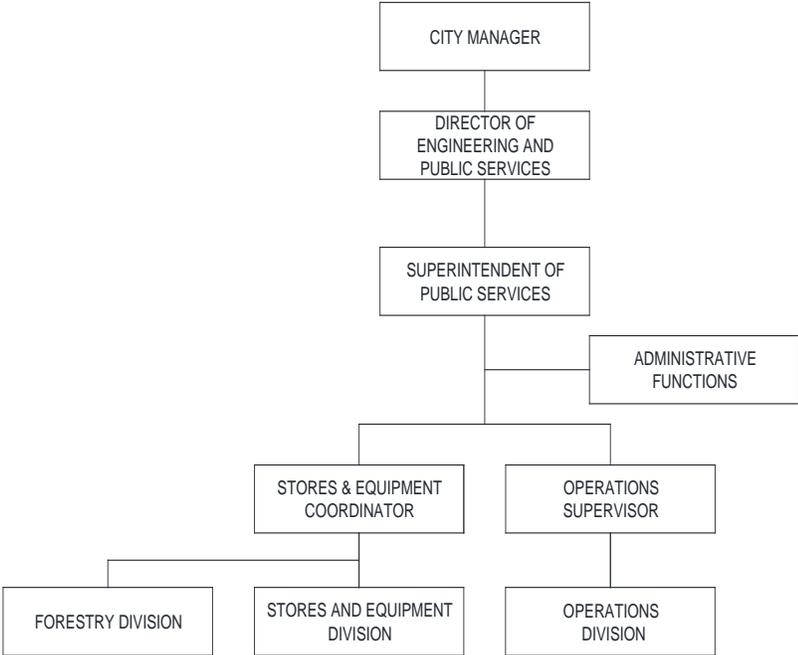
4. Contract or Otherwise Divest Public Services of Inefficient or Costly Internal Operations – this has been done in the areas of curb line clearing of snow (DDA cost in partnership with City), holiday decoration installation and removal (DDA cost except skylines), and most significantly, grass cutting. The parks contracts from 2011-14, while a small cost savings, will be brought back into City staff control for the 2015 season, as the savings does not appear to outweigh recent service concerns.
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. The Traffic Control / Electrical / Facilities Division personnel and work activities were folded into Operations in January 2013, which further helps promote flexibility, and a great deal of cross training continues to occur, particularly among the new hires to allow for maximum internal promotion possibility as positions become available in the organization.
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, and involves creation of landscaping plans for City parks, and inventory of disabled accessibility needs in City parks. A City-wide tree inventory project is expected to be completed in September 2015, with a sign inventory funded and planned for 2015-16.
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 as needed. The Director is also developing a comprehensive Operations Manual for staff use, hopefully by the end of 2015.

**Department of Public Services
Functional Organization Chart**

<p>Public Services Dept. Administration</p> <ul style="list-style-type: none"> -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>Operations Division Services</p> <ul style="list-style-type: none"> -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>Operations Division Services (continued)</p> <ul style="list-style-type: none"> -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
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<p>Forestry Division Services</p> <ul style="list-style-type: none"> -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>Parks Support (part of Operations Division)</p> <ul style="list-style-type: none"> -Ensure that City parks are mowed in accordance with contract specifications. -Provide support services such as electrical support for special events and festivals held in City parks -Maintain City Monuments -Provide support activities to Recreation for large-scale work or projects requiring specialized skills 	<p>Stores and Equipment Division Services</p> <ul style="list-style-type: none"> -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
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DEPARTMENT OF PUBLIC SERVICES ORGANIZATIONAL CHART



FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Operations				
Personnel	\$ 1,637,667	\$ 1,679,957	\$ 1,625,921	\$ 1,680,040
Supplies	36,407	37,100	39,500	39,100
Other Operating	666,378	690,398	629,748	650,200
Operating Total	2,340,452	2,407,455	2,295,169	2,369,340
Expenditure Credits	(998,614)	(928,150)	(997,072)	(909,900)
Operations Total	1,341,838	1,479,305	1,298,097	1,459,440
Forestry				
Personnel	\$ 269,901	\$ 300,000	\$ 280,000	\$ 310,000
Supplies	12,688	16,000	18,000	18,000
Other Operating	104,874	128,500	132,500	124,500
Forestry Total	387,463	444,500	430,500	452,500
Parks Maintenance				
Personnel	\$ 149,766	\$ 160,000	\$ 200,000	\$ -
Supplies	7,826	7,500	8,000	-
Other Operating	171,192	226,108	226,500	-
Parks Maint. Total	328,784	393,608	434,500	-
DPS Total	\$ 2,058,085	\$ 2,317,413	\$ 2,163,097	\$ 1,911,940
Expenditures as a % of the Total General Fund	12.05%	12.89%	12.09%	10.30%

DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Est.	2016 Est.
Trees Trimmed	1,500	950	600	525	1,200	1,500
Trees Removed	215	225	145	140	200	200
Trees Planted	125	125	120	120	250	250
Sweeping Curb Miles	2,400	2,400	2,400	2,400	2,400	2,400
Miles of Storm Sewers Cleaned	2.5	1	0.5	0.5	5	5
City Property Mowing (Person hours)	210	170	150	135	150	150
Lineal Feet of Alleyways Graded	75,000	75,000	75,000	75,000	75,000	75,000
Grass / Weed Action Line Requests Completed	598	642	1434	829	800	800
Forestry Action Line Requests Completed	534	387	536	433	500	500
Pothole / Road Hazard Action Line Requests Completed	421	223	191	398	300	300
Other Action Line Requests Completed	282	399	270	322	300	300

BUILDING DEPARTMENT GENERAL FUND SERVICES

Code Enforcement, Facilities Management

As part of the on-going Economic and Community Development Division implementation, the Building Department moved into the Division structure. The intent of this reorganization was to create Collaborative Service Teams that can work more closely together and improve efficiencies by eliminating redundancies. The Building Official/Zoning Administrator, appointed by the City Manager, is responsible for six program areas including 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 programs are supported by an independent Building Safety Fund.

DEPARTMENT SERVICES

Property Maintenance and Blight Enforcement – The Department continues to monitor streets and public ways to identify and correct issues of deficient property maintenance and blight. A staffing change in FY 2012-13 created the full-time Property Maintenance and Zoning Inspector. This was achieved by not replacing the full time Electrical Inspector position and moving to part time electrical inspector. The goal is to increase Property Maintenance and Blight Enforcement in accordance with the City Council's Goals and Objectives. In FY 2015-16 an additional part-time Property Maintenance Inspector position was established. This will be due to the added work load on the full-time position to better manage the Rental Property Inspection program. The full-time inspector spends at least 40% of their time on rental inspections and follow-up.

Rental Housing- The Department administers, inspects and enforces the Rental Properties ordinance. The Property Maintenance and Zoning Inspector, together with the building and trades inspectors (as time allows) conduct Rental Housing and Zoning inspections as part of their job duties. A part time clerical position was added in FY 2014-15 to concentrate on identification, timely processing and follow-up on rental properties. In FY 2015-16 this position will be converted to full time, to provide administrative support for the Planning Department. This shared position should be useful in coordinating work with other the Planning Departments efforts in Neighborhood Stabilization (Exp. CDBG- Fix Program).

Zoning Enforcement - 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 Ordinance evaluations are also being conducted for trends that arise as the cities various uses and needs change. Alterations and changes are then presented to address the evolving

needs.

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 as well as providing oversight in maintenance projects for City Hall, Arthur Lesow Community Center, the Dorsch and Navarre Lillian Stewart Branch Libraries, and other City-owned properties. 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
- Administrative Site Plan Review Committee

Goals and Objectives for FY 2015-2016

Continue to Educate the Community Regarding Blight and Property Maintenance Issues and the Intent of City Codes.

Objectives:

1. Compile information from our customers and create additional handouts that inform them of the most current codes and ordinances to help with their projects and to assist with code compliance (Exp. *Be A Good Neighbor* pamphlet).
2. Work closely with the local news agencies to write positive and informative articles related to the departments actions and mandates.
3. Create short video presentations in conjunction with Impact Productions.
4. Display informational handouts on the City web site for easy customer access.

Improve Efficiency and Productivity of Zoning Inspection and Blight Enforcement

Objectives:

1. Implement new part-time Property Maintenance Inspector position.

2. Utilize the field inspection software and hardware (tablets) to better document and increase productivity of blight enforcement throughout the City.
3. Investigate new mobile device based applications (Exp. See Click Fix) to improve resident reporting.
4. Improve the timeliness and results of blight prevention and abatement efforts through more proactive inspection and problem identification.
5. 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 a Vacant Property Registration ordinance for identifying and tracking vacant and foreclosed properties. This will be based on proven, national models that have taken the needs of all stake holders into account.
2. Implement outreach program to banks and other housing lenders to clearly communicate property maintenance requirements.

Demolition and Blight elimination

Objectives:

1. Develop a consistent and timely process for moving dangerous buildings through the demolition procedure.
2. Work with the city attorney to find ways of re-capturing our expenses related to demolition actions beyond attaching them to the property tax roles.
3. Apply for grant (FEMA Mitigation or other) to help fund demolition activities in qualified areas.
4. Create a pre-qualified list of demolition and remediation contractors to shorten the time from Demolition Order to vacant land.

Continue to increase facility efficiencies at City Hall and Managed Properties

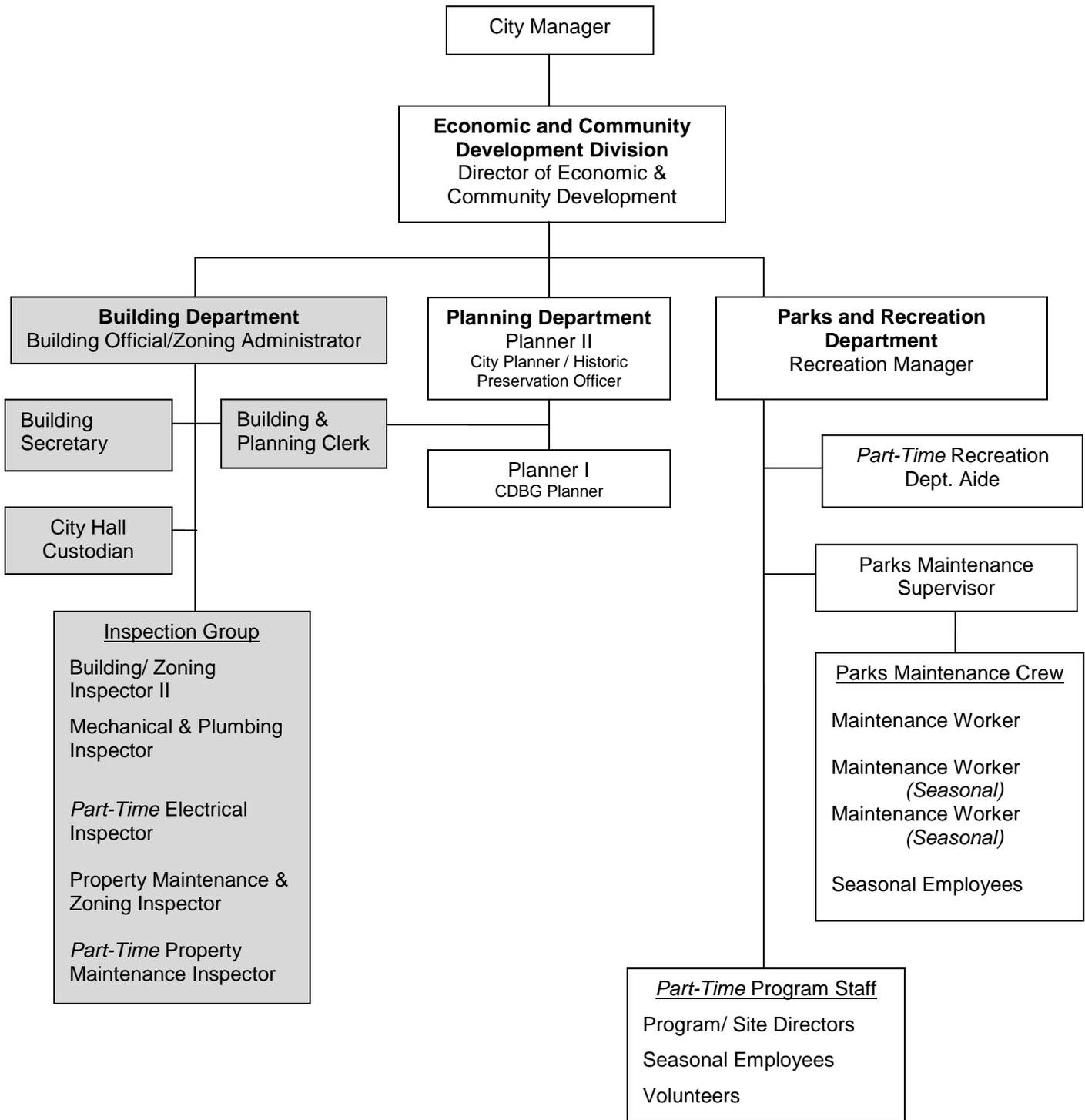
Objectives:

1. Continue the upgrades to City Hall lighting with LED bulbs.
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.
4. Start evaluations of the City Hall and other city owned facilities for compliance with a Continuity of Operations plan.

ORGANIZATIONAL CHART

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

PROPOSED ORGANIZATIONAL MODEL FY 2015-2016



PERFORMANCE MEASURES

ITEM	11-12 Actual	12-13 Actual	13-14 Actual	14-15 Estimate	15-16 Estimate
Blight Complaints	450	142*	127*	150*	150*
Blight Inspections	1129**	1228**	1550**	1500**	1500**
Zoning Complaints	118	26*	28*	30	30
Zoning Inspections	220	294	248	220	240
Zoning Permits	142	133	90	110	120
Special Use Permits	4	6	5	5	4
Zoning Board of Appeals	6	8	12	15	12

*Action Line Records Only

** Includes Tall Grass

FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
City Hall				
Personnel	\$ 73,516	\$ 88,175	\$ 87,929	\$ 89,316
Supplies	1,937	5,250	5,250	5,250
Other Operating	167,935	184,371	183,779	186,914
City Hall Total	243,388	277,796	276,958	281,480
Zoning/Ordinance Enforcement				
Personnel	\$ 107,406	\$ 148,937	\$ 145,227	\$ 143,290
Supplies	186	1,550	1,150	1,750
Other Operating	66,151	113,509	113,909	117,007
Subtotal	173,743	263,996	260,286	262,047
Expenditure Credits	(39,925)	(20,000)	(35,000)	(30,000)
Zoning/Ord. Enf. Total	133,818	243,996	225,286	232,047
Building Services Total	\$ 377,206	\$ 521,792	\$ 502,244	\$ 513,527
Expenditures as a % of the Total General Fund	2.21%	2.90%	2.81%	2.77%

ECONOMIC & COMMUNITY DEVELOPMENT DIVISION

Building Department • Planning Department • Recreation Department

The Economic and Community Development Division was created in January 2011 to coordinate the functions of the Building, Planning and Recreation Departments. This new collaborative structure implemented recommendations in the City operations assessment with the goal of delivering related services more efficiently. The most significant change for FY 2015-16 is incorporating parks maintenance into the Recreation Department, in a shift towards a more independent parks and recreation function. The overall staffing levels will increase slightly in FY 2015-16; with the addition of a Parks Maintenance Supervisor, Part-Time Planning Department Clerk, and year-round (formerly seasonal) Part-Time Property Maintenance Inspector.

The Parks Maintenance Supervisor position is a redevelopment of the former Parks Manager position that previously existed. The goal of reinstating this position is to provide greater professional oversight of the parks maintenance function. Similarly, the Planning Department Clerk will reestablish administrative support staff within the Planning Department on a part-time basis, with the balance of their time spent in Zoning and Code Enforcement. This position will focus on administrative tasks in the Planning Department including meeting agendas and minute's preparation, day-to-day Department correspondence and improving communications with project applicants. Over the last six years all of these administrative tasks have been assigned to the professional planners and director as part of their job duties. The part-time Property Maintenance inspector will supplement the current full-time Property Maintenance Inspector whose time has been reallocated to the rental property inspection program.

The Economic and Community Development Division's mission is to improve the business environment and the quality of life in the City using sound, cost-effective planning and implementation methods. To accomplish its mission, the Division applies a team approach to projects capitalizing on each member's area or areas of specialization and expertise, which include economic and community development, land use planning, historic preservation, housing, cultural resource management, incentives, project financing and grant writing and administration. The Division leads the City's economic development and revitalization initiatives together with support from all the other City Departments, including a number of public and private sector partners.

The Building Inspection and Code Enforcement functions will continue to be carried out by the Building Official/Zoning Administrator, two full time building/trade inspectors, a part-time electrical inspector and one administrative support staff person; which are described under the Building Safety Fund. The part-time Clerk that coordinates the property maintenance and rental housing inspection functions, will be converted to a full-time position and split their time between Zoning/Code Enforcement and the Planning Department.

Recreation Department activities are administered by the Recreation Manager, existing department-aide position and part-time seasonal program directors. With the recent completion of the 2014-2018 Parks and Recreation Master Plan, the Recreation Department will be more focused on implementing some of the new goals and objectives. The Plan outlines priorities for Park Development and Programs that are designed to enhance the overall "Quality of Life" in Monroe. The major enhancement to

this Department is the addition of the Parks Maintenance Supervisor, which should provide more direction in the implementation of the Parks and Recreation Master Plan.

Planning Department

The Planning Department staff consists of the Economic & Community Development Director, a Planner II position, and a Planner I position; with the newly established shared administrative support with Zoning/Code Enforcement. As budget allows, the Department utilizes interns for project specific tasks. The Department also maintains a relationship with LSL Planning consultants for complex or unusual planning projects.

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.

INITIATIVES AND OPPORTUNITIES FOR FY 2015-16

Zoning Ordinance Amendments and Updates

The Planning Department staff, with the assistance of the Land Information Access Association (LIAA), is in the final stages of updating the City's Comprehensive Plan (a.k.a. Master Plan) as follow-up to the *Resilient Monroe* project. Resilient Monroe was a new land-use planning and community design project that was developed in partnership with Frenchtown and Monroe Charter Townships. The project's focus was planning for "resiliency," through a strong and diverse local economy, responsive and interconnected human service systems, and carefully managed natural resources to make Monroe a more desirable place to live, now and in the future. Once the new Comprehensive Plan is adopted, Department staff will focus on implementing its Goals and Objectives through Zoning Ordinance amendments and other policy updates. Some of the key concepts that are proposed in the Plan include more mixed land use districts and the application of more design guidelines through form based codes.

Economic Development

The Economic and Community Development Division has been organized to more effectively implement one of City Council's on-going 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.*" The best practices of economic development are changing and the tools we use must change to stay competitive. Contrary to previous economic theory aimed at trying to lure large corporate investments, the focus is now on "Economic Gardening" and "Placemaking" that supports smaller companies and entrepreneurs. The primary need of these growing companies is the attraction and retention of talented people.

The City is working closely with our State and local partners to revamp our economic development programs. The traditional property tax and business tax credits such as MEGA, Brownfield and Historic tax credits are no longer the primary incentives. These credits have been replaced with a highly competitive grant and loan programs with a growing emphasis on public-private partnerships. These changes are driving the Division to become more aggressive in identifying projects that may be eligible and promoting significant projects with the Michigan Economic Development Corporation (MEDC). The

new business and property tax structures provide some relief for small businesses, which we must leverage to promote entrepreneurship and drive new investment in the City.

La-Z-Boy New World Headquarters- The development of the new La-Z-Boy Headquarters on Stewart Road is starting to influence the development of this area of the City. The Planning Department has worked closely with La-Z-Boy and its consultants to develop a site that compliments the surrounding land uses and provides a superior business environment. This development will spur new and redevelopment of the commercial areas in the vicinity of the project. Additionally, decisions regarding the redevelopment of the existing La-Z-Boy site will be a challenge in the coming year, but could be a catalyst for revitalization of the Telegraph Road commercial corridor. The Division is working with Frenchtown Township and Monroe Township to best encourage redevelopment of the Telegraph Road Corridor, and will explore the creation of a Corridor Improvement Authority in FY 2015-16.

Gerdau Special Steel- Gerdau has completed Phase II of its mill expansion project, an ~\$80 million investment that includes increased capacity in the rolling mill and reconfiguration of facility access. In FY 2015-16 Gerdau will be implementing "Phase III" which involves construction of a bar finishing facility and other downstream processes as well as new pollution control equipment. The City will need to work with Gerdau and the Port of Monroe to improve the logistics and supply for the site to help make this project as successful as possible.

Hanwah L&C- A tier-one supplier of plastic automotive components based in South Korea, Hanwha has invested over \$7 million in the refitting of a previously vacant 120,000 s.f. vacant building within the heart of the Port of Monroe industrial park. The Company has indicated they are developing plans for a new facility on Port owned property immediately to the east of the current building, which could lead to an even more significant investment and employment.

Port of Monroe- The Port of Monroe Industrial park remains a vital tool to help attract logistics and transportation reliant businesses. The Port of Monroe continues its role as the primary location for heavy industrial development within the community. The addition of the Port Director position has revitalized the development potential and has helped grow synergies between the various Port tenants. City staff will be working with the Port in FY 2015-16 to increase investment in Port facilities, which will in turn expand capacities at the Port with the goal of further leveraging its economic development potential. The past year has expanded a significant maritime shipping partner with DTE Energy in shipping their valuable gypsum waste product out of the Port via multi-modes of transportation. These projects have created new employment for specialized contractors, and will assisted DTE in finding markets for their unique process by-products.

Downtown- The City's traditional downtown is realizing increased investment from both the private and public sector. The completion of the Riverfront Park and Parking Lot project by the Downtown Development Authority (DDA) has served as a catalyst for reinvestment in the West Front Street corridor. Several property owners have stepped forward with needed improvements to a number of buildings. While the downtown faces on-going competition from high vacancies in commercial and retail areas outside the central business district, the Division staff and (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. The new emphasis on “Placemaking” by the State agencies should provide additional resources for downtown redevelopment projects. The Planning Department was successful in obtaining a “PlacePlans” technical assistance grant from the Michigan Municipal League (MML) to develop a rehabilitation plan for the downtown alleyway between Cass Street and S. Monroe Street. We anticipate proposed improvements from this project will further spur private investment in the Downtown.

Below are highlights of recent private development projects:

- 54 S. Monroe Street- W.C. Slicker Enterprises: Vacant building in downtown redeveloped for retail and office use. Complete building rehabilitation to include façade replacement, and renovation build out of first and second floors. Investment of \$200,000 and creation of ~10 new permanent jobs.
- 110 S. Monroe Street- Blue Water Day Spa: Personal services establishment in the downtown. Complete building rehabilitation to include façade replacement, and renovation build out of first floor.
- 428 S. Monroe Street/50 W. Fifth Street- Benesh Building: Vacant building in the S. Monroe Street Commercial district. Complete building rehabilitation to include creation of a parking garage, and renovation of first and second floors.
- 131 E. Front Street- Downtown Monroe Living: Major renovation of existing retail space and second floor residential units.
- 78-84 W. Front Street- Lauer-Finzel Building: Major renovation to create new Class A office space, and creation of six (6) new residential units on second and third floors.
- 11 Scott Street- Lotus Financial: Vacant building in the downtown. Complete building rehabilitation to create new retail space and second floor residential unit. Investment of \$255,000 and creation of ~6 new permanent jobs.
- 11 Washington Street- Monroe Bank & Trust: New mortgage center adjacent to its existing headquarters building. Complete building rehabilitation to creation of new office space. Investment of \$800,000 and creation of ~15 new permanent jobs.

Cultural and Natural Resources Tourism- The River Raisin National Battlefield Park (RRNBP) opened a little over four years ago, and has already generated tens of thousands of trips to the City. The goal is to work with the National Parks Service (NPS) to capitalize on these visitors, continual grow these numbers and encourage visitors to return or spend additional time in the area. With strained budgets both at the local and federal level, it will be critical that the City and the NPS work together to implement the long-term vision and generate the maximum economic impact from the Park. The Planning Department worked closely with the Beckett & Raeder, Inc. consulting team and NPS staff to develop the now adopted River Raisin Heritage Corridor-East Master Plan. This plan serves as a strong guide for City investment and targeted property redevelopment surrounding the Battlefield. The Planning Department was successful in obtaining a \$4.9 million property acquisition grant from the Michigan Natural Resources Trust Fund (MNRTF) to begin acquiring the properties necessary to realize the Plan’s vision.

Completion of the low-head dam removal and construction of rock rapids has drawn new focus and attention to the River Raisin. Division staff is now focusing our attention on how the investment in the River can benefit the adjacent parks and public spaces, as well as encourage redevelopment of nearby private properties. One of the on-going priorities is the seek funding for extension of the Riverwalk from its current terminus in Soldiers & Sailor’s Park all the way to the Winchester Street Bridge. Planning and Recreation staff continues to expand our partnerships with the other City Departments, Sterling State Park and US Fish and Wildlife Services to expand recreational opportunities on the River Raisin and Lake Erie.

Other Manufacturing and Supply Chain Developments- Industrial development continues to be a primary growth driver in the City. At the Ternes Industrial Park several companies, such as the Fluid Equipment Development Company (FEDCO), are expanding to meet new demand. The Industrial Inspection Company (IIC) and Zongding expanded their warehousing and are adding testing facilities to meet demand from increase production in the automotive industry. IIC is continuing with growth plans to purchase and redevelop a facility on Harbor Ave. Backyard Products and Complete Packaging have leased space for an expanded distribution center to accommodate growth in their business and provide needed warehousing for several local businesses with growing product storage needs. It is anticipated the SYSCO will expand its food distribution and warehousing capabilities at its Ternes Drive location in FY 2015-16. Continued growth in this sector is anticipated with the construction of the New International Trade Crossing and other transportation assets that make Monroe County very attractive for logistics and supply chain management.

Community Revitalization

Housing- The housing market has finally stabilized and the Division is increasing its efforts to accelerate the recovery. The Planning Department has expanded its housing rehabilitation programs. 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. Starting in FY 2010-2011, the FIX Program was expanded to offer up to \$25,000 to qualified applicants in order to effectuate a greater impact not only on the individual home, but to the local neighborhood. The changes in the Building Department staff to shift more focus on property maintenance, is also a result of the Division's on-going efforts to improve the City's housing stock.

Based on the Division's development work and recommendation from the Citizens Planning Commission, City Council has established two Neighborhood Enterprise Zones (NEZ's), which will provide a small incentive for reinvestment in struggling neighborhoods. The Division and continues to investigate tools that could push reinvestment in our housing stock such as a point-of-sale inspection program and enhancement of the rental inspection program. The Planning Department also continues to work with the Monroe County Opportunity Program (MCOP) and Habitat for Humanity on the joint housing projects within the City of Monroe. In the next fiscal year, Department staff will implement the first NEZ's, and continue to utilize CDBG funds to incentivize housing improvements along with enhanced property maintenance activities.

Brownfields and Redevelopment- While the funding has been reduced, 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. The Planning Department will continue to have an integral role in assisting business owners wishing to explore use of these incentives to redevelop properties. To date, the City has completed 27 brownfield plans since the inception of the Brownfield Redevelopment Authority (BRA), with the most recent plan supporting the incentive package for the expansion of VenTower's lay down area. Anticipated Brownfield projects in FY 2015-16 include the redevelopment of 601 S. Monroe Street.

The City is a key partner with the County Treasurer's Office in establishing the Monroe County Land Bank Authority. Planning Department staff serves on the Land Bank Board and we continue to explore the Land Bank's ability to work toward higher and better uses for vacant and foreclosed properties in the City. Future potential activities for the Land Bank include accumulating property for larger redevelopment projects.

Historic Preservation Projects- 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. The HDC works to promote historic preservation through historic property tours and awards for preservation projects. 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.

Affiliated Committees & Commissions

Citizen Planning Commission (CPC) – 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, new ordinance provisions, land divisions, 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.

Downtown Development Authority (DDA) – The Director of Economic & Community Development serves as the City staff liaison to the DDA and provides technical support to some of the DDA committees.

Historic District Commission (HDC) – 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 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. The Commission also provides assistance with obtaining state and federal tax credits to encourage preservation activities throughout the community. The Planning Department provides direct support 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.

Brownfield Redevelopment Authority (BRA) – 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 (EDRC) – 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 Planning 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 (CIP) - The Department is responsible for compiling and coordinating the annual City of Monroe Capital Improvements Program (CIP) Budget 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 / 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 (ASPR) - The 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 2015-2016

Economic Development

1. *Expand available information new redevelopment programs incentives*
 - Improve available guidance documents on economic incentives such as OPR, IFT, and new State Grant and Loan programs.
 - Continue to assist to perspective developers and guide them through the application and approval process.
 - Apply for the Redevelopment Ready Communities program through the Michigan Economic Development Corporation.

2. *Continue to facilitate Brownfield redevelopment projects*
 - Facilitate at least one new significant brownfield project in the City (Exp. 601 S. Monroe Street).
 - Provide staff assistance to the Port of Monroe and the Brownfield Redevelopment Authority related to on-going brownfield redevelopment projects and new State program administration requirements.
 - Complete the Pumphouse demolition project and transfer the property to the Raisin National Battlefield Park Foundation.

3. *Identify alternative funding sources and partners for Downtown/Central Business District improvements*
 - Prepare specific proposal for a public-private partnership that implements a mixed-use downtown rehabilitation/revitalization project.
 - Submit one or more State funding requests through the Community Revitalization Program and/or Rental Rehabilitation Program.

4. *Improve appearance and resources on the City website for economic development*
 - Work with County IT to add content to Community Development webpage that includes more development/redevelopment site information.
 - Work with IT Professionals to make Master Plan, Area Plans, Assessments and Zoning Ordinance more accessible on-line.

Land Use Planning

5. *Adopt update to the City of Monroe Comprehensive Plan*
 - Adopt the revised City Comprehensive Plan based on the Resilient Monroe! Program.

6. *Complete preliminary N. Dixie Highway Corridor Plan*
 - Complete the American Battlefield Protection Program grant work plan.
 - Develop off-street improvement plan in consultation with adjacent property owners and National Parks Service.
 - Develop joint improvement & maintenance guidelines with Frenchtown Township.
 - Amend the Zoning Ordinance to incorporate Comprehensive Plan recommendations.

7. *Adopt new Heavy Industry District (I-3) for Port*
 - Submit new Port Industrial zoning district proposal to CPC for recommendation and City Council for action.

Heritage Tourism and City Parks

8. *Improve Non-Motorized Trails*
 - Apply for grant funding to rehabilitate remaining section of River Raisin Heritage Trail and/or extend the Riverwalk.
9. *Prepare City Park Master Plans*
 - Complete a project-specific master plan for one of the City's premier parks (Exp. St. Mary's or Munson Park) and at least two smaller parks.
 - Apply for a Michigan Natural Resources Trust Fund grant to implement one or more of the high priority recommendations in the Parks & Recreation Master Plan.
10. *Implement the River Raisin Heritage Corridor-East Master Plan*
 - Administer first phase of MNRTF acquisition grant for properties north of the River Raisin.
 - Complete transfer of the "Northern Battlefield" property to the National Parks Service.
 - Complete environmental assessments and transfer documentation for the transfer of the Detroit Ave./Elm Street Parcels to the River Raisin National Battlefield Park Foundation.

Historic Resources Preservation

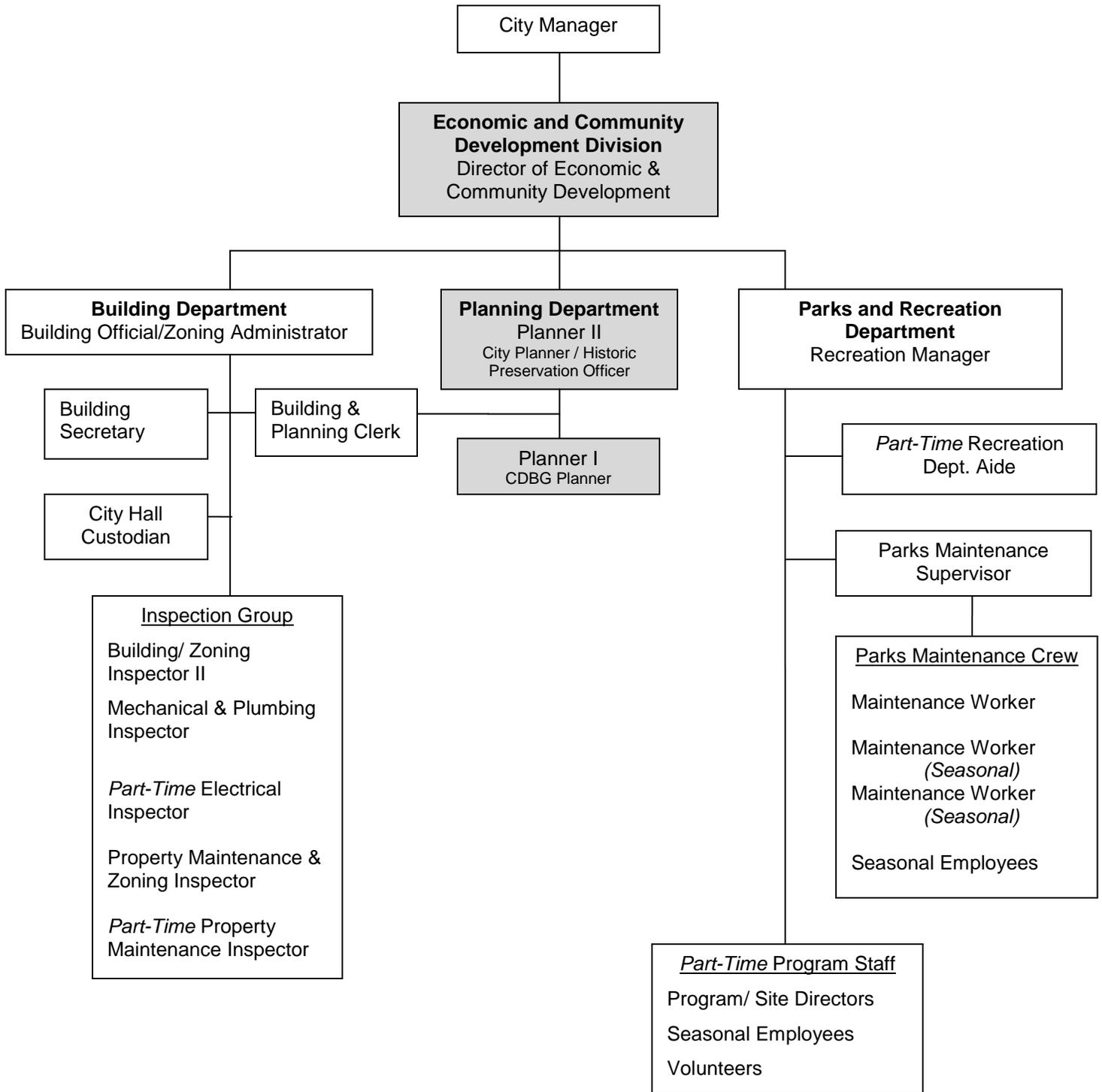
11. *Prepare Historic Downtown Preservation Plan and Implementation Steps*
 - Update inventory of Downtown building facades and priority improvements
 - Edit Downtown Façade Study to reflect updated conditions.
 - Develop Zoning Ordinance Amendment(s) to help preserve historic character of the downtown (Exp. Form based code).
 - Present report to the HDC and City Council for potential downtown local historic district.
12. *Publish a Monument Conservation Policy*
 - Establish preservation fund within the City budget for on-going maintenance of the Custer Monument and Memorial Place.
 - Construct the protective fencing project at the Memorial Place Park.
13. *Enhance the Preservation Awards Program*
 - Continue to identify recipients for recognition by City Council/HDC.
 - Coordinate publicized recognition ceremonies.

Housing and Neighborhoods

14. *Develop recommendations for components of a comprehensive Neighborhood Stabilization Program*
 - Work with large property owners in the newly established Neighborhood Enterprise Zones (NEZs) to prepare redevelopment proposal for at least one site (Exp. Former Monroe Auto Equipment Co. Site).
 - Establish program to promote the formation and active participation in Neighborhood Associations.
 - Prepare templates and installation recommendations to the Citizens Planning Commission and HDC for neighborhood identification signage.

15. *Improve housing stock in low/mod income areas and encourage private investment in these areas*
- Continue to promote and complete at least four FIX Program housing rehabilitation projects with CDBG funds.
 - Enhance acceptable standards and improve follow-up actions in Rental Housing Inspection Program with integration of new part-time property maintenance inspector.
 - Begin implementation of Point-of-Sale residential certification program to include educational materials, program documents and fees, and hiring of requisite staff.
 - Increase staff training in Blight & International Property Maintenance Code.

PROPOSED ORGANIZATIONAL MODEL FY 2015-2016



PERFORMANCE MEASURES

ITEM	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Estimate	FY 15-16 Estimate
CPC Meetings	16	17	17	11	15
CPC Reviews	12	25	10	8	12
Minor / Sign	18	34	34	36	40
Admin Site Plan Review	28	24	21	25	30
Planning Projects/ Workshops	2	2	14 (Resilient Monroe)	6	4
HDC Meetings	4	3	3	6	6
HDC Reviews	1	1	1	4	12 (Dwtn Façade Grants)
HDC Projects/ Workshops	2	1	2	4	4
Grants	1		2	2	2
IFT Applications	4	5	3	4	3
OPT Applications	5	4	3	3	3
Brownfield Plans	2	4	2	2	2
Other Incentives			2	2	2

CPC: Citizens Planning Commission
 HDC: Historic District Commission
 IFT: Industrial Facilities Tax Exemption Applications
 OPT: Obsolete Properties Tax Exemption Applications

FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Planning Commission				
Personnel	\$ 883	\$ 1,615	\$ 1,615	\$ 1,615
Other Operating	2,475	2,625	2,525	2,700
Planning Commission Total	3,358	4,240	4,140	4,315
Community Development				
Personnel	\$ 276,671	\$ 285,527	\$ 289,985	\$ 318,304
Supplies	2,654	3,450	3,300	3,325
Other Operating	33,123	68,049	73,674	31,924
Comm. Develop. Subtotal	312,448	357,026	366,959	353,553
Expenditure Credits	(61,252)	(61,500)	(61,500)	(61,500)
Comm. Develop. Total	251,196	295,526	305,459	292,053
Historic District Commission				
Other Operating	\$ 330	\$ 3,380	\$ 3,180	\$ 3,180
Historic District Comm. Total	330	3,380	3,180	3,180
Department Total	\$ 254,884	\$ 303,146	\$ 312,779	\$ 299,548
Expenditures as a % of the Total General Fund	1.49%	1.69%	1.75%	1.61%

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 Sand Volleyball, Free Drop in Pickleball, Youth Sand Volleyball, Boys Flag Football, AKC Canine Classes, Youth Tee Ball, Softball, Baseball, Track and Field, Indoor Youth Basketball Camp, Tennis, Summer Playground Program (Tot Lot), 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, Tiny Tikes Triathlon, Free Fishing Derby, Community Garden Plots, Walk Monroe, and Bus Trips. Free exercise in the park including Yoga, Tai Chi, Yoga for Kids, and Body Sculpt has allowed participants to join in a free community venue for health and fitness. Volunteer Instructors are encouraged to bring their knowledge, enthusiasm, and equipment to allow participants to try out new recreational activities for free. Community wide special events such as the Daddy Daughter Dance and Mom/Son Bowling are done in cooperation with Monroe Public Schools. The Monroe County Library System has partnered to offer Family Story Time in the Park. Concerts in the Park have expanded to include a partnership with ProMedica Mercy Memorial Hospital nurses and other professional staff on hand to offer free blood pressure checks and diabetes education. Discount ticket programs through Michigan Recreation and Parks Association include the Detroit Zoo and the Detroit Red Wings. Since 2007, the Recreation Department has offered approximately 44 new programs. These programs have expanded our program and sports offerings to include nature programming, more programs for seniors, additional team sports, and a greater variety of interests and hobbies to better serve all residents.

The Parks maintenance crew was moved under the Recreation Department in summer, 2015. The Parks Maintenance Supervisor and crew are responsible to ensure that all City parks are mowed, clean, up to date, and safe.

DEPARTMENT DESCRIPTION

Recreation Programs: The Recreation Department functions with one full time Recreation Manager/Programmer and one part time Office Manager.

The Recreation Manager coordinates all leagues, programs, and special events with the support of approximately 130 seasonal employees that include programs directors, scorekeepers, game officials, playground leaders, and activity instructors. The Department utilizes over 300 seasonal volunteers annually in youth sports coaches, special events and 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 and summer programs/leagues are held outdoors in city parks or in 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. Indoor program facilities are coordinated by the Recreation

Department in cooperation with local schools and Lutheran South High School. Most indoor programs are conducted in the fall and winter months.

Park facilities are maintained by the Parks Maintenance Supervisor and crew under the Recreation Department. Facilities include 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.

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.

Parks Maintenance: The parks maintenance crew consists of one full time Parks Maintenance Supervisor, and full and seasonal parks maintenance staff that report to the Recreation Manager. Parks staff is responsible to maintain all parks and park amenities. The Park Maintenance Supervisor oversees personnel to accomplish grooming athletic fields, cleaning park restrooms and shelters, preparing an annual schedule of maintenance and special projects, and provides support for City sponsored special events held in the parks.

CITY OF MONROE 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

1. To develop and strengthen partnerships and collaborations with citizens, businesses, and government agencies.
2. To protect the health, safety, and welfare of the general public.
3. To increase and enhance recreational and cultural opportunities.

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

Mission Statement: The mission of the City of Monroe Recreation Department is to provide a variety of programming to serve the needs of all the citizens and visitors, 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 as well as 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, parks and recreational programming provide opportunities for all to participate, making Monroe an attractive place for visitors and providing a higher quality of life for residents.

The Department is assisted by a seven member Recreation Advisory Commission (RAC) appointed by the Mayor and City Council. The RAC works with Recreation Department staff to create recommendations for review by the City Manager and to the Mayor and Council regarding the provision of parks and recreation needs/services. In 2013 the Recreation Advisory Commission played an integral role in updating the Parks and Recreation Master Plan, which was adopted in 2014. This plan will serve as a guideline for the RAC in updating parks and services for the next five years.

Parks and Recreation Master Plan 2014-2018

The new parks and recreation master plan includes a detailed park inventory, a description of the public input process, and an outline of the City's recreation goals and objectives with an action plan, and is a five year 'roadmap'. The goals and objectives are listed as Cornerstones, Building Blocks' and an Action Plan for the parks.

Cornerstones:

1. Provide safe, high quality recreational experiences that increase the quality of life in Monroe.

This can be accomplished by evaluating current park usage, improving park maintenance, and making our parks more accessible. To fully utilize the parks for optimum usage, master plans will be undertaken for larger parks. Increasing the level of maintenance in the parks will attract more park visitors and provide for safer visits. Expanding pedestrian and non-motorized connectivity between parks was high on the list of public comments. Taking a close look at all city parks to determine whether they should be upgraded, maintained at the current level, developed, repurposed, or decommissioned will be a top priority for the Recreation Advisory commission, along with program evaluation.

2. Fully leverage Monroe's recreational waterfront assets.

With the remediation of the dams along the River Raisin, determining the most appropriate access points for canoeing, fishing, and kayaking is a priority. Evaluating the river for safe usage by all levels of ability will enable all users to enjoy Monroe's recreational waterfront assets.

3. Fully leverage historic assets within Monroe's recreation system.

Coordinating our efforts with the River Raisin National Battlefield, the River Raisin Heritage Corridor – East Master Plan and the Monroe County Historical Museum will enable residents and visitors to enjoy our unique local history. Encouraging use of the River Raisin Heritage Trail will help to increase quality of life. Streamlining nature programs and coordinating signage and trail amenities, such as restrooms, will help to unify the River Raisin Heritage Trail. Forming an historic ball team would help bring history alive.

2015-2016 Recreation Dept Goals and Objectives

Goal 1: To position the recreation department for sustainability

Objectives:

1. Continue to increase volunteer involvement in offering programs.
2. Continue to develop and implement guidelines to determine the level of cost recovery for each program

Goal 2: To provide pleasant and safe parks and park amenities for residents and visitors

Objectives:

1. To encourage growth in ‘Stewardship Monroe’; a structured volunteer program promoting stewardship, providing programming, and encouraging community involvement.
2. Research alternative funding sources for new playground equipment.
3. To begin implementation of the Building Blocks and Action Plan as outlined in the Parks and Recreation Master Plan.
4. Update and assess all parks for safety and maintenance schedules.
5. Prepare written Parks Maintenance manual, including forms, schedules, and maintenance plans.

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 programs.
3. Encourage volunteers to share their knowledge of basic recreational activities to empowering residents to learn new skills and participate on their own.
4. Partner with the River Raisin National Battlefield to unify and expand programming and park facilities. Attractive programs, restrooms, and picnic areas will encourage tourists to expand their visit to include the City of Monroe.

Goal 4: To target need and at risk youth and their families

Objectives:

1. Develop a scholarship fund
2. Provide programming with CDBG funds to low income areas.
3. Explore locations for community gardens in low income neighborhoods

Michigan Municipal League's Hierarchy of Municipal Needs



The League's Hierarchy of Municipal Needs

A sense of place and community are an important aspect of choosing a place to call home. Cultural and social opportunities are also a key aspect of relocating or staying in a small town.

GROWING PARTNERSHIPS

To help grow services to City residents at minimum cost, the Department has redoubled its efforts to explore and expand partnerships with the other community agencies, institutions and organization that have shared goals and objectives. New efforts include a greatly expanded joint marketing campaign with the Monroe Multi-Sports Complex, and sharing of athletic facilities with Monroe Public Schools and St. Mary's Catholic Central High School. A new collaboration with the River Raisin National Battlefield includes nature activities coordination and promoting healthy lifestyles. Mercy Memorial Hospital has offered free services, including blood pressure checks and diabetes awareness information at our free concerts in the park series.

MONROE MULTI SPORTS COMPLEX

To help promote the MMSC, the bi-annual City of Monroe Recreation Newsletter now includes MMSC programming. In exchange, the MMSC helps offset the cost of the printing and promotes the City's recreation programs at their facility. We are also looking into shared on-line registration software that people can use to register for activities and programs. 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, dodge ball, lacrosse, flag football, and for the operation of BounceMania. To learn more about the Multi Sports Complex, visit its website at <http://www.monroemultisports.com>.

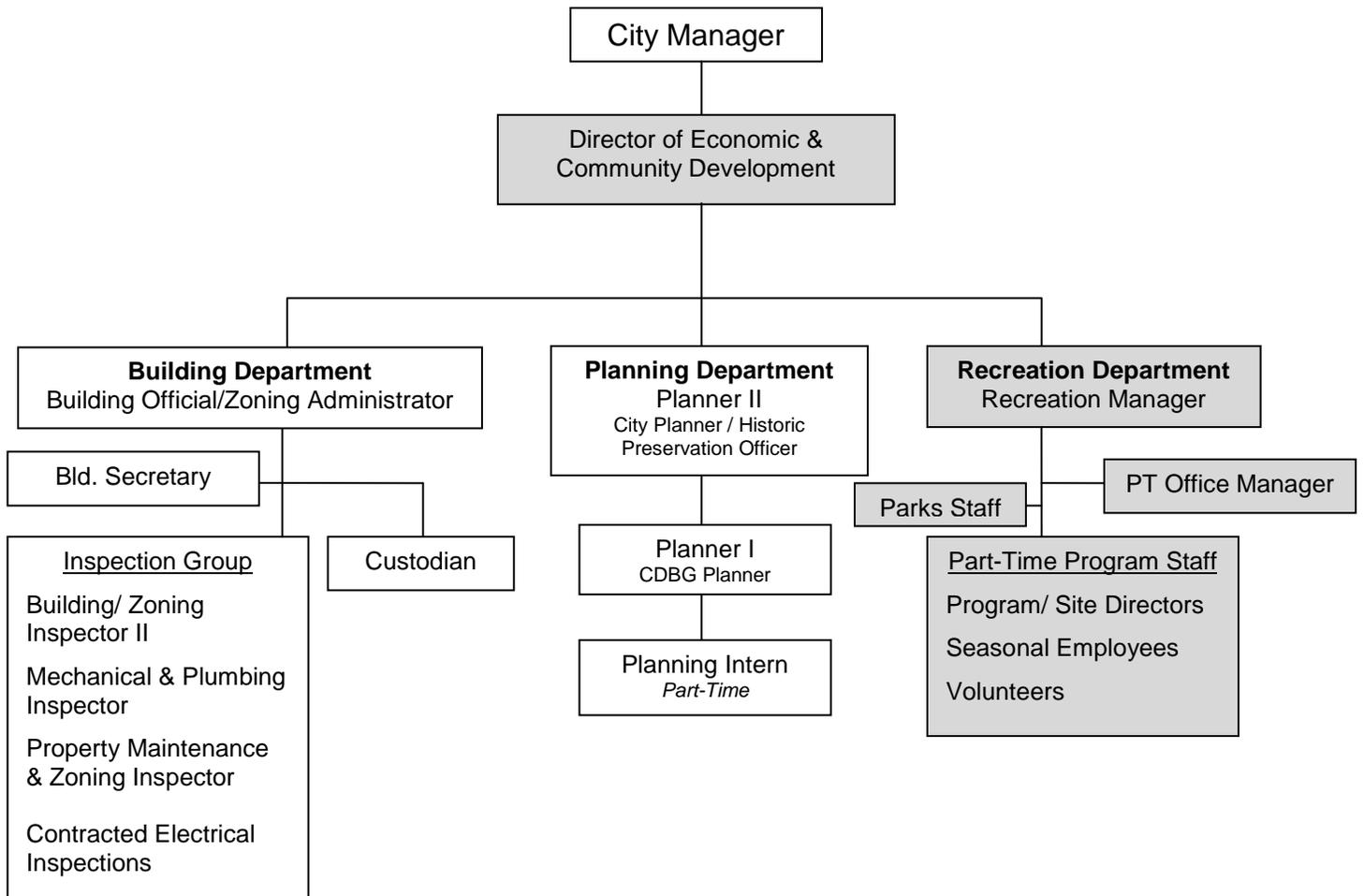
MONROE PUBLIC SCHOOLS

The City continues to share recreational facilities with the Monroe Public Schools, St. Mary's Catholic Central High School, and other local parochial schools. In exchange for use of the School's ball diamonds and track, the City maintains the ball diamonds throughout the season. Tennis courts are also utilized by school tournaments. The City regularly opens up our parks for cross country tournaments, and other School sponsored events. Finally, the City co-sponsors the annual events such as the Daddy-Daughter Dance and Mother-Son Bowling.

FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
General Administration				
Personnel	\$ 200,717	\$ 192,877	\$ 175,166	\$ 168,006
Supplies	2,694	2,650	2,650	2,650
Other Operating	35,278	41,431	42,031	35,593
Total General Admin.	238,689	236,958	219,847	206,249
Parks Maintenance				
Personnel	-	-	-	285,534
Supplies	-	-	-	8,000
Other Operating	20,246	40,860	17,500	194,500
Total Parks Maintenance	20,246	40,860	17,500	488,034
Multi-Sports Complex				
Supplies	23,337	20,825	38,357	37,617
Other Operating	1,066,728	1,058,177	1,052,589	1,006,697
Total Multi-Sprts Cmplx	1,090,065	1,079,002	1,090,946	1,044,314
Recreation Programs				
Personnel	38,441	48,563	50,760	60,063
Supplies	20,176	20,600	19,950	20,925
Other Operating	29,129	31,340	31,340	31,890
Total Rec. Programs	87,746	100,503	102,050	112,878
Recreation Dept. Total	\$ 1,436,746	\$ 1,457,323	\$ 1,430,343	\$ 1,851,475
Expenditures as a % of the Total General Fund	8.41%	8.10%	7.99%	9.97%

PROPOSED ORGANIZATIONAL MODEL FY 2014-2015



Program	FY 2012-13 Resident Participants	FY 2012-13 Non-Resident Participants	FY 2012-13 Total Participants	FY 2013-14 Resident Participants	FY 2013-14 Non-Resident Participants	FY 2013-14 Total Participants	FY 2014-15 Resident Participants	FY 2014-15 Non-Resident Participants	FY 2014-15 Total Participants	Projected FY 2015-16	Projected FY 2016-17
State Tournaments/Qualifiers						1	(14 teams)		3	3	4
Number of Adult Summer Softball Teams			65			71			75	75	80
Summer Adult Softball Individual Participants	287	802	1,089	245	994	1,239	244	998	1,237	1,240	1,300
Number of Fall Adult Softball Teams			29			35			32	35	37
Fall Adult Softball Individual Participants	112	317	429	70	493	563	94	404	498	500	530
Number of Adult Volleyball Teams			8			9			7	7	7
Adult Volleyball Individual Participants	8	75	83	13	63	76	18	51	69	70	70
Summer Youth Ball	319	221	540	392	286	678	300	247	547	550	600
Indoor Basketball Camp	56	79	135	48	72	120	58	78	136	140	140
Daddy Daughter Dance			409			412			420	425	425
Garden Plots	14	7	21	17	9	26	14	6	20	22	25
Mother Son Bowling			99			92			90	92	92
Family Story Time w/MCLS						27			47	47	47
Boys Flag Football	28	27	55	27	31	58	28	38	66	66	66
Adult Sand Volleyball	33	79	112	25	101	126	25	63	88	90	90
Geocaching			17								
Tennis	7	6	13	15	8	23	7	9	16	20	20
Track	5	11	16	14	16	30	14	18	32	32	32
Park Rentals	47	54	101	42	29	85	57	28	85	85	85
Tot Lot			1,379			1,283			1,544	1,550	1,550
Walk Monroe	21	26	47	7	35	42	1	15	16	25	30
Concerts in the Park (+Movie 2010)			8,109			6,200			12,477	12,500	12,500
Historic Walking Tours				21	42	63				20	20
Adult Yoga			157			83			125	125	125
Fishing			31			3				15	15

Program	FY 2012-13 Resident Participants	FY 2012-13 Non-Resident Participants	FY 2012-13 Total Participants	FY 2013-14 Resident Participants	FY 2013-14 Non-Resident Participants	FY 2013-14 Total Participants	FY 2014-15 Resident Participants	FY 2014-15 Non-Resident Participants	FY 2014-15 Total Participants	Projected FY 2015-16	Projected FY 2016-17
Nordic Walking						1	2	6	8	8	8
Girls Sand Volleyball							6	20	26	26	26
Free Garden Consultations			5			1			1		
Nutrition Groups			16								
Outdoor Youth Basketball Camp	5	7	12	6	9	15					
Kids Gentle exercise in St. Mary's Park/Kids Yoga		3	3			63			95	95	100
Free Fishing Derby			26	19	29	48	6	9	15	20	20
Backyard Whittling						9					
Bus Travel Trips						34	3	20	23	25	25
Nature Class for Youth		7	7								
Boot Camp in the Park			67								
AKC Canine Classes	2	4	6	4	6	10				10	10
Guided Bike Tours				1	6	7			1		
Trail Biking			5	6	1	7					
Pickleball			7			85			109	110	110
Body Sculpt in the Park						59			31	50	50
Kids Non-Competitive Play						7					
Tai Chi in the Park			31			40			44	45	45
Birding Groups			8	3	10	13	5	20	25	25	25
Bike Maintenance			4	10	1	11					
Sensory Walk		4	4								
Santa Letters			101			40					
Court Dance			1,230			790			928	1,000	1,000
Tiny Tikes Triathlon							4	3	7	10	15
Totals	944	1,729	14,476	985	2,241	11,397	900	2,033	18,933	19,117	19,183

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; contingency reserve; and operating transfers to other funds.

NON - DEPARTMENTAL				
	Actual	Budget	Projected	Adopted
	FY13-14	FY14-15	FY14-15	FY15-16
Special Assessments	\$ 10,352	\$ 127,275	\$ 126,600	\$ 127,275
Interest - Interfund Loans	8,160	8,160	8,160	8,160
Tax Sharing Agreement	4,742	5,126	5,126	5,500
Refunds - BOR Settlements	19,630	24,874	24,874	25,000
Grant-Lesow Comm. Center	140,000	140,000	140,000	140,000
Franchise Fee Transfer-MPACT	159,713	160,000	162,000	163,000
Library Appropriation	57,500	57,500	57,500	57,500
Contingencies	-	4,170	100,000	264,005
Debt Administration	52,138	51,848	51,402	55,602
Operating Transfers	1,190,428	958,330	962,830	949,500
Loss in Fair Value of Land	-	-	-	-
Non-Departmental Total	\$ 1,642,663	\$ 1,537,283	\$ 1,638,492	\$ 1,795,542
Expenditures as a % of the				
Total General Fund	9.62%	8.55%	9.16%	9.67%



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 City Major 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, M-50 from Westwood to US-24, 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 at rates set annually by MDOT.

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 \$227,000 for fiscal year 15-16, and they funnel through the Major Street fund as well. In 2014, these funds were used to resurface East Noble Avenue between North Monroe Street and North Dixie Highway, and in 2015 they will be used to replace curbs and resurface East Third Street from Scott Street to Winchester Street.

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 Mayor's 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 2014-15 CAPITAL PROJECTS

East Noble Avenue Resurfacing – Monroe to Dixie (Federal Aid)
East Third Resurfacing – Scott to Winchester (Federal Aid – Design only in 14-15)
East Sixth Street Resurfacing – Monroe to Scott
North Monroe Street Streetscape – Elm to Willow

MAJOR STREET FUND FY 2015-16 CAPITAL PROJECTS

East Third Resurfacing – Scott to Winchester (Federal Aid)
East Third Street Resurfacing – Monroe to Scott (Federal Aid - Design only in 15-16)
Winchester Street Resurfacing – First to Bridge (Federal Aid – Design only in 15-16)
Kentucky Avenue Reconstruction / Partial Closure (Design only in 15-16)

**MAJOR STREET FUND
FUND BALANCE TREND**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 13,025	\$ 1,500	\$ 1,540	\$ 1,500
Public Works	1,097,159	1,030,000	1,049,723	1,050,000
Program Services Revenue				
Public Works	66,168	53,000	53,900	53,900
Operating Grants				
Public Works	-	-	87,688	-
Capital Grants				
Public Works	487,611	394,000	451,000	456,500
Total Revenue	1,663,963	1,478,500	1,643,851	1,561,900
Total Expenditures	1,738,999	1,773,363	1,710,417	1,772,225
Excess (Deficiency of Revenues) over Expenditures	(75,036)	(294,863)	(66,566)	(210,325)
Beginning Fund Balance	988,337	913,301	913,301	846,735
Ending Fund Balance	\$ 913,301	\$ 618,438	\$ 846,735	\$ 636,410

MAJOR STREET FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Major Street Operations				
Construction	\$ 1,012,919	\$ 984,703	\$ 953,766	\$ 1,126,625
Surface Maintenance	95,014	206,100	210,700	104,000
Guard Rails & Posts	-	1,300	1,300	800
Drain Structures	16,846	35,000	19,000	23,000
Grass & Weed Control	2,617	1,800	2,300	2,400
Bridge Maintenance	-	20,000	3,000	-
RR Crossing Maintenance	12,688	17,000	17,000	18,000
Sign Maintenance	18,178	53,000	22,000	29,000
Signal Maintenance	41,257	23,500	22,500	23,000
Pavement Marking	30,653	50,000	38,991	50,000
Winter Maintenance	240,576	115,000	150,000	131,500
Transfers Out	206,741	212,960	215,960	210,000
Major St Operations Total	1,677,489	1,720,363	1,656,517	1,718,325
M-125				
Surface Maintenance	16,084	3,000	2,500	2,500
Sweeping	536	2,500	2,050	2,500
Forestry	8,797	4,500	5,055	4,500
Drain Structures	-	600	600	600
Sign Maintenance	-	700	700	700
Signal Maintenance	-	295	295	-
Winter Maintenance	35,709	40,405	40,700	40,600
M-125 Total	61,126	52,000	51,900	51,400
M-50				
Sweeping	384	1,000	2,000	2,500
M-50 Total	384	1,000	2,000	2,500
Major Street Fund Total	\$ 1,738,999	\$ 1,773,363	\$ 1,710,417	\$ 1,772,225

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 at rates set annually by MDOT.

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.

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 Mayor's 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 2013-14 CAPITAL PROJECTS COMPLETED IN 2014

Western Avenue Resurfacing – Huron to Erie
Huron Street Resurfacing – Western to Winston
Western Court Resurfacing – full length
Custer Court Resurfacing – full length

LOCAL STREET FUND FY 2014-15 CAPITAL PROJECTS

Western Avenue Resurfacing – Winston to Huron
Winston Court Resurfacing – full length
West Fourth Street Reconstruction – Hubble to Harrison
West Sixth Street Resurfacing – Union to Monroe

LOCAL STREET FUND FY 2015-16 CAPITAL PROJECTS

Linwood Avenue Resurfacing – Riverview to Maple
Maple Boulevard (east) Resurfacing – Mason Run Drain to Linwood
Richards Drive Resurfacing – Riverside to Donnalee

LOCAL STREET FUND FUND BALANCE TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 1,272	\$ 100	\$ 274	\$ 200
Public Works	570,348	546,000	556,000	560,000
Operating Grants				
Public Works	-	-	30,658	-
Capital Grants				
Public Works	474,724	725,000	714,000	335,000
Total Revenue	1,046,344	1,271,100	1,300,932	895,200
Total Expenditures	741,795	1,642,789	1,597,188	1,033,545
Excess (Deficiency of Revenues) over Expenditures	304,549	(371,689)	(296,256)	(138,345)
Beginning Fund Balance	285,603	590,152	590,152	293,896
Ending Fund Balance	\$ 590,152	\$ 218,463	\$ 293,896	\$ 155,551

LOCAL STREET FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Local Street Operations				
Construction	\$ 317,860	\$ 1,255,462	\$ 1,146,161	\$ 654,525
Surface Maintenance	122,360	145,707	168,707	131,000
Guard Rails & Posts	1,028	1,700	3,900	2,600
Drain Structures	70,418	65,000	118,000	83,000
Grass & Weed Control	11,108	6,500	5,500	6,500
Railroad Crossing Maintenance	520	520	520	520
Sign Maintenance	17,227	56,000	38,000	44,000
Signal Maintenance	303	1,400	1,400	1,400
Pavement Marking	-	500	0	0
Winter Maintenance	200,971	110,000	115,000	110,000
Local Street Fund Total	\$ 741,795	\$ 1,642,789	\$ 1,597,188	\$ 1,033,545

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. The millage rate is set at 1.564 mills for fiscal year 2016. The fund also receives a small supplement from the sale of tags that allow residents to exceed the typical limit for weekly collection. The current contract 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. The current contract was extended in 2013 and now runs through February 2017.

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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 1,319,937	\$ 1,373,813	\$ 1,378,210	\$ 1,483,395
Program Service Revenue:				
Public Works	5,873	3,500	4,500	4,000
Operating Grants:				
Public Works	198	-	284	-
Total Revenue	1,326,008	1,377,313	1,382,994	1,487,395
Total Expenditures	1,387,370	1,390,000	1,369,709	1,486,791
Excess (Deficiency of Revenues) over Expenditures	(61,362)	(12,687)	13,285	604
Beginning Fund Balance	126,516	65,154	65,154	78,439
Ending Fund Balance	\$ 65,154	\$ 52,467	\$ 78,439	\$ 79,043

REFUSE FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Department of Public Service				
Street Sweeping				
Other Operating	\$ 309,088	\$ 320,000	\$ 345,000	\$ 330,000
Sweeping & Leaf Cllctn Total	309,088	320,000	345,000	330,000
Administration & General				
Other Operating	-	-	-	59,791
Admin & General Total	-	-	-	59,791
Rubbish Pick-Up				
Other Operating	1,053,383	1,040,000	1,000,000	1,050,000
Rubbish Pick-Up Total	1,053,383	1,040,000	1,000,000	1,050,000
Leaf Collection				
Supplies	22,968	25,000	22,709	25,000
Leaf Collection Total	22,968	25,000	22,709	25,000
Clerk/Treasurer				
Other Operating	1,931	5,000	2,000	2,000
Clerk/Treasurer Total	1,931	5,000	2,000	2,000
Contingencies				
Other Operating	-	-	-	20,000
Clerk/Treasurer Total	-	-	-	20,000
Refuse Fund Total	\$ 1,387,370	\$ 1,390,000	\$ 1,369,709	\$ 1,486,791

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) had traditionally been assigned to the downtown area. In 2009, only one full-time PEO and one part-time cadet were assigned to parking enforcement. This resulted in a substantial decrease in parking enforcement and an increase in parking complaints. The department began 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.

The Department of Public Services is responsible for maintenance of the parking lots, which primarily consists of grass and weed mowing, snow removal, and surface maintenance. Grass mowing and weed trimming is performed under a contract for all City parking lots. The Department's cost for these maintenance activities are charged to the fund.

The Treasurer's Office is responsible for collection of the parking fees and fines, including dealing with delinquencies. The office generally administers the collection and bank deposit program and is responsible for parking validations.

**PARKING FUND
FUND BALANCE TREND**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 79,977	\$ 50	\$ 20	\$ 20
Program Services Revenue:				
Public Safety	128,194	170,000	150,000	155,000
Public Works	-	-	-	-
Total Revenue	208,171	170,050	150,020	155,020
Total Expenditures	207,907	174,392	175,011	144,225
Excess (Deficiency of Revenues) over Expenditures	264	(4,342)	(24,991)	10,795
Beginning Fund Balance	48,398	48,662	48,662	23,671
Ending Fund Balance	\$ 48,662	\$ 44,320	\$ 23,671	\$ 34,466

**PARKING FUND
EXPENDITURE SUMMARY**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Clerk/Treasurer				
Parking Fee/Fine Collections				
Other Operating	\$6,154	\$9,000	\$9,500	\$ 9,500
Police Department				
Parking Enforcement				
Personnel	\$109,660	\$108,544	\$104,963	\$ 82,979
Supplies	1,504	4,800	4,800	4,900
Other Operating	3,087	1,748	1,748	1,846
Capital Outlay	4,583	4,000	4,000	4,000
Parking Enfrcmnt. Total	\$118,834	\$119,092	\$115,511	\$93,725
Department of Public Service				
Parking Maintenance				
Personnel	\$44,625	\$15,000	\$18,000	\$ 15,000
Supplies	8,128	3,500	4,000	4,000
Other Operating	30,166	27,800	28,000	22,000
Capital Outlay	-	-	-	-
Parking Maintenance Total	\$ 82,919	\$ 46,300	\$ 50,000	\$ 41,000
Parking Fund Total	\$207,907	\$174,392	\$175,011	\$144,225

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, fund local matches for grant applications facilitated by the City or City authorities, and otherwise promote economic development.

For Fiscal Year 2015, the Economic Development Fund is being used to account for loan financing related to the Battlefield and Mason Run environmental cleanup projects. It has also provided planning and match funding for the new La-Z-Boy World Headquarters, accounts for a Rail Consolidation Grant related to the Port of Monroe, and uses a General Fund appropriation to fund grant writing activities for the River Raisin Battlefield.

ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 2,103	\$ 1,500	\$ 1,500	\$ 1,500
Community Development	50,000	-	-	-
Operating Grants:				
Community Development	203,508	-	-	-
Capital Grants:				
Community Development	257,758	187,519	187,519	-
Total Revenue	513,369	189,019	189,019	1,500
Total Expenditures	487,075	362,519	362,519	10,000
Excess (Deficiency) of Revenues over Expenditures	26,294	(173,500)	(173,500)	(8,500)
Beginning Fund Balance	341,964	368,258	368,258	194,758
Ending Fund Balance	\$ 368,258	\$ 194,758	\$ 194,758	\$ 186,258

ECONOMIC DEVELOPMENT FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Community Development Dept.				
Economic Development				
Other Operating	\$ 809	\$ 45,000	\$ 45,000	\$ 10,000
Total Economic Development	809	45,000	45,000	10,000
National Park Services Grant				
Other Operating	8,948	-	-	-
Total NPS Grant	8,948	-	-	-
Mason Run Phase 6 Grant				
Other Operating	203,508	-	-	-
Total Mason Run	203,508	-	-	-
Rail Consolidation Grant				
Other Operating	248,810	187,519	187,519	-
Total Rail Grant	248,810	187,519	187,519	-
Battlefield Grant Writing				
Other Operating	25,000	25,000	25,000	-
Total Battlefield Grant Writing	25,000	25,000	25,000	-
Transfers Out				
Other Operating	-	105,000	105,000	-
Total Transfers Out	-	105,000	105,000	-
Total Economic Dev. Fund	\$ 487,075	\$ 362,519	\$ 362,519	\$ 10,000

BUILDING SAFETY FUND

The Building Department 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. We have contracted with two outside plan review groups to help improve our time on delivering a quick and accurate review to keep projects progressing in a timely manner.

Inspection Service: Inspecting the construction, alteration, demolition, occupancy, use, and maintenance of all buildings or structures. Increases have been allotted to improve inspector training and insure a greater level of consistency between inspectors.

Rental Inspection Program:

Point-of-Sale Residential Certification Program:

Dangerous Buildings: Identify unsafe structures to ensure life safety issues are addressed. This function is going to be evaluated for improvement in both identifying problem properties as well as processing them through the legal process.

Signs: Provides for the issuance of permits and inspection service. Expanded involvement and awareness is being interjected into the enforcement actions to include other stake holders. The Resilient Monroe projects as well as the Downtown Development Authority are two examples of how signage is being viewed throughout the city.

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

GOALS AND OBJECTIVES FY 2015-2016

Complete Review and Update of Permit Fee Schedule.

Objectives:

1. Review existing fee schedule relative to cost of delivering services.
2. Adjust fee schedule and submit to City Council for approval.

Inspection process improvements:

1. Deploy new tablet computers for more accurate and efficient inspection results.
2. Evaluate how the newer touch screen technology and drop-down menus can assist out in the field.
3. Schedule BS&A software upgrades and training.
4. Rolling out new web-based permit application and payment system for projects that do not require plan review component.

Ensure Responsive Plan Review Time and Permit Issuance

Objectives:

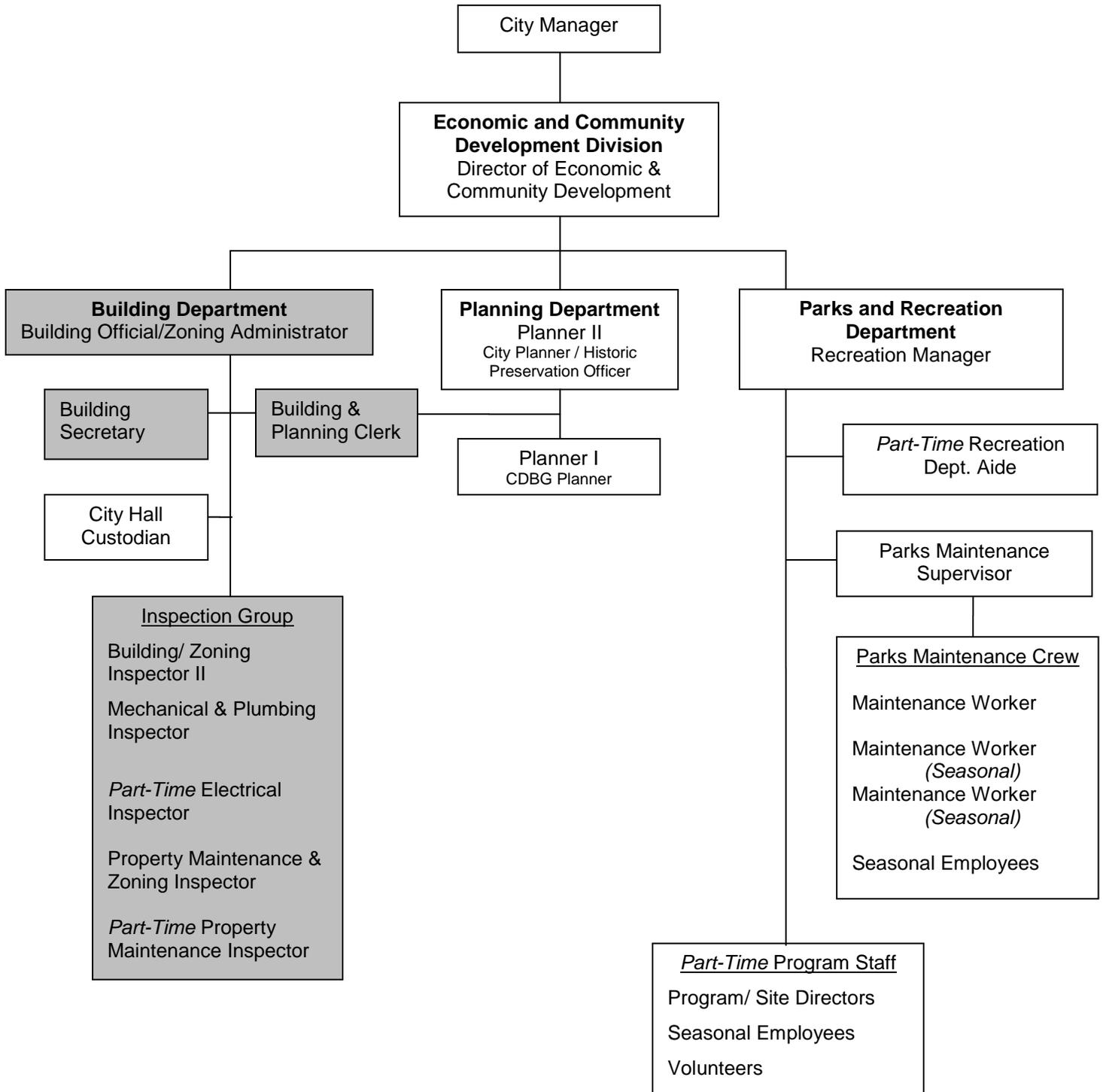
1. Respond to all plan reviews within 10 days.
2. Develop and implement procedures for over-the –counter or next-day permit issuance for simple projects that do not require detailed plan review.

Complete Review and Update of Department Applications.

Objectives:

1. Review application forms 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 2015-2016



Performance Indicators

Type of Permit / Inspection	11-12 Actual	12-13 Actual	13-14 Actual	14-15 Estimate	15-16 Estimate
Building Permits	813	747	775	750	750
Mechanical Permits	230	229	273	250	240
Plumbing Permits	124	140	106	120	120
Electrical Permits	165	187	167	170	180
Sign Permits	17	34	34	30	30
Total Permits Issued	1349	1337	1355	1325	1290
Building Inspections	2425	2408	1624	2400	2100
Mechanical Inspections	286	280	310	300	280
Plumbing Inspections	229	200	270	250	260
Electrical Inspections	439	326	278	325	325
Rental Inspections	938	1348	1327	1500	1300
Total Inspections	4317	4562	3809	4775	4265
Building Licenses	113	113	118	115	115
Mechanical Licenses	22	30	34	30	30
Plumbing Licenses	10	15	22	15	15
Electrical Licenses	49	67	50	50	50
Total Licenses	194	225	224	210	210

FUNDING LEVEL SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Personnel Services	\$ 366,343	\$ 448,304	\$ 471,509	\$ 486,427
Supplies	5,415	5,370	10,100	8,800
Other Operating	83,529	92,046	79,846	96,126
Capital Outlay	-	-	-	-
Subtotal	\$ 455,287	\$ 545,720	\$ 561,455	\$ 591,353
Expenditure Credits	(16,174)	(20,000)	(20,000)	(20,000)
Total	\$ 439,113	\$ 525,720	\$ 541,455	\$ 571,353

BUILDING SAFETY FUND				
FUND BALANCE TREND				
	Actual	Budget	Projected	Adopted
	FY13-14	FY14-15	FY14-15	FY15-16
Revenue:				
General Revenue:				
General Government	\$ 1,202	\$ 1,000	\$ 1,000	\$ 1,000
Program Services Revenue				
Public Safety	574,720	437,650	409,125	407,725
Total Revenue	575,922	438,650	410,125	408,725
Total Expenditures	439,113	525,720	541,455	571,353
Excess (Deficiency of Revenues) over Expenditures	136,809	(87,070)	(131,330)	(162,628)
Beginning Fund Balance	369,874	506,683	506,683	375,353
Ending Fund Balance	\$ 506,683	\$ 419,613	\$ 375,353	\$ 212,725

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 STABLIZATION FUND FUND BALANCE TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ -	\$ -	\$ -	\$ -
Total Revenue	-	-	-	-
Total Expenditures	-	-	-	-
Excess (Deficiency of Revenues) over Expenditures	-	-	-	-
Beginning Fund Balance	2,000,000	2,000,000	2,000,000	2,000,000
Ending Fund Balance	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000

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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 87	\$ 200	\$ 100	\$ 100
Program Services Revenue:				
Public Safety	14,411	15,000	15,000	15,000
Capital Grants Revenue:				
Public Safety	1,799	-	-	-
Total Revenue	16,297	15,200	15,100	15,100
Total Expenditures	1,065	18,400	18,400	18,400
Excess (Deficiency) of Revenues over Expenditures	15,232	(3,200)	(3,300)	(3,300)
Beginning Fund Balance	36,627	51,859	51,859	48,559
Ending Fund Balance	\$ 51,859	\$ 48,659	\$ 48,559	\$ 45,259

DRUG FORFEITURE FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Police Department				
Police Operations				
Supplies	\$ 15	\$ 1,200	\$ 1,200	\$ 1,200
Other Operating	1,050	6,200	6,200	6,200
Capital Outlay	-	11,000	11,000	11,000
Drug Forfeiture Fund Total	\$ 1,065	\$ 18,400	\$ 18,400	\$ 18,400

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, the only grant reported here is the Community Development Block Grant (CDBG).

GRANT FUND FUND BALANCE TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 743	\$ 400	\$ 400	\$ 500
Capital and Operating Grants				
Community Development	566,378	410,000	742,082	407,000
Total Revenue	567,121	410,400	742,482	407,500
Total Expenditures	567,228	535,998	742,082	407,000
Excess (Deficiency of Revenues) over Expenditures	(107)	(125,598)	400	500
Beginning Fund Balance	204,887	204,780	204,780	205,180
Ending Fund Balance	\$ 204,780	\$ 79,182	\$ 205,180	\$ 205,680

GRANT FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Dept. of Comm. Dev. & Planning				
Comm. Development Block Grant				
Other Operating	567,228	535,998	742,082	407,000
Comm. Dev. Block Grant Total	567,228	535,998	742,082	407,000
Grant Fund Total	\$ 567,228	\$ 535,998	\$ 742,082	\$ 407,000

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 on-site Airport staff consists of an Airport Manager and other part-time staff that handle day-to-day operations, under the general oversight of the Public Services Department. 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 (MDOT). During the previous decade, grant funds have been used to rehabilitate the airfield lighting, install new taxiway lighting, install new airport fencing and access control, and completely rehabilitate the runway, which also included a substantial amount of State discretionary funds. Also, a revised airport layout plan was approved by the FAA and MDOT in 2013, and this document sets forth the 20-year vision for the Airport’s future development. During 2013, rehabilitation of the concrete apron adjacent to the main bay hangar building was completed. In spring 2015, the Automated Weather Observing System (AWOS) will be replaced by MDOT with a portion of our 2015 entitlement funds. The remainder of our 2015 funds, like all of our 2014 funding, will be rolled into 2016 in order to complete a larger project to rehabilitate asphalt pavement areas around some of the hangars.

AIRPORT FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Department of Public Service				
Airport Operations				
Personnel	\$ 90,817	\$ 80,315	\$ 85,315	\$ 81,219
Supplies	3,577	3,250	3,250	3,250
Other Operating	258,702	252,700	244,700	241,960
Capital Outlay	-	-	-	-
Operating Transfer	13,062	20,400	20,400	-
Airport Fund Total	\$ 366,158	\$ 356,665	\$ 353,665	\$ 326,429

AIRPORT FUND FUND BALANCE TREND				
	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 31,704	\$ 16,100	\$ 21,967	\$ 16,100
Program Services Revenue:				
Public Works	310,097	322,200	306,045	295,445
Total Revenue	341,801	338,300	328,012	311,545
Total Expenditures	366,158	356,665	353,665	326,429
Excess (Deficiency of Revenues) over Expenditures	(24,357)	(18,365)	(25,653)	(14,884)
Beginning Fund Balance	80,705	56,348	56,348	30,695
Ending Fund Balance	\$ 56,348	\$ 37,983	\$ 30,695	\$ 15,811

EXPENDABLE TRUST FUND

The Expendable Trust Fund was established to account for donated funds with specific restrictions on their use that may take time to accumulate or may be expended over a period of years. The fund also accounts for federal and state funds received by the Commission on Environment and Water Quality, PEG cable franchise funds, and funds received for engineering review of privately funded projects. Budgets are carried over from year to year until the initial purpose of the funding has been completed.

EXPENDABLE TRUST FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Expendable Trust Fund				
Millenium Committee	\$ -	\$ 2,592	\$ 2,592	\$ -
CEWQ-Public Education	35	1,924	1,924	-
CEWQ-Pub. Adv. Grant	3,647	-	-	-
CEWQ-Pub. Adv. Grant	9,470	-	-	-
CEWQ-Pub. Adv. Grant	100	10,900	10,900	-
Flowering Rush Grant	-	3,000	3,000	-
Engineering Escrow	1,131	10,000	10,000	10,000
Fountain Maintenance	3,743	1,198	1,198	-
Greener Monroe	-	689	-	-
Cappuccilli Park Improvements	-	338	338	-
Civil War Monument	-	10,000	10,000	-
M. Worrell Memorial/Riverwalk	-	2,315	2,315	-
Custer Monument	-	2,000	2,000	-
Paul Payne Sr. Family	-	522	522	-
Children's Concert Donations	-	1,000	1,000	-
Boy's All Star Team Donations	-	171	171	-
PEG Cable Support	37,318	60,875	69,875	40,000
Fund Total	\$ 55,444	\$ 107,524	\$ 115,835	\$ 50,000

**EXPENDABLE TRUST FUND
FUND BALANCE TREND**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 32,041	\$ 29,000	\$ 38,000	\$ 40,000
Public Safety	270	10,000	10,000	10,000
Community Development	6,000	14,470	14,470	-
Recreation & Culture	-	-	-	-
Operating Grant Revenue:				
General Government	-	3,000	3,000	-
Total Revenue	38,311	56,470	65,470	50,000
Total Expenditures	55,444	107,524	115,835	50,000
Excess (Deficiency of Revenues) over Expenditures	(17,133)	(51,054)	(50,365)	-
Beginning Fund Balance	93,624	76,491	76,491	26,126
Ending Fund Balance	\$ 76,491	\$ 25,437	\$ 26,126	\$ 26,126



DEBT SERVICE FUNDS

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. This bond was refunded in 2014. 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. In May 2015, the City issued a capital improvement bond for the Roessler Street Bridge Rehabilitation.. A millage rate of up to .52 mills for 20 years was approved to fund the bridge rehabilitation debt service. The following is a summary of each debt issue:

2014 Refunding Bonds (Bridge Portion)	
Issuance Date:	12/8/2014
Issuance Amount:	\$ 1,176,000
Interest Rate:	3.0444%
Type of Debt Instrument:	Limited Tax-General Obligation
Funding Source:	Bridge Millage
2014 Refunding Bonds (City Hall Portion)	
Issuance Date:	12/8/2014
Issuance Amount:	\$ 245,000
Interest Rate:	3.0444%
Type of Debt Instrument:	Limited Tax-General Obligation
Funding Source:	General Fund Revenues
2012 Capital Improvement Bonds (Parking Lot Portion)	
Issuance Date:	1/26/2012
Issuance Amount:	\$ 1,900,000
Interest Rate:	3.1577%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	Downtown Development Authority TIF
2012 Capital Improvement Bonds (Bridge Portion)	
Issuance Date:	1/26/2012
Issuance Amount:	\$ 2,150,000
Interest Rate:	3.1577%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	Bridge Millage

2015 Capital Improvement Bonds (Bridge)	
Issuance Date:	4/21/2015
Issuance Amount:	\$ 1,725,000
Interest Rate:	2.1216%
Type of Debt Instrument:	Capital Improvement Bond
Funding Source:	Bridge Millage

DEBT MANAGEMENT POLICY

Principal and interest payments on 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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 389,155	\$ 399,482	\$ 1,941,738	\$ 513,398
Operating Grants				
Debt Service	39,154	37,777	41,368	-
Other Financing Sources				
Transfers from other funds	83,419	87,857	87,857	92,182
Total Revenue	511,728	525,116	2,070,963	605,580
Total Expenditures	419,149	405,864	1,926,321	535,676
Excess (Deficiency of Revenues) over Expenditures	92,579	119,252	144,642	69,904
Beginning Fund Balance	93,684	186,263	186,263	330,905
Ending Fund Balance	\$ 186,263	\$ 305,515	\$ 330,905	\$ 400,809

DEBT SERVICE FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Finance Department				
Debt Service				
Debt Service - Bridge Bond	\$ 308,419	\$ 288,582	\$ 1,530,628	\$ 417,614
Debt Service - City Hall	26,185	25,825	284,428	23,080
Debt Service - DDA	83,419	87,857	87,857	92,182
Bond Issue Costs	-	-	20,808	-
Fiscal Agent Fee	534	600	600	800
Dept Service Total	418,557	402,864	1,924,321	533,676
Clerk/Treasurer				
Other Operating	592	3,000	2,000	2,000
Total Clerk/Treasurer	592	3,000	2,000	2,000
Debt Service Fund Total	\$ 419,149	\$ 405,864	\$ 1,926,321	\$ 535,676



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 mill.

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 by 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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Capital Projects by Department				
Clerk/Treasurer	\$ -	\$ -	\$ -	\$ -
Engineering	1,654,994	1,847,392	2,530,402	230,000
Building Services	697,514	587,705	688,489	245,000
Public Safety Division	-	-	-	7,000,000
Fire	45,556	145,115	145,115	90,000
Public Services	65,000	6,960	6,960	-
Airport	13,062	-	-	-
Forestry	-	93,770	93,770	-
Community Development	101,146	348,076	345,193	-
Parks and Recreation	87,497	509,178	504,004	265,000
Multi Sports Complex	-	-	-	35,000
Capital Project Fund Total	\$ 2,664,769	\$ 3,538,196	\$ 4,313,933	\$ 7,865,000

**CAPITAL PROJECT FUND
FUND BALANCE TREND**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 406,859	\$ 1,379,459	\$ 2,005,093	\$ 6,800
Public Works	-	-	-	-
Program Services Revenue				
Public Works	52,850	30,000	38,750	65,050
Capital Grants Revenue:				
General Government	329,069	127,542	173,861	245,000
Public Safety	-	89,000	89,000	7,090,000
Public Works	1,654,429	506,723	554,023	180,000
Recreation & Culture	301,931	340,567	340,567	300,000
Total Revenue	2,745,138	2,473,291	3,201,294	7,886,850
Total Expenditures	2,664,769	3,538,196	4,313,933	7,865,000
Excess (Deficiency of Revenues) over Expenditures	80,369	(1,064,905)	(1,112,639)	21,850
Beginning Fund Balance	1,160,386	1,240,755	1,240,755	128,116
Ending Fund Balance	\$ 1,240,755	\$ 175,850	\$ 128,116	\$ 149,966



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.

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 were upgraded 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. On September 9, 1969, Monroe Township transferred to Raisinville Township equivalent capacity in the amount of 994 single family residential equivalent connections. A new Master Agreement was finalized in 2001 and expires in 2040 for the Monroe Metropolitan Water Pollution Control System. The City of Monroe is responsible for overseeing administration, operation, and maintenance of the Metropolitan System and each unit of government owns the infrastructure in their respective jurisdiction.

Challenges: The system faces several challenges again this upcoming fiscal year. The most important is meeting the requirements of our National Pollutant Discharge Elimination System Permit (NPDES). The NPDES permit includes all state and federal guidelines including constraints that are specific to our facility and must be met to stay in compliance. The existing NPDES permit expired on October 1, 2014 and included a Schedule of Compliance with a list of requirements and milestone dates of various facility operational elements, plans and specifications, studies, etc to be completed / submitted to the Michigan Department Environmental Quality (MDEQ). All items will be completed by the end of the fiscal year. An application for a new permit was submitted before the April 4, 2014 deadline and it is anticipated that a list of Schedule of Compliance milestones including development of a system wide Asset Management Plan (AMP) will be required. The MDEQ has provided a grant program to aid communities in completing the AMP. Depending on the funding level our AMP is expected to be funded in 2015 or 2016.

An item from the last NPDES permit Schedule of Compliance included the statement “*On or before November 30, 2015, the permittee shall cease all wet-weather bypasses up to Michigan’s remedial design standard.*” This requirement was an unfunded mandate that was

addressed via the Wastewater System Improvements – Phase III project. The project has been completed and final commissioning will be completed by the end of the fiscal year. The scope of the overall project included 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 (up to 70 MGD). Project funding came from an MDEQ State Revolving Fund low interest (2.5%) loan.

The overall WWTP facility still has pressing needs that are being addressed through an Energy Performance Contract with Johnson Controls Incorporated (JCI). JCI specializes in finding / developing facility projects that result in guaranteed operational savings to fund the overall project costs (debt service). These projects are known as guaranteed energy performance contracts which will not impact wastewater rates. Two of the most pressing needs are sludge handling equipment and plant wide heating system. Several other areas of the WWTP are being updated to a newer & more efficient technology. These include: plant lighting, pumping / valves at the facility and satellite pump stations, weather proofing, power factor correction, ultraviolet disinfection and developing an AMP. The weather proofing and power factor correction are complete. The plant heating system and lighting are nearly complete. Equipment for the remaining items have been scheduled and will be installed with an expected final project completion (except AMP) by September 2015.

Along with all other communities and businesses, we have been operating and completing more activities with fewer staff 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. Proposed FY 2015-2016 staffing full time equivalents (FTE) is 26.1, same as FY 2014-2015.

Capital Improvement Projects that are scheduled to begin after July 1, 2015 are: Sanitary Sewer System Replacement / Rehabilitation (~0.4 miles), Pump Station Rehabilitation (Winchester, Lavender South and Dartmoor) and Septage Receiving Station Rehabilitation. Other Capital Improvement Program projects that have been completed or will be completed by June 30, 2015 are the FY 2014-2015 Sanitary Sewer System Replacement / Rehabilitation and West Fourth Street Sanitary Sewer Installation (SAD), (~0.4 mile total all).

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 an approximate funding level for subsequent planned replacement CIP projects and built into the rate model. Adequately funded depreciation will provide our facility with the reserves necessary to maintain / improve our infrastructure and comply with federal, state, and local laws including 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 2010-2011 which includes all operational expenditures minus CIP funding and principal debt. The percentage was set at 4.74% for FY 2010-2011 and was reviewed / set at the same percentage for FY 2011-2012. At the February 9, 2012 Control Board Meeting the percentage was set for three fiscal years (FY 2012-13~2014-2015) at the same 4.74%. The Administrative Support fee percentage was reviewed and set at the February 19, 2015 Control Board meeting at 4.45% for FY 2015-2016 using a 5 year average and will be reviewed annually.

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 (aerobic). 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) flows to final sedimentation tanks where the sludge is removed for processing. The clean water is then disinfected by Ultraviolet (UV) light and discharged into Lake Erie. The final effluent is treated with UV to kill potentially harmful microorganisms. As a back-up to the UV system, there is a chlorine tablet system. When the chlorine tablet system is in service 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 approximately 40 tons of sludge from the community's wastewater every day. This sludge is then transported by a contractor and disposed of in landfills (Erie, MI – primary and Evergreen, OH – secondary).

Collection System (529) / Pump Station (530):

In 2014 our Collection System transported approximately 4.4 billion gallons of wastewater to the treatment facility for processing. Approximately 303 miles of sanitary sewer lines and 36 remote pumping stations provide service to a population of approximately 50,000 residential and industrial customers in four communities. 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. Future system expansions may increase the number of pump stations needed for new customers due to the flat topography of our service area. Our collection crew focuses on discovering and eliminating sources of Inflow & Infiltration (I&I) and maintaining / repairing the system. Several I&I studies have been completed and compiled including the 1979 SSES, 1987 Corrective Action Plan, 2009 Limited SSES, and 2010 SSES to aid our crews in locating and removing I&I. Rehabilitation projects will be completed in FY 2015 – 2016 including rehabilitating approximately 0.4 miles of collection system and reconstructing two manholes along the river. By reducing I&I, we lower existing flows / operating costs and keep reserve capacity for new customers by not treating unwanted ground and surface water. Our crew has the capability to TV 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 during normal business hours. Crews are available 24/7 to remedy reported system problems.

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 \$3.43 per ccf, an increase of 5.40%. Sewer usage is determined by water meters based on water consumption readings 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 the 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 5.40% increase to the Commodity Charge over the next two 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 4.7% or an estimated \$16.56 per year. We continue to attempt to obtain grants (when available) to help offset new revenue needed for projects. In recent years we have been awarded low interest loans (2.5% interest), a Green Project Reserve grant (up to \$423,000), and S2 grant funds (\$1,000,000) for funding / reimbursements on the Wastewater System Improvements - Phase II & III projects. It is anticipated a \$2 million dollar grant will be awarded with the JCI Energy Performance Contract for the required AMP.

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 last few years, industrial usage has increased some, however residential & commercial sewage usage has decreased likely due to the economic conditions including water conservation practices / more efficient appliances. Minimal growth in the residential development has occurred along with commercial & industrial development resulting in flatter sewer usage. Septic dumping has remained steady 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: Some increases in costs associated with depreciation, wage increases, insurances, and general contractual are evident. Higher debt service costs are observed from Phases I, II, & III of the Wastewater System Improvement projects and the Energy Performance Contract (Qualified Energy Conservation Bond) that are programmed into the financial forecasting tool as well. Decreased operational costs from all projects are also programmed into the tool based on current performance.

RATE HISTORY				
Fiscal Year	Commodity Charge (\$/ccf)	Quarterly Read Charge (\$/Bill)		
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		
July 2012	\$2.86	\$13.59		
July 2013	\$3.04	\$13.59		
July 2014	\$3.25	\$13.59		
July 2015	\$3.43	\$13.59		
COST TO AVERAGE CONSUMER (*Based on 23 CCF per Bill)				
	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$88.34	\$92.48	\$4.14	4.7%
Annual Cost	\$353.36	\$369.92	\$16.56	4.7%
SEWAGE RATE COMPARISON*				
LOCATION	ANNUAL COST	\$/CCF	QUARTERLY READ COST	
Village of Maybee	\$231.00	-	\$57.75	
City of Woodhaven	\$252.58	\$2.66	\$2.07	
London Township	\$249.00	-	\$62.25	
City of Wyandotte	\$271.05	\$2.18	\$17.70	
City of Flat Rock	\$319.67	\$3.37	\$2.50	
City of Tecumseh	\$331.42	\$3.06	\$12.49	
YUCA	\$349.97	\$2.162	\$33.60	
Ida / Raisinville Twps	\$360.00	-	\$90.00	
City of Petersburg	\$360.00	-	\$90.00	
Bedford Township	\$363.68	\$3.08	\$20.04	
City of Howell	\$364.77	\$2.92	\$23.93	
Monroe Metropolitan	\$369.92	\$3.43	\$13.59	
City of Ann Arbor	\$399.20	\$3.85	\$11.25	
City of Saline	\$410.05	\$3.31	\$26.47	
Village of Blissfield	\$432.46	\$2.34	\$54.18	
City of Adrian	\$455.00	\$3.25	\$39.00	
Village of South Rockwood	\$562.49	\$3.46	\$61.14	
Village of Dundee	\$622.64	\$5.83	\$21.47	
City of Milan	\$635.84	\$2.99	\$90.15	
Berlin Township	\$638.56	\$5.60	\$30.75	
Village of Dexter	\$667.86	\$6.36	\$20.73	
Ash Township (Village of Carleton)	\$688.16	\$7.48	\$0.00	
LaSalle Township	\$1,082.34	\$7.61	\$95.62	

WASTEWATER FUND NET ASSET TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 1,715	\$ 2,000	\$ 5,300	\$ 2,500
Program Services Revenue:				
Public Works	8,175,598	8,424,929	8,449,059	8,865,037
Capital Grants				
Public Works	15,327	-	5,031	-
Total Revenue	8,192,640	8,426,929	8,459,390	8,867,537
Total Expenditures	6,864,435	8,274,845	8,081,377	8,242,632
Excess (Deficiency of Revenues) over Expenditures	1,328,205	152,084	378,013	624,905
Beg. Net Assets	23,275,464	24,603,669	24,603,669	24,981,682
End. Net Assets	\$ 24,603,669	\$ 24,755,753	\$ 24,981,682	\$ 25,606,587

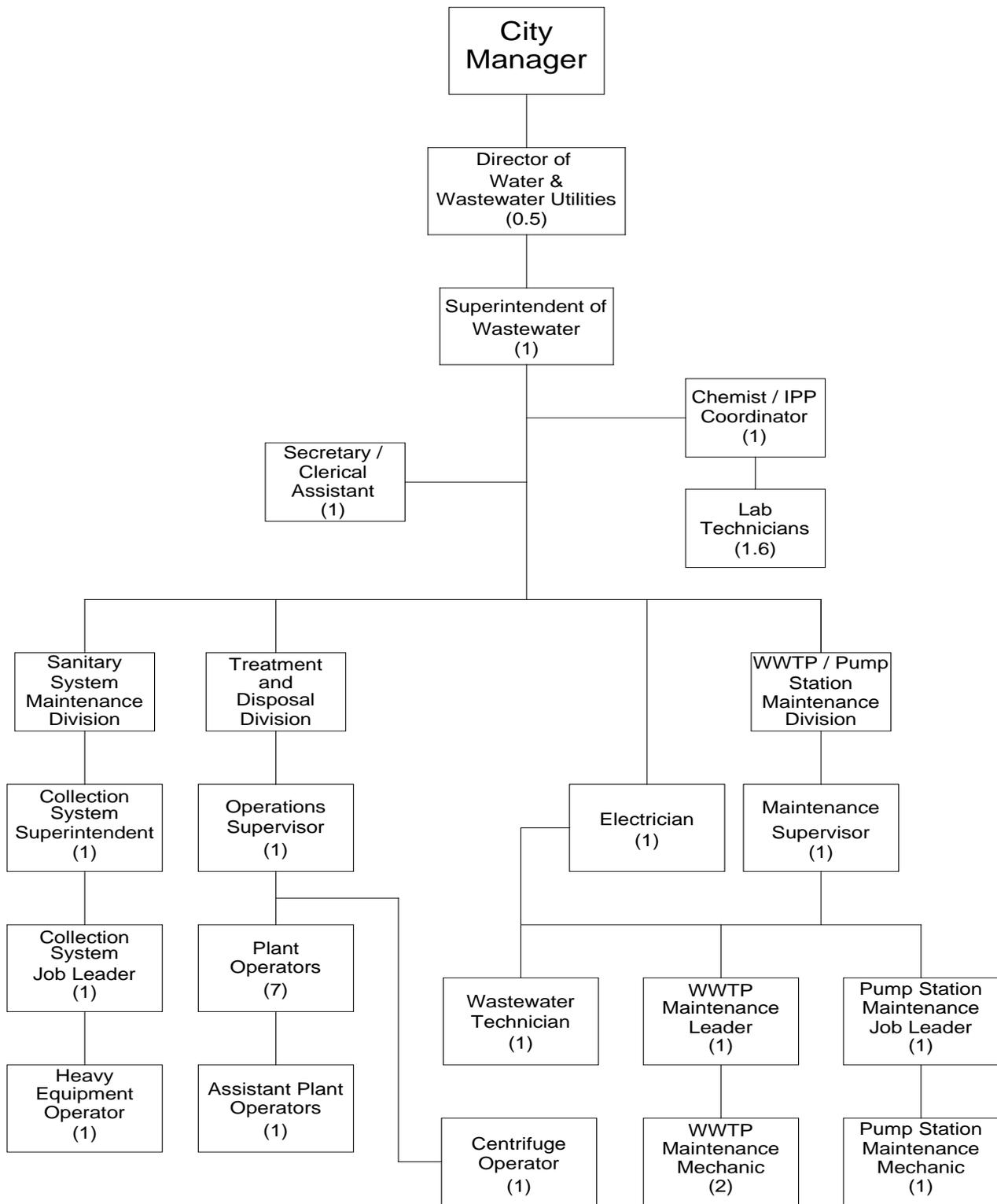
WASTEWATER FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
General Administration				
Personnel Services	\$ 308,805	\$ 312,971	\$ 312,989	\$ 327,736
Supplies	34,211	42,560	34,855	36,855
Other Operating	2,548,200	2,886,679	2,885,451	3,064,289
General Admin. Total	2,891,216	3,242,210	3,233,295	3,428,880
Treatment & Disposal				
Personnel Services	1,366,445	1,620,141	1,619,148	1,639,794
Supplies	22,175	24,000	24,000	24,000
Other Operating	1,159,179	1,298,040	1,330,518	1,270,768
Capital Outlay	103,016	-	-	-
Treatment & Dpspl. Total	2,650,815	2,942,181	2,973,666	2,934,562
Maint.-Sanitary Sewers				
Personnel Services	349,459	373,339	337,265	335,230
Supplies	4,795	6,500	6,500	6,500
Other Operating	44,318	64,226	73,800	112,500
Maint.- Sntry. Swrs. Total	398,572	444,065	417,565	454,230
Maint.-Pump Stations				
Personnel Services	238,161	295,018	255,613	289,391
Supplies	18,780	16,250	16,250	16,250
Other Operating	182,485	212,495	211,347	176,960
Capital Outlay	21,253	-	-	-
Maint.- Pump Stns. Total	460,679	523,763	483,210	482,601
Debt Administration				
Interest	463,153	1,122,626	973,641	942,359
Debt Administration Total	463,153	1,122,626	973,641	942,359
Wastewater Fund Total	\$ 6,864,435	\$ 8,274,845	\$ 8,081,377	\$ 8,242,632

Wastewater Fund Capital Project Detail

Project	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Sanitary Sewer Rehabilitation	\$ 5,700	\$ 3,108	\$ 3,108	\$ -
Wastewater System Imp.-Phase 2	379,186	-	-	-
Sanitary Sewer-Almyra Street-1st to 3rd	-	6,612	6,612	-
Wet Weather Improvements	8,249,675	914,330	914,330	-
Centrifuge Ventilation System	4,050	-	-	-
South Monroe Pump Station Control Panel	40,680	-	-	-
Boiler Replacement -WWTP 2ndary System	27,420	11,580	11,580	-
GIS- Wastewater System	20,001	7,999	7,999	-
Pump Station Rehab-Sunset & Detroit Beach	17,686	-	-	-
San. Sewer Rehab-E. 2nd-Washington to W	26,989	2,532	2,532	-
San. Sewer Rehab-E 3rd-Wadsworth to E	23,636	1,704	1,704	-
San. Sewer Rehab-W 5th-Adams to Hubble	31,546	1,987	1,987	-
San. Sewer Rehab-S Monroe-2nd to River	150,152	26,605	26,605	-
San. Sewer Rehab-Arbor-River to N. of NOB	129,950	25,441	25,441	-
FIM1-Sludge Dewatering	1,766,774	2,589,239	2,589,239	-
FIM2-Heating System Improvements	1,165,121	1,501,080	1,501,080	-
FIM3-UV Disinfection Cover	89,029	67,266	67,266	-
FIM4-Lighting & Occupancy Controls	154,363	224,217	224,217	-
FIM6-Settled WW Pumps	431,013	749,054	749,054	-
FIM7-Sunset& Detroit Beach Lift Station Impr.	662,619	1,151,558	1,151,558	-
FIM10-Weatherproofing	11,902	11,171	11,171	-
FIM11-Powerfactor Correction	7,113	8,076	8,076	-
San. Sewer Rehab-E.Noble-Monroe to Macomb	-	44,500	44,500	-
San. Sewer Rehab-Conant-Peters to E. 5th	-	11,300	11,800	-
San. Sewer Rehab-E. 3rd-Kentucky to West	-	19,600	19,400	-
San. Sewer Rehab-Alley N. of W. Noble Ave.	-	15,600	15,300	-
San. Sewer Rehab-W 4th-Hubble to E. of Smith	585	129,454	145,400	-
Pump Station Meter Cabinet Replacements	-	39,946	39,946	-
San. Sewer Rehab-Godfroy West	-	-	-	103,000
San. Sewer Rehab-B/W Grove & Sheridan	-	-	-	29,300
San. Sewer Rehab-R'view from MH940-941	-	-	-	22,700
San. Sewer Rehab-Intercept manholes river	-	-	-	30,000
Winchester Pump Station Rehab	-	-	-	130,000
Lavender South Pump Station Rehab	-	-	-	120,000
Dartmoor Pump Station Rehab	-	-	-	30,000
Septage Station Rehab	-	-	-	35,000
	-	-	-	-
Capital Project Total	\$ 13,395,190	\$ 7,563,959	\$ 7,579,905	\$ 500,000

PERFORMANCE INDICATORS	2008-9 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Requested
Commodity Charge (\$/ccf)	\$2.17	\$2.38	\$2.57	\$2.71	\$2.86	\$3.04	\$3.25	\$3.43
Plant Flow (Billion Gallons)	5.8	4	3.4	5.67	3.82	4.84	4.4	4.6
Wet Weather Flows (MG)	62.8	84.2	0	40.2	39	3.1	6.2	0
Major Storm	5	4	0	8	1	6	5	5
Major Industrial Customers-IPP	5	5	5	5	5	5	5	5
In House Laboratory Tests	12,324	12,324	12,500	11,796	11,628	11865	11,900	11,850
Wet Tons of Sludge	10,130	9,800	10,285	11,106	11,214	10,247	10,400	11,000
Collection System (miles)	303	303	303	303	303	303	303	303
Mini-Camera Jobs	87	90	57	29	51	58	25	30
Root Treatment (LFT)	7,100	17,400	7,100	8,800	11,885	9,700	11,885	10,900
Grease Chemical/blocks	0	0	4	4	6	6	6	6
Manhole Inspections	400	400	425	2631	189	75	125	150
Sewer Investigations (call-outs)	300	300	275	284	137	145	175	125
Sewer Mains Jetted (LFT)	160,450	131,702	180,972	149,955	206,320	103,798	125,000	150,000
Sewer Mains TV'd (LFT)	14,850	6,431	64,986	28,413	21,183	26,632	18,900	50,000
Miss Digs	1,000	2,500	2,400	1,560	2,224	3,384	4,000	3,250
Work for Other (jobs)	27	24	10	3	5	5	5	5
Pump Stations (#)	37	37	36	36	36	36	36	36
Pump Station Investigations/Yr	4,027	3,850	3,900	2,686	2,500	2,513	1,750	1,650
Major Repair Hours	1,233	1,300	1,050	1,565	2,500	1,283	1,450	1,250
In House CIP Project Hours	1,050	1,400	1,385	300	225	0	24	125



Wastewater Department FY 15-16 FTE Total = 26.1

FY 11-12 ~ 14-15 FTE Total = 26.1

FY 09-10 ~ 10-11 FTE Total = 27.1

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, pump surcharge, system development fees and fire line charges; however it is recommended *increasing* the debt service charge for all meter sizes and the commodity charge for the upcoming fiscal year (see tables below). With the recommendations we will be able to maintain our current level of service as well as pursue a Capital Improvement Program with the revised rate structure.

Water Rates *INSIDE* the City Limits

\$1.65 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge

5/8" **	\$10.13	1½"	\$32.70	4"	\$173.71	12"	\$1,217.15
3/4"	\$12.97	2"	\$49.62	6"	\$357.02		
1"	\$18.60	2 ½"	\$75.00	8"	\$512.12		
1¼"	\$24.24	3"	\$103.20	10"	\$822.33	**Most Residences	

Water Rates *OUTSIDE* the City Limits

(Townships of Monroe & LaSalle)

\$3.30 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge

5/8" **	\$15.76	1½"	\$60.90	4"	\$342.92	12"	\$2,429.80
3/4"	\$21.44	2"	\$94.74	6"	\$709.54		
1"	\$32.70	2 ½"	\$145.50	8"	\$1,019.74		
1¼"	\$43.98	3"	\$201.90	10"	\$1,640.16	**Most Residences	

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

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

\$3.45 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge

5/8" **	\$15.76	1½"	\$60.90	4"	\$342.92	12"	\$2,429.80
3/4"	\$21.44	2"	\$94.74	6"	\$709.54		
1"	\$32.70	2 ½"	\$145.50	8"	\$1,019.74		
1¼"	\$43.98	3"	\$201.90	10"	\$1,640.16	**Most Residences	

Fire Line Rates *INSIDE* the City Limits

* Quarterly Service Charge*

5/8" **	\$0.52	1½"	\$5.23	4"	\$68.97	12"	\$1,240.28
3/4"	\$0.84	2"	\$11.14	6"	\$200.36		
1"	\$1.80	2 ½"	\$20.04	8"	\$426.97		
1¼"	\$3.24	3"	\$32.37	10"	\$767.84		

Fire Line Rates *OUTSIDE* the City Limits

* Quarterly Service Charge*

5/8" **	\$1.04	1½"	\$10.46	4"	\$137.94	12"	\$2,480.56
3/4"	\$1.68	2"	\$22.28	6"	\$400.72		
1"	\$3.60	2 ½"	\$40.08	8"	\$853.94		
1¼"	\$6.48	3"	\$64.74	10"	\$1,535.68		

WATER RATE COMPARISON (* Annual Cost Based on 92 ccf)

JURISDICTION	ANNUAL COST	\$/CCF	QUARTERLY SERVICE COST	% INCREASE (Monroe System Only)
Tecumseh	\$165.47	\$1.31	\$11.26	
City of Wyandotte	\$167.14	\$1.05	\$17.70	
City of Monroe	\$192.32	\$1.65	\$10.13	7.4%
City of Flat Rock	\$210.45	\$2.24	\$1.00	
Frenchtown Township	\$216.28	\$1.94	\$9.45	
City of Milan	\$238.22	\$1.91	\$15.69	
Ash Township	\$264.94	\$2.88	\$38.50	
Village of Dexter	\$308.98	\$2.40	\$22.02	
City of Ann Arbor	\$317.32	\$2.96	\$11.25	
City of Adrian	\$341.84	\$2.50	\$27.96	
City of Saline	\$343.01	\$2.87	\$19.69	
Berlin Charter Township	\$354.29	\$3.17	\$15.75	
Monroe & LaSalle Township-Monroe System	\$366.64	\$3.30	\$15.76	7.8%
City of Howell	\$362.97	\$3.18	\$17.63	
Raisinville, Ida, London, Exeter Townships & Village of Maybee - Monroe System	\$380.44	\$3.45	\$15.76	7.5%
Village of Dundee	\$374.02	\$3.72	\$8.00	
City of Woodhaven	\$386.11	\$4.10	\$2.25	
YUCA-Township	\$419.16	\$2.65	\$38.85	
Village of Blissfield	\$432.46	\$2.34	\$54.18	
South County Water	\$466.99	\$4.94	\$23.00	
Village of South Rockwood	\$484.57	\$1.77	\$80.37	
City of Petersburg	\$576.20	\$3.63	\$60.61	
Dundee-Wholesale (6")	\$495,110.48	\$1.80	\$357.02	8.4%
Petersburg-Wholesale (2~4")	\$85,892.48	\$1.80	\$347.42	8.3%

Bold - Monroe Water System

CITY OF MONROE SYSTEM DEVELOPMENT FEES		ADJACENT WATER SYSTEM BUY-IN FEES	
Meter Size	Fee	Jurisdiction	Fee
5/8"***	\$1,400	Frenchtown Township	\$2,500
1"	\$3,500	South County Water	\$0
1-1/2"	\$7,000	City of Saline	\$1,841
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	\$2,000
8"	\$126,000	Berlin Township	\$2,500
10"	\$203,000	Village of Dundee	\$0
12"	\$301,000	City of Petersburg	\$3,200
		City of Wyandotte	\$2,000
		City of Flat Rock	\$720
		City of Tecumseh	\$2,500
		YCUA	\$1,440
		City of Milan	\$2,500

** Most common meter installation

Call-Out and Turn-On Fees FY 2015-2016

- Regular Hours: \$65.00
- Overtime: \$115.00
- Double-time: \$150.00

DEPARTMENT OVERVIEW

The Water Department consists of three (3) divisions: Administration, Water Filtration and Transmission / Distribution. The 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 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, customer accounts, system operations, etc.

The Water Filtration Plant Division provides 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, real-time monitoring). 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 proactive response to maintaining a quality treatment facility. Accomplishing these objectives is more difficult due to on-going promulgation of unfunded-stringent water regulatory standards.

The function of the Water Transmission and Distribution Division is to transmit a supply of potable water through approximately 305 miles of various sizes of mains, services, valves, and hydrants to our consumers at an economical rate. Some areas of the 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 continue to augment 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 cubic feet 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 supported with networked personal computers with access to 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 that routes raw water via gravity to four (4) on-shore wetwells with a pumping facility. Raw water is then pumped with low-pressure / partially treated (seasonally) 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 bacteriological state certified in-house laboratory. The Water Filtration Plant is connected to the City network and includes a security system. 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 / Distribution Division – The division is comprised of two sections (Construction and Service) where 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 for each jurisdiction and provide reports on defective hydrants for repairs; valves are inspected, documented and repaired by division staff. 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, galvanized, wrought iron, steel, ductile iron, asbestos cement, PVC, HDPE, concrete, cast iron, and lined cast / ductile iron) which are controlled by various sizes of valves. The system also includes approximately 15300 active water connections, 3327 fire hydrants, 2750 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 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 whose job is to read / coordinate all meters & billing with division staff for 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 City network and Water Filtration Plant security system.

WATER DEPARTMENT ACCOMPLISHMENTS / SHORTFALLS

During CY 2014 the billed water consumption in the Monroe Water System increased 1.9% from CY 2013. 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. Electronic means of sending out the 17th annual “Consumer Confidence Report” via URL link on water bills was mailed / emailed 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 2014-2015 budget. These include:

- Continued outstanding water quality reflected in meeting all regulatory compliance standards for water. Additional samples and numerous of hours and expertise were dedicated to maintain system compliance with the Total Coliform Rule.
- Expanded customer base with the installation of 87 new water services (1" through 2").
- 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.
- Repaired / replaced / installed / relocated 12 distribution system valves and 13 fire hydrants. 201 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. 1550 hydrants were operated / flushed and 24 hydrants were flow tested.
- Replaced / installed 236 meters and 413 radio reading units. Replaced / repaired / tested 33 large meters (3" and larger). The entire metering reading system is 100% radio.
- Completion of the following projects at the Water Filtration Plant and Pointe Aux Peaux Raw Water Intake: Ozone System Modifications Project; Fluoride Bulk Tank Replacement; Cathodic Protection Replacement.
- Continued to implement the City wide facility plan to rehabilitate / replace / install water infrastructure to provide a reliable water system and improve quality, flow, pressure, and capacity - specifically: Main Replacements/Loops on East Noble, Western, Huron, Roessler Street Bridge, Keegan, W. Albain, Maine Ct, Maybee-Scofield, Palmer & Zink; & Dump Truck Replacement; Completing the design & survey of main replacements on East Third Street, Kentucky Avenue & Linswood Avenue.

The Transmission and Distribution Division installed 87 new water services and completed 29 water service renewals. 13 fire hydrants were repaired / replaced / installed, 1550 hydrants were operated / flushed, 35 water main breaks were repaired, 79 service modifications (leaking, stop boxes, abandonments or re-routed) were completed, and 12 valves were repaired or replaced with minimal inconvenience to our customers. 5460 MISS DIG tickets were received which required 2811 tickets to be responded to during the year. The Service Section

completed 3356 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. 4879 delinquent notices were mailed out which ultimately required Water Service Workers to deliver 1828 shut-off notices. They collected 842 system bacteriological samples, and were called out 88 times. The meter readers read approximately 15300 meters quarterly. The Chief Meter Reader enforces regulations to insure against contamination of the water. During 2014, 570 new or old cross-connection sites were inspected or tested.

Water Service Workers installed / replaced 236 meters and 413 radio reading units. 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:

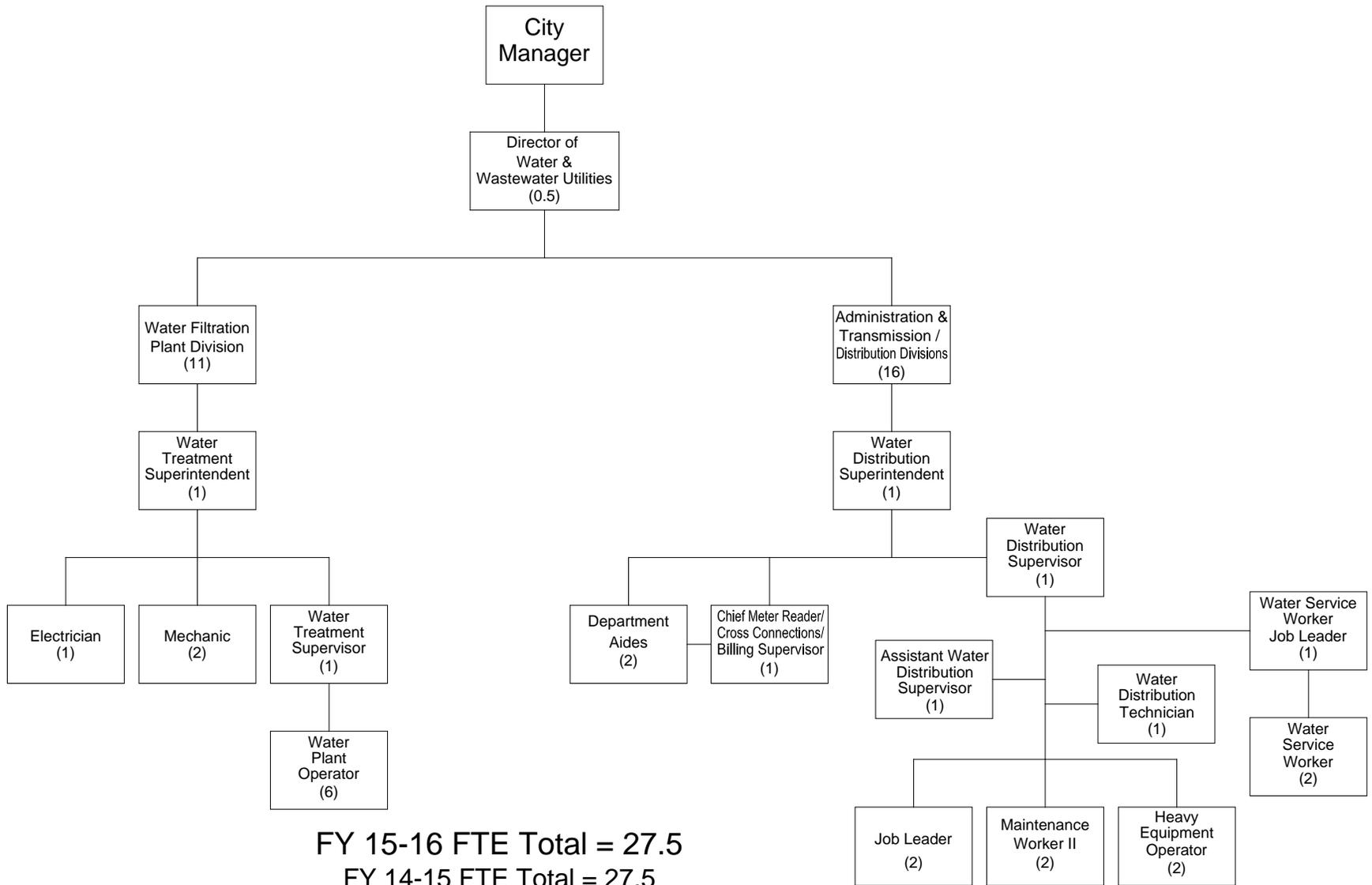
- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will continue to challenge some of the facilities antiquated components abilities. DBP2 and LT2 Rule testing has started which may require system improvements.
- Service 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 2014 billed water consumption was 1.9% higher than CY 2013.
- Continue doing work more with less staff via cross-training with other City departments / divisions for redundancy in various positions and service areas. Water Department FY 2015-2016 FTE is proposed to be 27.5 FTE.
- Reduced overall projected 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 reduced 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 all other meters / radio read devices as needed (15-20 years old) to maintain the meter reading system.
- Complete the following projects at the Water Filtration Plant & Pointe Aux Peaux Raw Water Intake: Upgrade the WTP & Raw Water Intake Security

Systems; 30" Raw Water Intake Repairs; Upgrade the SCADA system; Replacement of the East Remote Telemetry Radio System and Raw Water Pumps #5 & #6 Valve & Actuator.

- Continue implementation of a system wide facility plan to rehabilitate / replace / installation of infrastructure to provide reliability and improving flow, pressure, and capacity - specifically the Water Department's 6-Year Capital Improvement Plan including: Main Replacements on East Third, Kentucky & Linswood, Ida Elevated Water Storage Tank Improvements; Replacing an Excavator.

Water Department Activity Measures

Performance Indicators	CY2012	CY2013	CY2014	CY2015	CY2016
	Actual	Actual	Actual	Project	Request
Customers Invoiced	64,825	63,397	64,510	64,600	64,700
Work Orders Completed	3,762	3,270	3,356	3,400	3,500
Shut-Off Notices Placed	1,591	1,617	1,828	1,800	1,800
Water Treated (mg)	2,727	2,634	2,672	2,700	2,700
Routine Bacti Samples/Positive	884/11	789/2	842	820/0	820/0
Turbidity Samples/Violations	8784/0	8980/0	2744/0	2200/0	2200/0
New Services	75	106	87	66	65
Repair / Replace Valves	27	5	12	8	8
Service Renewals	63	32	29	30	30
Repair Main Breaks	41	59	35	40	40
Read Meters	61,851	61,272	62,346	62,400	62,500
Inspect Cross Connections	536	564	570	580	590
Repair / Replace Hydrants	12	14	13	10	10



FY 15-16 FTE Total = 27.5
 FY 14-15 FTE Total = 27.5
 FY 09-10 ~ FY 13-14 FTE Total = 28.5
 FY 08-09 FTE Total = 30.0

WATER FUND NET ASSETS TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 45,327	\$ 37,750	\$ 37,361	\$ 37,545
Program Services Revenue:				
Public Works	7,520,761	7,974,758	7,920,846	8,435,196
Operating Grants				
Public Works	139,867	147,830	103,829	-
Capital Grants				
Public Works	-	24,000	24,000	-
Total Revenue	7,705,955	8,184,338	8,086,036	8,472,741
Total Expenditures	7,141,931	7,722,609	7,685,623	7,549,041
Excess (Deficiency of Revenues) over Expenditures	564,024	461,729	400,413	923,700
Beginning Net Assets	46,172,004	46,736,028	46,736,028	47,136,441
Ending Net Assets	\$ 46,736,028	\$ 47,197,757	\$ 47,136,441	\$ 48,060,141

WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
General Administration				
Personnel Services	\$ 339,284	\$ 361,053	\$ 360,990	\$ 314,282
Supplies	19,287	23,475	23,500	22,025
Other Operating	2,179,226	2,132,833	2,198,218	2,206,861
General Admin. Total	2,537,797	2,517,361	2,582,708	2,543,168
W. High Service Pump Station				
Personnel	10,437	7,858	9,184	8,615
Other Operating	37,954	43,287	36,603	37,707
Custer Booster Stn. Total	48,391	51,145	45,787	46,322
Filtration Plant				
Personnel Services	820,472	857,550	842,149	865,863
Supplies	37,552	34,657	34,977	33,289
Other Operating	1,207,387	1,228,042	1,177,950	1,223,832
Capital Outlay	52,129	-	-	-
Filtration Plant Total	2,117,540	2,120,249	2,055,076	2,122,984
Transmission & Distribution				
Personnel Services	794,381	887,967	922,561	851,009
Supplies	54,066	137,978	157,814	136,122
Other Operating	198,113	431,436	381,905	402,063
Capital Outlay	10,817	-	-	-
Trans. & Distrib. Total	1,057,377	1,457,381	1,462,280	1,389,194
Meter Shop				
Personnel Services	563,606	540,608	557,632	563,983
Supplies	18,478	31,438	27,882	28,090
Other Operating	120,965	162,883	161,440	180,812
Meter Shop Total	703,049	734,929	746,954	772,885
Debt Administration				
Interest	677,777	841,544	792,818	674,488
Debt Administration Total	677,777	841,544	792,818	674,488
Water Fund Total	\$ 7,141,931	\$ 7,722,609	\$ 7,685,623	\$ 7,549,041

Water Fund Capital Project Detail

Project	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Water Main N. Telegraph	\$ 746,247	\$ -	\$ -	-
SCBS Service Area Upgrades	8,663	238,481	238,481	85,000
Water Distribution Improvements-Year 3	1,218	12,460	-	-
Filters 2&4 Concrete Rehabilitation	169,733	4,047	-	-
Eng/Const-Motor Control Center's ABC Repl.	172,215	31,363	31,363	-
Cass St. Water Main - S. City to Front	8,027	-	-	-
Maybe Elevated Storage Tank Improv.	19,208	-	-	-
GIS-Water System and Services	117,000	33,000	33,000	-
Chemical Tank Rehabilitation-WTP	39,912	-	-	-
Water Main-Western-Wester Ct. To S. Custer	180,695	36,705	36,705	-
Huron St. Water Main-Western to Jefferson	54,721	32,790	32,790	-
Borgess Water Main-Ives Drain to Stedman	236,261	-	-	-
N. Monroe St. Water Main Modifications	458,403	8,912	8,900	-
Distribution Service Truck Replacement	60,259	-	-	-
W. Dunbar Water Main-Strasburg to Rasinville	815,956	20,103	20,103	-
Ozone System Upgrade & MCC 'C' Replac.	2,755,212	1,346,877	1,346,877	-
Boiler Room & WHSPS Roof	23,523	-	-	-
E. Noble Ave. Water Main Loop	400	509,500	509,500	-
Western Ave. Water Main	151,928	51,072	51,072	-
Roessler St. Bridge Water Main-River Crossing	-	140,000	140,000	-
Dump Truck Replacement	-	83,000	83,000	-
Security System Upgrade	-	70,000	70,000	-
Cathodic Protection Replacement	-	22,000	19,800	-
Bulk Flouride Storage Tank Replacement	-	70,000	70,000	-
Albain Water Main	-	25,300	26,182	-
Keegan Water Main	-	154,910	118,327	-
Main Court Water Main	-	69,790	61,313	-
Exeter Township Water Main Loops	-	21,000	26,000	-
North Monroe Street Water Main	-	104,500	104,500	-
Water Main -E 3rd-Scott to Winchester	-	-	-	630,000
Water Main -Kentucky-1st to 4th	-	-	-	215,000
Water Main-Linswood-R'View to Maple	-	-	-	90,000
Ida Elevated Storage Tank Improvements	-	-	-	53,000
Excavator Replacement	-	-	-	80,000
SCADA Upgrade	-	-	-	65,000
E. Remote Telemetry Radio Sys. Replace	-	-	-	25,000
Standby Power Generator Rehab/Replace	-	-	-	75,000
	-	-	-	-
Capital Project Total	\$ 6,019,581	\$ 3,085,810	\$ 3,027,913	\$ 1,318,000

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. Capital projects at the facility that are funded from the capital reserves fund include: Replacing Pumps #5 & #6 valves & actuators; Funding for the addition of a raw water pump.

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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 1,059	\$ 500	\$ 1,000	\$ 1,100
Operating Grant Revenue				
Public Works	411,331	396,265	403,296	406,452
Total Revenue	412,390	396,765	404,296	407,552
Total Expenditures	411,331	399,490	403,296	406,452
Excess (Deficiency of Revenues) over Expenditures	1,059	(2,725)	1,000	1,100
Beginning Net Assets	5,574,558	5,575,617	5,575,617	5,576,617
Ending Net Assets	\$ 5,575,617	\$ 5,572,892	\$ 5,576,617	\$ 5,577,717

RAW WATER PARTNERSHIP EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Water Department Administration				
Personnel	\$ 57,025	\$ 49,607	\$ 56,361	\$ 50,774
Supplies	20,959	11,900	14,318	13,700
Other Operating	326,993	337,983	332,617	341,978
Capital Outlay	6,354	-	-	-
Administration Total	411,331	399,490	403,296	406,452
Raw Water Partnership Fund Total	\$ 411,331	\$ 399,490	\$ 403,296	\$ 406,452

Raw Water Partnership Capital Project Detail

Project	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
PAP: Frenchtown #2 VFD Replacemen	\$ -	\$ 19,500	\$ 11,395	\$ -
PAP: Addition of Raw Water Pump	-	248,900	248,900	66,000
Additional Pumps @ PAP - City	1,979	74,612	74,612	-
PAP: Potassium Parmanganate	-	15,000	15,000	-
PAP: Security System Upgrade	-	30,000	30,000	-
30" Intake Pipe Rehabilitation	-	118,600	118,600	-
Pumps 5 & 6: Valve and Actuator	-	-	-	70,000
Capital Project Total	\$ 1,979	\$ 506,612	\$ 498,507	\$ 136,000



INTERNAL SERVICE FUNDS

INFORMATION SYSTEMS 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. The fiber is in use by the three remote sites. The City Hall portion of the network upgrade, including enhanced wireless access, still needs to be completed.

Improved response time and more effective project management from County IT staff are also goals for the 2016 fiscal year. A review of IT staffing will occur during fiscal year 2016.

The City's e-mail server and software was converted from Microsoft Exchange to the cloud based Google e-mail and apps during fiscal year 2015. The project received mixed reviews from users and other cloud based products may be reviewed during the 2016 fiscal year.

As the City moves into the hiring of a Media & Cultural Events Director and works on creating a branding plan, the City website will be reviewed for modification.

When the network upgrade project is completed, the City Hall telephone system will be reviewed for possible replacement.

INFORMATION SYSTEMS FUND NET ASSETS TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue				
General Government	\$ 1,425	\$ 1,000	\$ 1,000	\$ 1,000
Program Service Revenue				
General Government	336,800	353,505	353,505	378,346
Total Revenue	338,225	354,505	354,505	379,346
Total Expenditures	298,371	339,064	339,065	349,728
Excess (Deficiency of Revenues) over Expenditures	39,854	15,441	15,440	29,618
Beginning Net Assets	509,489	549,343	549,343	564,783
Ending Net Assets	\$ 549,343	\$ 564,784	\$ 564,783	\$ 594,401

INFORMATION SYSTEMS FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Personnel	\$ 12,508	\$ 12,803	\$ 13,238	\$ 12,829
Supplies	7,402	11,500	11,500	11,500
Other Operating	279,403	314,761	314,327	325,399
Capital Outlay	(942)	-	-	-
Total	\$ 298,371	\$ 339,064	\$ 339,065	\$ 349,728

Information Systems Fund Capital Project Detail

Project	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Telephone System and Network Upgrade	\$ 44,750	\$ 209,445	\$209,445	\$ -
Misc. Technology Upgrades	-	-	-	10,000
Police In-Car Computers & Keyboards	35,935			
Fiber Optic Cable Project	76,289	-	-	-
Clerk Computer-Council Chambers	1,446			
Misc Network Server Upgrade or Replace	-	10,000	10,000	10,000
Computer Replacements/Upgrades	3,563	17,729	17,729	30,000
Laserfiche Upgrade	-	57,785	55,851	-
Building Department Tablets	-	12,271	12,271	-
Assessing Printer	-	-	-	-
Capital Project Total	\$ 161,983	\$ 307,230	\$ 305,296	\$ 50,000

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 heavy equipment 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. In 2012 and 2013, the west side of the site was largely paved, and the fiscal year 2015-16 capital improvements budget includes replacement of the middle section of the building roof at a cost of \$150,000. 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..

In the past several 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. Additionally, a large-scale vehicle auction was held in November 2012, and this resulted in significant proceeds to further help to offset the future purchases of new equipment.

**STORES AND EQUIPMENT FUND
NET ASSETS TREND**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 26,564	\$ -	\$ 13,940	\$ 20,300
Program Services Revenue:				
Public Works	1,028,701	944,860	1,011,810	1,006,460
Total Revenue	1,055,265	944,860	1,025,750	1,026,760
Total Expenditures	1,052,843	993,065	1,056,895	1,088,601
Excess (Deficiency of Revenues) over Expenditures	2,422	(48,205)	(31,145)	(61,841)
Beginning Net Assets	1,504,147	1,506,569	1,506,569	1,475,424
Ending Net Assets	\$ 1,506,569	\$ 1,458,364	\$ 1,475,424	\$ 1,413,583

**STORES & EQUIPMENT FUND
EXPENDITURE SUMMARY**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Department of Public Service Stores & Equipment				
Personnel	\$ 230,300	\$ 263,073	\$ 282,486	\$ 265,951
Supplies	230,866	193,500	195,000	205,000
Other Operating	564,328	530,942	559,992	590,085
Capital Outlay	14,471	2,000	2,067	5,000
Debt Service	3,878	3,550	12,350	18,565
Operations Total	1,043,843	993,065	1,051,895	1,084,601
Operating Transfer	9,000	-	5,000	4,000
Stores & Equipment Fund Total	\$ 1,052,843	\$ 993,065	\$ 1,056,895	\$ 1,088,601

**Stores and Equipment Fund
Capital Project Detail**

Project	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Operating Equipment	\$ 4,556	\$ 5,856	\$ -	\$ -
Buildings & Improvements	394	-	-	150,000
Vehicles	263,363	265,615	240,000	169,000
Capital Project Total	\$ 268,313	\$ 271,471	\$ 240,000	\$ 319,000

EMPLOYMENT BENEFIT FUND

This fund is used to account for employment related insurance fringe benefits and “termination pay.” The fund receives its funding from premiums paid by departments that have employees that receive the insurance benefits.

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” is a benefit payable to personnel who retire from City employment representing 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 Employee Retirement System.

EMPLOYMENT BENEFIT FUND				
NET ASSET TREND				
	Actual	Budget	Projected	Adopted
	FY13-14	FY14-15	FY14-15	FY15-16
Revenue:				
General Revenue:				
General Government	\$ 2,205	\$ 1,900	\$ 3,000	\$ 3,000
Program Services Revenue:				
General Government	2,168,771	2,199,954	2,147,017	2,241,867
Total Revenue	2,170,976	2,201,854	2,150,017	2,244,867
Total Expenditures	2,360,767	2,217,740	2,009,096	2,187,480
Excess (Deficiency of Revenues) over Expenditures	(189,791)	(15,886)	140,921	57,387
Beginning Retained Earn.	1,338,727	1,148,936	1,148,936	1,289,857
Ending Retained Earnings	\$ 1,148,936	\$ 1,133,050	\$ 1,289,857	\$ 1,347,244

**EMPLOYEE BENEFIT FUND
EXPENDITURE SUMMARY**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Human Resources				
Administration				
Other Operating	\$ 12,472	\$ 38,886	\$ 44,518	\$ 44,725
Administration Total	12,472	38,886	44,518	44,725
Medical Insurance				
Other Operating	1,792,524	1,541,521	1,300,000	1,639,000
Medical Insurance Total	1,792,524	1,541,521	1,300,000	1,639,000
Prescription Insurance				
Other Operating	211,063	254,476	280,000	121,000
Prescription Insurance Total	211,063	254,476	280,000	121,000
Dental Insurance				
Other Operating	135,042	133,188	140,000	132,000
Dental Insurance Total	135,042	133,188	140,000	132,000
Flexible Benefit Plan				
Other Operating	900	1,000	1,000	1,000
Flexible Benefit Total	900	1,000	1,000	1,000
Life & L/T Disability Insurance				
Other Operating	5,382	36,825	37,000	38,800
Life & L/T Disability Insurance Total	5,382	36,825	37,000	38,800
Termination Pay				
Personel Services	-	-	-	-
Termination Pay Total	-	-	-	-
Unemployment Insurance				
Other Operating	104	11,069	5,000	3,455
Unemployment Insurance Total	104	11,069	5,000	3,455
Workers' Compensation Insurance				
Other Operating	173,280	200,775	201,578	207,500
Workers' Comp. Insurance Total	173,280	200,775	201,578	207,500
Employment Benefit Fund Total	\$ 2,330,767	\$ 2,217,740	\$ 2,009,096	\$ 2,187,480

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. The fund also pays for insurance related to underground storage tanks operated at two locations.

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	Budget	Projected	Adopted
	FY13-14	FY14-15	FY14-15	FY15-16
Revenue:				
General Revenue:				
General Government	\$ 41,323	\$ 2,500	\$ 3,250	\$ 3,500
Program Services Revenue:				
General Government	284,473	272,138	272,138	287,996
Total Revenue	325,796	274,638	275,388	291,496
Total Expenditures	313,458	377,708	377,708	383,586
Excess (Deficiency of Revenues) over Expenditures	12,338	(103,070)	(102,320)	(92,090)
Beginning Retained Earn.	723,822	736,160	736,160	633,840
Ending Retained Earnings	\$ 736,160	\$ 633,090	\$ 633,840	\$ 541,750

INSURANCE FUND EXPENDITURE SUMMARY

	Actual	Budget	Projected	Adopted
	FY13-14	FY14-15	FY14-15	FY15-16
Administration				
Other Operating	\$ 1,554	\$ 25,570	\$ 25,570	\$ 15,590
Administration Total	1,554	25,570	25,570	15,590
Property & Liability Insurance				
Other Operating	311,904	352,138	352,138	367,996
P&L Insurance Total	311,904	352,138	352,138	367,996
Insurance Fund Total	\$ 313,458	\$ 377,708	\$ 377,708	\$ 383,586



TRUST FUND

POST-RETIREMENT HEALTH CARE TRUST 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 employee's 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 was 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 enabled 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. In December 2012, the City Council created a trust for the deposit of the funds. The same Board was maintained for the Trust Fund Board.

An actuarial study was completed as of December 31, 2012. The valuation calculated the annual required contribution for fiscal year 2016 as \$3.646 million. The 2016 budget includes a contribution to the retiree health care system of approximately \$3.81 million. The unfunded liability reported in the actuarial study was \$37.2 million, a reduction of approximately \$2.0 million from the December 31, 2010 valuation. A new actuarial study is currently being completed with an effective date of December 31, 2014.

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

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 2,791,686	\$ 961,200	\$ 1,044,315	\$ 1,089,000
Program Services Revenue:				
General Government	3,912,613	3,909,000	3,899,000	3,812,000
Total Revenue	6,704,299	4,870,200	4,943,315	4,901,000
Total Expenditures	3,208,640	3,511,450	3,705,950	3,873,540
Excess (Deficiency of Revenues) over Expenditures	3,495,659	1,358,750	1,237,365	1,027,460
Beginning Net Assets	14,930,433	18,426,092	18,426,092	19,663,457
Ending Net Assets	\$ 18,426,092	\$ 19,784,842	\$ 19,663,457	\$ 20,690,917

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

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Finance Department				
Actuarial Services	\$ 16,000	\$ 18,800	\$ 16,000	\$ 20,000
Audit Services	2,900	2,950	2,950	3,040
Investment Cost	129,756	125,000	145,000	148,000
Fiduciary Insurance	7,000	7,500	7,000	7,500
Total Finance Dept.	155,656	154,250	170,950	178,540
Personnel Department				
Contractual	-	7,200	10,000	20,000
Actuarial Services	2,500	-	-	-
Medical Insurance	1,789,286	2,000,000	2,000,000	2,100,000
Prescription Insurance	1,261,198	1,350,000	1,525,000	1,575,000
Total Personnel Dept.	3,052,984	3,357,200	3,535,000	3,695,000
Post-Retirement Health Care Fund Total	\$ 3,208,640	\$ 3,511,450	\$ 3,705,950	\$ 3,873,540



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 had 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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 35,598	\$ 31,000	\$ 33,000	\$ 34,000
Program Services Revenue:				
General Government	24,381	20,000	20,000	20,000
Total Revenue	59,979	51,000	53,000	54,000
Total Expenditures	36,138	44,222	44,222	44,220
Excess (Deficiency of Revenues) over Expenditures	23,841	6,778	8,778	9,780
Beginning Fund Balance	376,233	400,074	400,074	408,852
Ending Fund Balance	\$ 400,074	\$ 406,852	\$ 408,852	\$ 418,632

CEMETERY FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Community Development Dept. Cemetery				
Other Operating	\$ 36,138	\$ 44,222	\$ 44,222	\$ 44,220
Capital Outlay	-	-	-	-
Total Cemetery Fund	\$ 36,138	\$ 44,222	\$ 44,222	\$ 44,220



COMPONENT UNITS

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 DDA Board's request, the 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 spearheaded the renovation of the large parking lot and open space area along the River Raisin across from St. Mary's Park. The DDA continues to pay the bond debt on this endeavor. In Fiscal Year 2015, 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. 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 FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 1,587	\$ 1,000	\$ 1,200	\$ 1,200
Community Development	209,123	198,000	195,491	195,000
Program Services Revenue:				
Economic Development	-	-	-	-
Total Revenue	210,710	199,000	196,691	196,200
Total Expenditures	147,898	235,271	292,266	199,026
Excess (Deficiency of Revenues) over Expenditures	62,812	(36,271)	(95,575)	(2,826)
Beginning Fund Balance	457,932	520,744	520,744	425,169
Ending Fund Balance	\$ 520,744	\$ 484,473	\$ 425,169	\$ 422,343

DOWNTOWN DEVELOPMENT AUTHORITY FUND EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Community Development Department				
Downtown Development				
Personnel	\$ 14,162	\$ 16,184	\$ 16,184	\$ 17,252
Supplies	681	1,100	1,100	1,100
Other Operating	28,152	90,130	90,125	88,492
Operating Transfers	99,919	127,857	184,857	92,182
Downtown Development Total	142,914	235,271	292,266	199,026
Clerk/Treasurer				
Other Operating	4,984	-	-	-
Clerk/Treasurer Total	4,984	-	-	-
DDA FUND TOTAL	\$ 147,898	\$ 235,271	\$ 292,266	\$ 199,026

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, 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, Fifth Third Bank, Ventower, and Eye Surgeons Associates.

**BROWNFIELD REDEVELOPMENT AUTHORITY
FUND BALANCE TREND**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 4,855	\$ 5,000	\$ 3,500	\$ 4,000
Community Development	564,827	933,128	934,741	550,313
Total Revenue	569,682	938,128	938,241	554,313
Total Expenditures	1,800,569	1,174,895	1,115,672	620,486
Excess (Deficiency of Revenues) over Expenditures	(1,230,887)	(236,767)	(177,431)	(66,173)
Beginning Fund Balance	1,732,083	501,196	501,196	323,765
Ending Fund Balance	\$ 501,196	\$ 264,429	\$ 323,765	\$ 257,592

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND
EXPENDITURE DETAIL**

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Community Development Department Brownfield Redevelopment				
Supplies	\$ -	\$ 700	\$ 2,700	\$ 1,350
Other Operating	928,009	817,759	803,658	415,375
Operating Transfers	-	-	-	-
Debt Services	872,560	356,436	309,314	203,761
Brownfield Redevelopment Total	1,800,569	1,174,895	1,115,672	620,486
B.R.A Fund Total	\$ 1,800,569	\$ 1,174,895	\$ 1,115,672	\$ 620,486

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 NET ASSETS TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Revenue:				
General Revenue:				
General Government	\$ 330,192	\$ 330,000	\$ 330,000	\$ 343,000
Program Services Revenue:				
Community Development	173,305	207,785	207,785	222,785
Capital Grants				
Community Development	631,825	-	-	-
Total Revenue	1,135,322	537,785	537,785	565,785
Total Expenditures	1,022,985	534,040	534,040	565,785
Excess (Deficiency of Revenues) over Expenditures	112,337	3,745	3,745	-
Beginning Net Assets	3,955,718	4,068,055	4,068,055	4,071,800
Ending Net Assets	\$ 4,068,055	\$ 4,071,800	\$ 4,071,800	\$ 4,071,800

PORT OF MONROE EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
Community Development Dept.				
Port Operations				
Personnel Services	\$ 176,275	\$ 156,262	\$ 156,262	\$ 171,671
Supplies	26,618	7,500	7,500	26,000
Other Operating	814,568	357,140	357,140	344,976
Debt Service	5,524	13,138	13,138	23,138
Port Operations Total	1,022,985	534,040	534,040	565,785
 Port of Monroe Total:	 \$ 1,022,985	 \$ 534,040	 \$ 534,040	 \$ 565,785

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

The budget ordinance includes approval of \$250,000 in capital expenditures for the Port of Monroe. The expenditures will be made to improve marine and rail infrastructure at the Port. The expenditures will only be made if sale of land at the Port of Monroe generates enough funds to cover the expenditure.



PERSONNEL SUMMARY

FY2016			
Budgeted Full-time and Regular Part-time Positions			
FY2016 Adopted Budget	Classification	FY2015 Amended Budget	Increase/ (Decrease)
	General Fund		
	City Manager		
	City Manager's Office		
1.000	City Manager	1.000	-
1.000	Communication, Culture, & Community Promotion Dir.	-	1.000
1.000	Executive Secretary	1.000	-
3.000	Total City Manager's Office	2.000	1.000
	Clerk/Treasurer's Office		
1.000	Clerk/Treasurer	1.000	-
1.000	Deputy City Treasurer	1.000	-
1.000	Deputy City Clerk	1.000	-
1.000	Secretary/Clerical Assistant	1.000	-
4.000	Total Clerk/Treasurer's Office	4.000	-
	Assessor's Office		
1.000	City Assessor	1.000	-
2.000	Property Appraiser	2.000	-
3.000	Total Assessor's Office	3.000	-
	Finance Department		
0.900	Director of Finance	0.900	-
1.000	Assistant Finance Director/Accountant II	1.000	-
0.600	Accountant I	0.600	-
1.000	Payroll Clerk	1.000	-
3.500	Total Finance Department	3.500	-
	Human Resources Department		
1.000	Human Resources Director	1.000	-
0.600	Administrative Assistant	0.500	0.100
1.600	Total Personnel	1.500	0.100
	Engineering Department		
0.500	Director of Engineering and Public Services	0.500	-
2.000	Engineering Technician	2.000	-
1.000	Survey Crew Leader	1.000	-
1.000	CAD-GIS Section Leader	1.000	-
1.000	Departmental Aide	1.000	-
1.000	CAD Operator/Inspector	1.000	-
6.500	Total Engineering Department	6.500	-

FY2016 Adopted Budget	Classification	FY2015 Amended Budget	Increase/ (Decrease)
Public Safety Division			
1.000	Public Safety Director	1.000	-
1.000	Police Chief	1.000	-
2.000	Police Lieutenant	2.000	-
6.000	Sergeant Public Safety Officer	6.000	-
33.000	Public Safety Officer (including Corporals)	29.000	4.000
-	Police Corporal and Patrol Officer	4.000	(4.000)
1.000	Chief of Fire	1.000	-
2.000	Fire Mechanic	2.000	-
3.000	Fire Lieutenant	3.000	-
3.000	Fire Sergeant	3.000	-
7.000	Firefighter	4.000	3.000
3.000	Clerk	3.000	-
0.500	Property Clerk	0.500	-
62.500	Total Public Safety Division	59.500	3.000
Department of Public Service Operations Division			
0.500	Director of Engineering and Public Services	0.500	-
1.000	Deputy Director	1.000	-
1.000	Operations Supervisor	1.000	-
1.000	DPS Job Leader	1.000	-
1.000	Forestry Job Leader	1.000	-
4.000	Heavy Equipment Operator	4.000	-
1.000	Medium Equipment Operator	1.000	-
5.000	Maintenance Worker I	4.000	1.000
2.000	Maintenance Worker/Forestry	2.000	-
1.000	Receptionist/Clerk Typist	1.000	-
17.500	Total Department of Public Service	16.500	1.000
Economic and Community Development Department City Hall Grounds Division			
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
1.000	Custodian	1.000	-
1.380	Total City Hall Grounds Division	1.380	-
Zoning/Ordinance Enforcement Division			
0.125	Economic & Community Development Director	0.125	-
0.150	Building Official	0.150	-
0.130	Secretary/Clerical Assistant	0.130	-
0.800	Property Maintenance and Zoning Inspector	0.500	0.300
0.250	Building/Zoning Inspector II	0.250	-
1.455	Total Zoning/Ordinance Enforcement Division	1.155	0.300

FY2016 Adopted Budget	Classification	FY2015 Amended Budget	Increase/ (Decrease)
	Community Development Division		
0.750	Economic & Community Development Director	0.750	-
1.000	Planner II	1.000	-
1.000	Planner	1.000	-
0.430	Secretary/Clerical Assistant	-	0.430
3.180	Total Community Development Division	2.750	0.430
	Recreation Division		
0.125	Economic & Community Development Director	0.125	-
1.000	Recreation Manager	1.000	-
0.600	Recreation Secretary	1.000	(0.400)
1.725	Total Recreation Division	2.125	(0.400)
	Recreation-Parks Maintenance Division		
1.000	Parks Maintenance Supervisor	-	1.000
1.000	Total Recreation-Parks Maintenance Division	-	1.000
8.740	Total Economic & Comm. Development Department	7.410	1.330
110.340	Total General Fund	103.910	6.430
	Parking Meter Fund		
	Police Department		
1.500	Parking Enforcement Officer	1.500	-
1.500	Total Police Department	1.500	-
1.500	Total Parking Meter Fund	1.500	-
	Building Safety Fund		
	Safety Inspection Division		
0.600	Building Official	0.600	-
0.750	Building/Zoning Inspector II	0.750	-
0.400	Electrical Inspector	0.400	-
1.000	Plumbing/Heating Inspector	1.000	-
0.800	Property Maintenance and Zoning Inspector	0.500	0.300
1.310	Secretary/Clerical Assistant	1.340	(0.030)
4.860	Total Safety Inspection Division	4.590	0.270
4.860	Total Building Safety Fund	4.590	0.270

FY2016 Adopted Budget	Classification	FY2015 Amended Budget	Increase/ (Decrease)
	Wastewater Fund		
	Administration Division		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Wastewater Superintendent	1.000	-
1.000	Secretary/Clerical Assistant	1.000	-
2.500	Total Administration Division	2.500	-
	Treatment & Disposal Division		
0.500	Electrician	0.500	-
1.000	Chemist	1.000	-
2.000	Wastewater Mechanic	2.000	-
1.000	Wastewater Chief Plant Operator	1.000	-
1.000	Wastewater Technician	1.000	-
7.000	Wastewater Plant Operator	7.000	-
1.000	Wastewater Centrifuge Operator	1.000	-
1.000	Wastewater Assistant Operator	1.000	-
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.500	Lab Technician	1.500	-
17.500	Total Treatment & Disposal Division	17.500	-
	Sanitary Sewers Maintenance Division		
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
1.000	Heavy Equipment Operator	1.000	-
3.000	Total Sanitary Sewers Maintenance Division	3.000	-
	Pump Stations Maintenance Division		
0.500	Wastewater Maintenance Supervisor	0.500	-
0.500	Electrician	0.500	-
1.000	Wastewater Maintenance Leader	1.000	-
1.000	Wastewater Mechanic	1.000	-
3.000	Total Pump Stations Maintenance Division	3.000	-
26.000	Total Wastewater Fund	26.000	-

FY2016 Adopted Budget	Classification	FY2015 Amended Budget	Increase/ (Decrease)
	Water Fund		
	Adminstration Division		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Water Distribution Superintendent	1.000	-
2.000	Departmental Aide II	2.000	-
3.500	Total Administration Division	3.500	-
	Filtration Plant Division		
1.000	Water Treatment Superintendent	1.000	-
1.000	Electrician	1.000	-
1.000	Operation Supervisor	1.000	-
2.000	Water Mechanic	2.000	-
6.000	Water Plant Operator	6.000	-
11.000	Total Filtration Plant Division	11.000	-
	Transmission & Distribution Division		
1.000	Water Distribution Supervisor	1.000	-
1.000	Asst. Water Distribution Supervisor	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Job Leader	2.000	-
2.000	Heavy Equip Operator	2.000	-
2.000	Maintenance Worker II	2.000	-
8.500	Total Transmission & Distribution Division	8.500	-
	Meter Shop Division		
1.000	Meter Shop Job Leader	1.000	-
0.500	Distribution Technician	0.500	-
2.000	Water Service Worker	2.000	-
1.000	Chief Meter Reader	1.000	-
4.500	Total Meter Shop Division	4.500	-
27.500	Total Water Fund	27.500	-
	Information Systems Fund		
	Finance Department		
0.100	Director of Finance	0.100	-
0.100	Total Finance Department	0.100	-
0.100	Total Information Systems Fund	0.100	-

FY2016 Adopted Budget	Classification	FY2015 Amended Budget	Increase/ (Decrease)
	Stores & Equipment Fund Department of Public Service		
1.000	Stores & Equipment Coordinator	1.000	-
1.000	Certified Mechanic/Welder	1.000	-
1.000	Certified Mechanic	1.000	-
3.000	Total Department of Public Service	3.000	-
3.000	Total Stores & Equipment Fund	3.000	-
173.300	Total Full Time and Regular Part-time Employees	166.600	6.700



Capital Improvement Program

Fiscal Year 2015/2016
Capital Budget- Adopted February 17, 2015

Department	Project	General Fund	Major Streets	Local Streets	Enterprise	Airport Fund	Add / Alternate Funding	Prior Funding	Total Project Cost	Source of Add/Alt Funding	
ALCC	Building Renovations						\$150,000	\$450,000	\$680,000	1	
									\$0		
	SUB-TOTAL	\$0	\$0	\$0	\$0	\$0	\$150,000	\$450,000	\$680,000		
Engineering Streets	E. Third Resurfacing- Scott to Winchester		\$433,000				\$227,000	\$40,000	\$700,000	2	
	E. Third Resurfacing - Monroe to Scott		\$20,000						\$270,000		
	Winchester Resurfacing - First to Bridge		\$20,000						\$270,000		
	Kentucky Ave Design (Partial Closure) - First to Third			\$50,000					\$50,000		
	Linwood Ave Resurfacing - Riverview to E. Maple	\$140,000							\$280,000		
	Richards Drive Resurfacing			\$280,000					\$280,000		
	Maple (East) Blvd Resurfacing - Mason Run to Linwood	\$200,000							\$200,000		
	SUB-TOTAL	\$340,000	\$523,000	\$280,000	\$0	\$0	\$227,000	\$40,000	\$1,770,000		
	Infrastructure	2015 Sidewalk Replacement Program	\$110,000					\$50,000		\$160,000	4
		N. Monroe Street Streetscape - Elm to Willow		\$140,500				\$229,500		\$370,000	12
		Custer Airport Taxi Lane Rehab					\$1,260	\$22,740		\$352,000	11,12
		Storm Sewer Program	\$50,000						\$105,000	\$155,000	
		DPS Facility Roof Rehab						\$150,000		\$150,000	16
Sign Inventory Development			\$25,000	\$25,000				\$50,000	\$100,000		
Alley Paving - Various Locations		\$20,000									
SUB-TOTAL	\$180,000	\$165,500	\$25,000	\$0	\$1,260	\$452,240	\$155,000	\$1,287,000			
MMSC	Bounce Equipment	\$35,000							\$0		
									\$0		
	SUB-TOTAL	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Recreation/ Parks	Mark G. Worrell Memorial Trailway Resurfacing	\$100,000							\$100,000		
	Play Equipment Replacement- Veterans Park	\$75,000							\$75,000		
	Munson Park Parking Lot Design and Drainage Evaluation	\$50,000							\$50,000		
	Veterans Park Kayak & Canoe Launch	\$8,000					\$32,000		\$40,000	5	
	SUB-TOTAL	\$233,000	\$0	\$0	\$0	\$0	\$32,000	\$0	\$265,000		
City Hall	North Side Retaining Wall	\$47,500					\$47,500		\$95,000		
	SUB-TOTAL	\$47,500	\$0	\$0	\$0	\$0	\$47,500	\$0	\$95,000		
Public Safety	Public Safety Dept Facility Design/Construction						\$7,000,000	\$192,052	\$15,000,000	15	
	Advanced 12-Lead Cardiac Monitors	\$90,000									
	SUB-TOTAL	\$90,000	\$0	\$0	\$0	\$0	\$7,000,000	\$192,052	\$15,000,000		

Fiscal Year 2015/2016
Capital Budget- Adopted February 17, 2015

Wastewater	Sanitary Sewer System Rehab/Replacement							
	Godfroy West				\$103,000			
	b/w Grove and Sheridan				\$29,300			
	Riverview from MH940-941				\$22,700			
	Interceptor Manholes along river				\$30,000			
	Winchester Pump Station Rehab				\$130,000			\$130,000
	Lavender South Pump Station Rehab				\$120,000			\$120,000
	Dartmoor Pump Station Rehab				\$30,000			\$30,000
Septage Station Rehab				\$35,000			\$35,000	
SUB-TOTAL		\$0	\$0	\$0	\$500,000	\$0	\$0	\$0

Water	Water Distribution Replacement/Rehab							
	E. 3rd - Scott to Winchester				\$630,000			
	Kentucky Ave - First to Fourth				\$215,000			
	Linswood Ave - Riverview to Maple				\$90,000			
	<i>Distribution Division</i> Ida Elevated Water Storage Tank Improvements				\$53,000			\$53,000
	Excavator Replacement				\$80,000			\$80,000
	SUB-TOTAL		\$0	\$0	\$0	\$1,068,000	\$0	\$0
	<i>Filtration</i>	Water System SCADA Upgrade				\$65,000		
East Remote Telemetry Radio System Replacement					\$25,000			\$25,000
Stand-By Power Generator Rehab/Replacement					\$75,000			\$150,000
South Custer Booster Station Upgrades- Phase II					\$85,000		\$644,125	\$729,125
SUB-TOTAL			\$0	\$0	\$0	\$250,000	\$0	\$644,125
<i>Water Partnership</i>	PAP Pumps #5 and #6 Valve and Actuator Replacement				\$70,000			\$70,000
	PAP Addition of Raw Water Pump				\$66,000		\$736,100	\$802,100
	SUB-TOTAL		\$0	\$0	\$0	\$136,000	\$0	\$736,100

FUND TOTALS	General Fund	\$925,500						\$925,500
	Major Streets		\$688,500					\$688,500
	Local Streets			\$305,000				\$305,000
	Wastewater Enterprise Fund				\$500,000			\$500,000
	Water Enterprise Fund				\$1,454,000			\$1,454,000
	Add / Alternate Funding					\$7,908,740		\$7,908,740
	Prior Funding						\$2,217,277	\$2,217,277
	TOTAL PROJECT COSTS:							\$13,999,017

Additional / Alternate Funding Source Key:	(1) CDBG Funds
	(2) Federal Aid Funds
	(3) DDA TIF
	(4) Assessments
	(5) Grant
	(6) Technology Fund/Information Systems Fund
	(7) Economic Development Fund
	(8) Parking Fund
	(9) Refuse Fund
	(10) Building Safety Fund
	(11) State
	(12) Federal
	(13) Monroe County
	(14) South County Water
	(15) Special Millage
	(16) Stores and Equipment Fund

Prepared: 1/6/15