



# 2016 – 2017 Budget

Adopted April 18, 2016

Robert E. Clark, Mayor

<u>City Council Members</u>	<u>Precinct</u>
Paula L. Whitman	1
John Iacoangeli	2
Kellie M. Vining	3
Charles D. Evans	4
Gloria Rafko	5
William D. Sisk	6

**CITY OF MONROE**  
**2016 - 2017 BUDGET**

Adopted April 18, 2016

**MAYOR**

*Robert E. Clark*

**FIRST PRECINCT**

*Paula L. Whitman*

**SECOND PRECINCT**

*John Iacoangeli*

**THIRD PRECINCT**

*Kellie M. Vining*

**FOURTH PRECINCT**

*Charles D. Evans*

**FIFTH PRECINCT**

*Gloria Rafko*

**SIXTH PRECINCT**

*William D. Sisk*

**INTERIM CITY MANAGER/FINANCE DIRECTOR**

*Edward J. Sell Jr.*

**CITY OF MONROE**  
2016-2017  
ANNUAL BUDGET  
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**BUDGET ORDINANCE**

**ORDINANCE 16-004**

Budget Appropriation Act  
July 1, 2016- June 30, 2017

An Ordinance to approve the budget for the City of Monroe for the fiscal year ending June 30, 2017, the City of Monroe Ordains.

Section 1. An Ordinance approving the expenditures for the General Fund for the fiscal year beginning July 1, 2016 and ending June 30, 2017 are hereby appropriated on a departmental and activity total basis as follows:

<b>GENERAL GOVERNMENT</b>	
City Council	\$132,549
City Manager	239,012
Communications, Culture, Promotions	120,096
Assessor	309,597
Attorney	145,912
Clerk-Treasurer	428,529
Finance	356,389
Human Resources	285,421
Engineering	308,220
City Hall Grounds	258,998
<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$2,584,723</b>
<b>PUBLIC SAFETY</b>	
Public Safety Division Personnel	7,479,631
Police Operating Cost	581,420
Fire Operating Cost	299,217
Zoning/Code Enforcement	266,481
<b>TOTAL PUBLIC SAFETY</b>	<b>\$8,626,749</b>
<b>PUBLIC WORKS</b>	<b>\$1,660,182</b>
<b>COMMUNITY DEVELOPMENT</b>	<b>\$239,444</b>
<b>CULTURAL-RECREATION</b>	
Library	\$57,500
Social Services	140,000
Public Access TV	172,000
Parks and Recreation	1,462,124
<b>TOTAL CULTURAL-RECREATION</b>	<b>\$1,831,624</b>
<b>CONTINGENCIES</b>	<b>\$150,000</b>
<b>DEBT SERVICE</b>	<b>\$2,075,010</b>
<b>TRANSFERS OUT</b>	<b>\$1,102,293</b>
<b>TOTAL EXPENDITURES</b>	<b>\$18,270,025</b>

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

<b>GENERAL FUND</b>	
General Revenue	\$16,831,554
Service Revenue	1,470,220
Operating Grants	13,000
<b>TOTAL REVENUES</b>	<b>\$18,314,774</b>

Section 3. The City Council hereby approves budgets for the period beginning July 1, 2016 through June 30, 2017 for the following funds in the amounts set forth below:

<b>SUMMARY OF EXPENDITURES BY FUND</b>	
Major Street Fund	\$2,096,550
Local Street Fund	1,027,320
Refuse Fund	1,488,504
Parking Fund	161,836
Economic Development Fund	10,000
Building Safety Fund	594,658
Budget Stabilization Fund	0
Drug Forfeiture Fund	19,200
Grant Fund	482,000
Airport Fund	314,975
Expendable Trust Fund	46,000
Debt Service	497,033
Capital Project Fund	7,343,000
Wastewater Department	7,986,679
Water Department	7,806,453
Raw Water Partnership Fund	404,904
Information Systems	355,342
Stores & Equipment Fund	1,038,370
Employment Benefit Fund	2,135,305
Post-Retirement Health Care Fund	4,101,632
Insurance Fund	380,052
Cemetery Fund	44,223
Downtown Development Authority	263,141
Brownfield Redevelopment Authority	583,878
Port of Monroe	710,000
<b>TOTAL</b>	<b>\$39,891,055</b>

Section 4. The City Council hereby approves capital budgets for the period beginning July 1, 2016 through June 30, 2017 for the following enterprise and internal service type funds in the amounts set forth below:

<b>SUMMARY OF CAPITAL EXPENDITURES BY FUND</b>	
Wastewater Department	\$700,000
Water Department	1,339,000
Raw Water Partnership Fund	136,000

Information Systems	140,000
Stores & Equipment Fund	622,888
Port of Monroe	3,852,550
<b>TOTAL</b>	<b>\$6,790,438</b>

Section 5. The City Council does hereby levy a tax of 13.726 mills for the period of July 1, 2016 through June 30, 2017 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, 2016 through June 30, 2017 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, 2016 through June 30, 2017 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, 2016 through June 30, 2017 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, 2016 through June 30, 2017 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 .7587 mills for the period of July 1, 2016 through June 30, 2017 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, 2016, to support the budget for the period July 1, 2016 through June 30, 2017. The rates will be implemented and charged for all services provided as may be reflected in bills or statements generated after July 1, 2016.

Section 13. The City Council does hereby amend the budget for the period of July 1, 2015 through June 30, 2016 to the projected budget amounts contained in the budget documents and narratives.

Section 14. 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 15. The Finance Director is hereby authorized to transfer unused Façade Improvement Funds in the Downtown Development Authority Fund budget to the following fiscal year.

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.

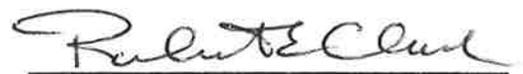
Section 17. The City Council did give notice of the time and place when a public hearing would be held in conformity with the provisions of the City Charter.

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, 2016 through June 30, 2017, 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, 2016 through June 30, 2017 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 04, 2016
Public Hearing	April 18, 2016
Second Reading	April 18, 2016
Adoption	April 18, 2016
Publication	April 23, 2016

  
Michelle J. LaVoy  
City Clerk-Treasurer

  
Robert E. Clark  
Mayor

**EXHIBIT 1**

<b>SERVICE</b>	<b>CURRENT FEE</b>	<b>NEW FEE JULY 1, 2016</b>
Wastewater Commodity Rate	3.43	3.62
Wastewater Administration Fee	13.59	13.59
Wastewater Bond Recovery Charge		
Church, Government, Residential, & Commercial	-	3.00
School	-	23.40
Miscellaneous & Mutli-Residential	-	32.76
Industrial	-	98.28
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%
Tenant Responsibility Security Deposit - Water and Sewer	\$ -	\$ 1,000.00
Tenant Responsibility Security Deposit - Water Only	\$ -	\$ 500.00
<b>WATER RATES AND FEES</b>		
Quarterly Debt Service Charge**		
Meter Size		
5/8"	\$ 5.63	\$ 5.91
3/4"	\$ 8.47	\$ 8.89
1"	\$ 14.10	\$ 14.81
1 1/4"	\$ 19.74	\$ 20.73
1 1/2"	\$ 28.20	\$ 29.61
2"	\$ 45.12	\$ 47.38
2 1/2"	\$ 70.50	\$ 74.03
3"	\$ 98.70	\$ 103.64
4"	\$ 169.21	\$ 177.67
6"	\$ 352.52	\$ 370.15
8"	\$ 507.62	\$ 533.00
10"	\$ 817.83	\$ 858.72
12"	\$ 1,212.65	\$ 1,273.28
Quarterly Fire Line Rates Inside City Limits		
Meter Size		
5/8"	\$ 0.52	\$ 0.53
3/4"	\$ 0.84	\$ 0.85
1"	\$ 1.80	\$ 1.82
1 1/4"	\$ 3.24	\$ 3.27
1 1/2"	\$ 5.23	\$ 5.29
2"	\$ 11.14	\$ 11.27
2 1/2"	\$ 20.04	\$ 20.26
3"	\$ 32.37	\$ 32.73
4"	\$ 68.97	\$ 69.74
6"	\$ 200.36	\$ 202.59
8"	\$ 426.97	\$ 431.72
10"	\$ 767.84	\$ 776.37
12"	\$ 1,240.28	\$ 1,254.06
Quarterly Fire Line Rates Outside City Limits		
Meter Size		
5/8"	\$ 1.04	\$ 1.06
3/4"	\$ 1.68	\$ 1.70
1"	\$ 3.60	\$ 3.64
1 1/4"	\$ 6.48	\$ 6.54
1 1/2"	\$ 10.46	\$ 10.58
2"	\$ 22.28	\$ 22.54
2 1/2"	\$ 40.08	\$ 40.52
3"	\$ 64.74	\$ 65.46
4"	\$ 137.94	\$ 139.48
6"	\$ 400.72	\$ 405.18
8"	\$ 853.94	\$ 863.44
10"	\$ 1,535.68	\$ 1,552.74
12"	\$ 2,480.56	\$ 2,508.12
Water Commodity Rate**	\$ 1.65	\$ 1.80
** - 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

April 18, 2016

Honorable Mayor Clark and Council Members:

In accordance with Section 120 of the Monroe City Charter, the Fiscal Year 2016-17 operating budget for the City of Monroe was adopted by the City Council on April 18, 2016. 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 2015-2016 and the operating budget for fiscal year 2016-2017.

The total number of regular employees budgeted will decrease by .35 to 172.95 full-time equivalent employees (FTE). This number does not include seasonal or temporary employees. The .35 FTE decrease is detailed in the following table.

<u>Department</u>	<u>Classification</u>	<u>FTE Change</u>
Wastewater	Assistant Operator	(1.00)
Wastewater	Maintenance Worker	0.45
Comm./Economic Dev.	Electrical/Code Inspector	0.60
Comm./Economic Dev.	Property Maint. & Zoning Inspector	(0.40)
Total FTE Change		(0.35)

The average cost of a full-time employee is \$94,399, which includes all wage payments (including overtime) and benefits. If the General Fund is considered by itself, this amount increases to \$100,843. 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 \$92,345 for all full-time employees, and \$99,979 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>FY2015-16</u>	<u>FY2016-17</u>
All Full-time Employees	\$114,042	\$ 94,399
General Fund Full-time Employees	\$122,708	\$100,843
All Full-time Employees less UAAL	\$ 93,596	\$ 92,345
General Fund Full-time Employees less UAAL	\$101,407	\$ 99,979

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 decreased 0.4% 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 1.2% and a balanced budget recommendation was submitted. Final revenue totals were less than the previous year due to the removal of the Multi-Sports Complex from the budget.

Personnel costs continue to rise. Pension costs in particular grew by 8.7% for the 2017 fiscal year, increasing from \$1.697 to \$1.846 million. Of the \$1.846 million contribution, \$1.776 million is funded by the General Fund. Active employee medical costs remained flat from the previous year and the costs are in compliance with the State of Michigan, public employee healthcare law, i.e. Public Act 152 of 2011. The retiree-health care contribution recommended by the plan's actuary increased to \$3.963 million for the 2017 fiscal year, an increase from the prior year of \$317,000. The City Council had approved to issue bonds to fund a large portion of the retiree healthcare liability and the budget was adjusted to move most of the contribution to a debt service payment instead. A 2% increase in wages is budgeted for all regular full-time and part-time employees effective July 1, 2016, except for those employee groups that have agreed to go to the wage scales developed in the compensation and classification study that was completed in 2015. Those employees wage increases will vary depending on how the new wage scale compares to their old wage scale, but a minimum of 2% in increased compensation will be provided. While this budget proposes to fund 172.95 full-time and regular part-time public service employees, there are now about 278 former city employees receiving pension benefits and 245 receiving health-care retirement benefits, for themselves and/or their eligible dependents.

#### Taxable Value

The City Assessor has reported the equivalent taxable value of the City of Monroe at \$938,308,427. This represents a 2.99% decrease in taxable value, as compared to the taxable value that was used for budgeting for fiscal year 2016. This reduction is primarily due to the implementation of legislation that has begun to exempt commercial and industrial personal property from property taxes. Taxable value related to personal property decreased by \$54.2 million, or 43.7%. A reimbursement process created by the legislation will reimburse less than 80% of the lost revenue resulting in a revenue loss to the City of approximately \$250,000. Residential taxable value increased again this year by 1.41% after increasing by 1.6% last year. Total ad valorem real property taxable value increased by 3.05% due to an increase in industrial taxable value of 5.17%.

#### Millage Levies

The budget, as adopted for fiscal year 2016-2017 (FY17) 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 fund the City's Post-Retirement Healthcare liability, 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 2015-16.

The Bridge Millage, authorized by voters to raise the funds necessary to refurbish and reconstruct three City bridges, will continue at the full millage authorized by voters of 0.52 mill for fiscal year 2016-2017. When the Winchester Street Bridge Deck replacement is completed, a determination can be made whether the millage rate can be decreased. 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 the same millage that was levied for fiscal year 15-16. The Refuse Fund balance is estimated to be at approximately 8% of expenditures by the end of the 2016-17 fiscal year. The goal for the fund is to maintain a minimum of 5% of expenditures in fund balance.

The total of all of the City millage levies for the 2016-17 fiscal year is 16.7484. This is the same as the fiscal year 2015-16 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 2016-17 includes expenditures in the amount of \$18,270,025 which is \$301,327 (1.6%) lower than the fiscal year 2016 budget expenditures originally adopted. This reduction is primarily due to the initial removal of the Multi-Sports Complex operating funds from the budget. You will recall that the 2015-2016 (FY 16) General Fund budget, as initially adopted, amounted to \$18,571,352. The projected General Fund budget for fiscal year 2016 amended the total general fund expenditure budget to \$18,693,972, which includes items carried forward from the 2015 fiscal year in the amount of approximately \$190,000.

#### 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. Due to new road funding legislation, road funding will start to increase in fiscal year 2017. The revenue included in the 2017 fiscal year

budget from the new legislation is \$161,666. This amount will increase in future years.

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 previously mentioned road funding legislation will also increase funding to the Local Street Fund by \$53,888 in fiscal year 2017.

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 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 \$700,000 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 2017 amount to \$1.475 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 \$858,000. This amount decreased \$67,500 from the previous year and is approximately .91 mills of the operating millage levied.

### Cemetery Fund

The *Cemetery Fund* was established to account for 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 2016-17. In March 2016, the City Council approved issuing bonds to fund up to 90% of the City's retiree healthcare liability. Projections at the time of approval estimated annual cash flow savings on retiree health care contributions of approximately \$590,000. Since the bond issue was not to occur until after the budget was adopted, the budget was adopted assuming funding of the retiree health care liability at actuarially recommended amounts. The 2017 budget includes approximately \$3.8 million in funding for the City's contribution to the Trust, with \$517,000 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 \$3.637 million for fiscal year 2017. 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 \$38.995 million on December 31, 2014. With that accomplished and the funding of the liability with a bond issue, 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. The next actuarial study of the system will be completed in 2017 based on the measured assets and liabilities of the system as of December 31, 2016.

During the 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.

As previously mentioned, the City Council did approve issuance of bonds to fund up to 90% of the City's unfunded retiree healthcare liability. The bond issue will occur in June 2016 and implementation of the cash flow savings expected will be implemented during the 2016-17 fiscal year. The amount of savings will depend on the interest rate that can be achieved on the bond issue and the investment rate of return that is realized in the future on the invested funds. The City will see savings if the investment rate of return exceeds the interest rate on the bonds. The amount of savings ultimately depends on the spread between those two rates. If the funds earn an investment return of 7.0%, it is expected that the City will see a cash flow savings of approximately \$590,000. The City will recommend that some of the initial year savings be set aside to balance out years when the investment returns do not do well. 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 be to get approval from the Michigan Department of Treasury to issue the bonds and Standard and Poors will need to reaffirm that the City is at least a AA- credit.

### 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 continues to be a problem with revenues not meeting estimates and the amount of revenue remaining flat from the previous year. Revenue sharing is the General Fund's second largest revenue source, after property taxes. Some commercial and industrial personal property taxes have started to be exempted for the 2016-17 fiscal year and the amount of reimbursement the City will receive is about \$250,000 less than the previous year's revenue. 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 fifteenth 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. 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,

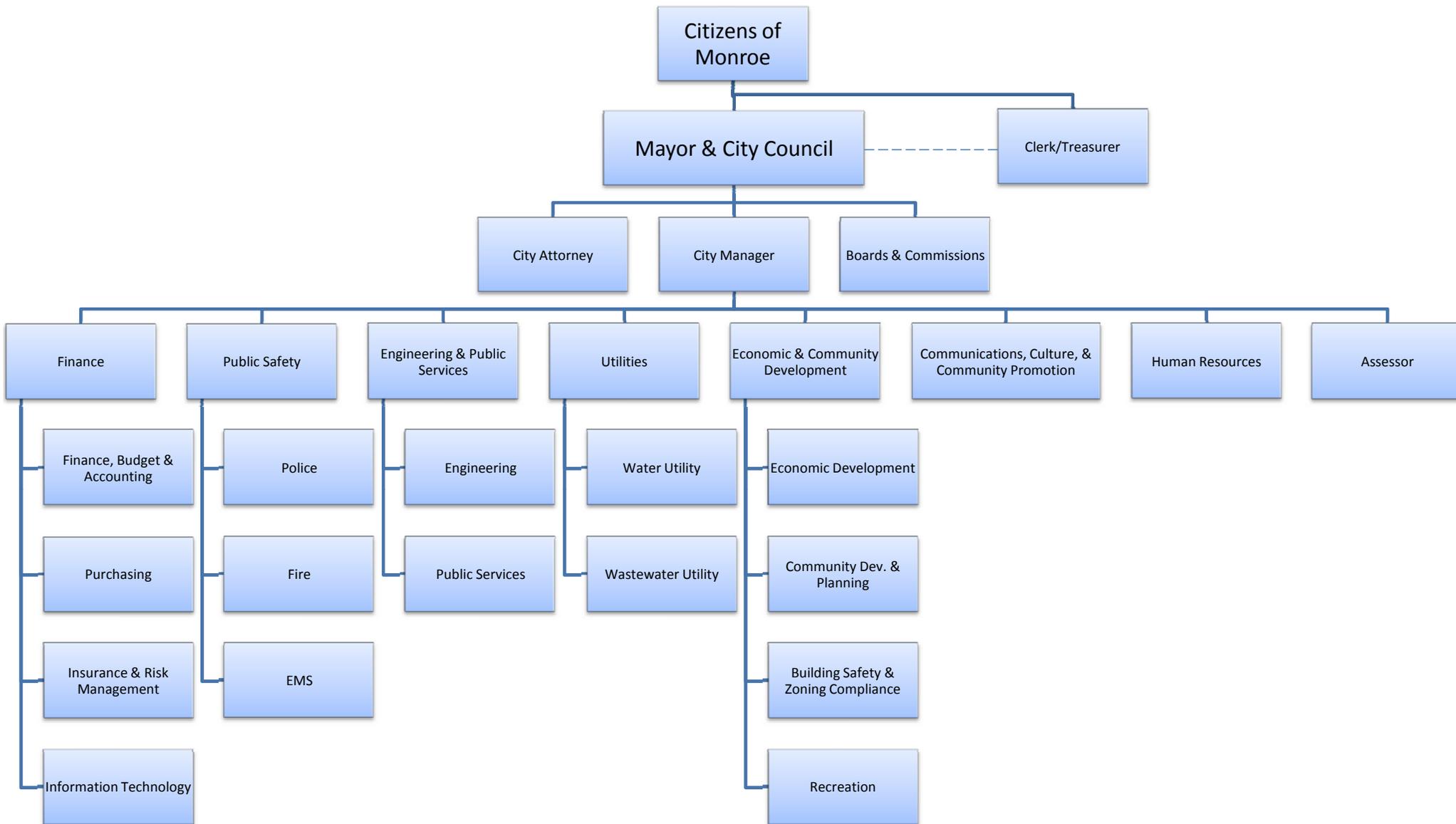


Edward J. Sell Jr.  
Interim City Manager/Finance Director



## **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 FY12-13	Actual FY13-14	Actual FY14-15	Amended Budget FY15-16	Projected Budget FY15-16	Budget Request FY16-17
<b>REVENUE:</b>						
<b>General Revenue:</b>						
General Government	\$ 15,218,764	\$ 15,453,561	\$ 15,968,508	\$ 16,547,854	\$ 16,580,097	\$ 16,831,554
<b>Service Revenue:</b>						
General Government	834,612	891,150	937,804	985,646	987,484	951,280
Public Safety	301,358	348,247	316,646	378,452	354,469	356,353
Public Works	63,790	67,853	74,463	74,000	71,000	71,000
Recreation & Culture	580,972	532,391	464,198	577,400	397,113	91,587
<b>Operating Grants:</b>						
Public Safety	117,062	26,183	47,418	8,000	90,977	13,000
Economic Development	1,000	12,212	8	-	-	-
Recreation & Culture	-	-	-	-	-	-
<b>Capital Grants</b>						
Public Safety	-	-	-	17,000	17,000	-
<b>Total Revenue</b>	<b>17,117,558</b>	<b>17,331,597</b>	<b>17,809,045</b>	<b>18,588,352</b>	<b>18,498,140</b>	<b>18,314,774</b>
<b>Total Expenditures</b>	<b>17,216,545</b>	<b>17,082,107</b>	<b>17,506,908</b>	<b>18,784,880</b>	<b>18,693,972</b>	<b>18,270,025</b>
Excess (Deficiency) of Revenues over Expenditures	(98,987)	249,490	302,137	(196,528)	(195,832)	44,749
<b>Beginning Fund Balance</b>	<b>3,458,714</b>	<b>3,540,727</b>	<b>3,790,217</b>	<b>4,092,354</b>	<b>4,092,354</b>	<b>3,896,522</b>
<b>Committed Fund Balance</b>	<b>181,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>\$ 3,540,727</b>	<b>\$ 3,790,217</b>	<b>\$ 4,092,354</b>	<b>\$ 3,895,826</b>	<b>\$ 3,896,522</b>	<b>\$ 3,941,271</b>

**GENERAL FUND  
REVENUE DETAIL**

	<b>Actual FY12-13</b>	<b>Actual FY13-14</b>	<b>Actual FY14-15</b>	<b>Amended Budget FY15-16</b>	<b>Projected Actual FY15-16</b>	<b>Adopted Budget FY16-17</b>
<b>General Revenue</b>						
<b>General Government</b>						
Real Property Taxes	10,767,284	10,801,947	11,088,688	11,422,534	11,459,000	11,817,942
Real Property Taxes-PRHC	441,596	443,240	455,210	468,851	470,000	485,081
Tif Capture Real Property	(310,194)	(287,678)	(277,484)	(290,000)	(281,824)	(265,000)
Personal Property Taxes	1,152,651	1,223,456	1,185,158	1,384,098	1,409,000	868,465
Personal Property Taxes-PRHC	47,061	50,186	48,649	56,811	57,500	35,647
Tif Capture-Personal Property	(21,370)	(21,936)	(7,876)	(15,000)	(8,233)	(7,500)
Industrial Facilities Tax	220,573	285,564	421,252	412,119	405,500	192,813
Industrial Facilities Tax-PRHC	7,678	11,721	17,291	16,916	16,600	7,914
Payment In Lieu Of Taxes	25,544	26,755	27,161	27,500	27,500	28,000
Int & Pen Delinquent Taxes	94,097	67,266	67,101	72,000	72,000	72,000
Property Tax Admin Fee	439,896	446,804	464,866	477,000	486,500	490,000
Cab Driver Licenses	130	365	235	150	150	150
Vendor License	1,190	630	1,130	1,200	1,200	1,200
Zoning Permits	9,690	7,075	8,600	8,500	8,500	8,500
Other Licenses & Permits	4,900	23,735	31,800	24,000	32,000	32,000
LCSA Appropriation/PPT Reimb.	-	-	-	-	-	533,317
State Rev Share-Sales Tax	1,797,585	1,840,749	1,873,891	1,950,000	1,876,864	1,938,703
State Rev Share-Liquor License	14,515	15,077	15,820	15,850	15,850	15,900
Interest On Investments	38,465	57,730	68,192	50,000	60,000	100,000
Rent-Land	4,696	4,666	9,241	9,200	9,215	9,200
Rent-Buildings	58,415	52,127	51,781	52,925	52,575	51,022
Franchise Fees	319,517	319,426	336,590	326,000	338,000	344,000
Right Of Way Fee	62,319	58,966	52,550	60,000	55,000	55,000
Sale Of Assets	1,207	1,600	5,553	5,000	5,000	5,000
Contrib from Private Source	50	424	-	-	-	-
Reimb-Other	1,640	9,661	2,219	4,000	4,000	4,000
Refunds/Rebates	9,729	3,809	15,403	8,000	8,000	8,000
Transfer In-Economic Development	9,881	-	-	-	-	-
Transfer In-DDA	20,000	10,000	-	-	-	-
Miscellaneous Revenue	20	196	25	200	200	200
Bond or Insurance Recoveries	-	-	5,462	-	-	-
<b>Total General Revenue</b>	<b>15,218,765</b>	<b>15,453,561</b>	<b>15,968,508</b>	<b>16,547,854</b>	<b>16,580,097</b>	<b>16,831,554</b>
<b>Service Revenue</b>						
<b>General Government</b>						
Witness Fees	13	81	-	-	38	50
Zoning Board Of Appeals Fees	1,750	2,250	2,750	2,500	2,500	2,500
Plans & Specifications Review	335	2,581	1,662	1,000	1,000	1,500
Gis Enhanced Access Fee	8,252	8,068	8,774	8,200	8,500	8,500
Admin Services-Water Fund	448,444	440,383	463,418	459,480	459,480	459,888
Admin Services-Wastewater Fund	321,315	346,584	371,846	351,641	351,641	327,049
Admin Services-Refuse Fund	-	-	-	59,791	59,791	61,504
Admin Services - Building Safety	29,269	30,406	35,400	37,005	37,005	39,158
Admin Services - Stores & Equipment	-	38,214	35,028	38,829	38,829	36,431
Duplicating Charge	539	213	315	500	500	500
Sales-Miscellaneous	58	224	289	300	300	300
Plans & Specifications Sales	5,700	3,171	559	1,000	1,000	1,000
Vending Commissions/Sales	1,008	1,366	1,205	1,400	1,400	1,400
Other Charges For Services	11,327	7,602	10,338	18,000	18,000	4,000
Penalties	3,275	4,420	3,279	3,000	3,500	3,500
Miscellaneous Revenue	3,327	5,587	2,941	3,000	4,000	4,000
<b>Total General Government</b>	<b>834,612</b>	<b>891,150</b>	<b>937,804</b>	<b>985,646</b>	<b>987,484</b>	<b>951,280</b>
<b>Public Safety</b>						
Excavation Permit	17,799	4,750	4,700	6,500	6,000	6,000
Police Liaison	71,918	74,331	93,151	90,000	75,000	75,000
Emergency Medical Service Fees	974	742	677	-	37	-
Fire Inspection Fees	7,650	22,510	18,675	22,500	22,500	22,500
Plans & Specifications Review	12,550	10,790	10,200	12,000	12,000	12,000
Sex Offender Registration Fee	-	20	450	100	480	450
Police/Fire Service-Water	89,370	88,663	93,934	97,852	97,852	99,803
Ouil Fines	17,231	20,271	9,188	18,000	10,000	10,000
Penal Fines	62,582	75,930	66,013	70,000	66,000	66,000
Civil Fines	800	1,300	1,720	1,500	3,500	3,500
Zoning/Blight Fines	1,300	200	1,350	1,000	2,100	2,100

	Actual FY12-13	Actual FY13-14	Actual FY14-15	Amended Budget FY15-16	Projected Actual FY15-16	Adopted Budget FY16-17
Reimb-Demolitions	9,800	39,727	9,200	50,000	50,000	50,000
Miscellaneous Revenue	9,384	9,013	7,388	9,000	9,000	9,000
<b>Total Public Safety</b>	<b>301,358</b>	<b>348,247</b>	<b>316,646</b>	<b>378,452</b>	<b>354,469</b>	<b>356,353</b>
<b>Public Works</b>						
Blight Pickup	13,229	10,853	5,598	15,000	15,000	15,000
Weed Cutting	32,621	36,534	40,677	32,500	30,000	30,000
Charges For Services-Banners	1,750	1,500	900	1,500	1,000	1,000
Miscellaneous Revenue	16,190	18,966	27,288	25,000	25,000	25,000
<b>Total Public Works</b>	<b>63,790</b>	<b>67,853</b>	<b>74,463</b>	<b>74,000</b>	<b>71,000</b>	<b>71,000</b>
<b>Recreation &amp; Culture</b>						
Skate Sharpening	4,465	3,917	3,071	3,695	2,668	-
Youth Ball Program	20,808	22,343	20,781	20,800	20,800	20,800
Adult Ball Program	39,343	41,175	41,455	39,000	39,000	41,000
Adult Volleyball	4,115	4,896	4,615	5,200	5,200	5,200
Youth Basketball	6,654	7,146	4,881	5,760	-	5,760
Football Program	-	2,494	730	2,500	1,235	1,250
Track Program	1,044	1,302	714	1,272	1,272	1,272
Tennis Program	747	947	661	430	430	430
Skating Lessons	13,822	11,749	10,873	18,808	7,112	-
Sales-Concessions	35,790	34,893	30,709	37,750	26,622	-
Sales-Pro Shop	5,321	4,748	2,347	2,835	2,383	-
Sales-Miscellaneous	915	155	60	-	214	-
Admission-Swimming	-	-	-	-	-	-
Admission-Public Skating	23,484	25,584	22,092	27,325	20,971	-
Admission-Drop In Hockey	13,314	12,779	12,412	13,450	11,921	-
Admission-Sports Camp	11,095	4,569	90	-	60	-
Admission-Inflatables	93,995	64,729	60,455	70,210	34,170	-
Rent-Park Facilities	7,374	6,596	6,054	7,375	7,375	7,375
Rent-Ice Surface	221,508	212,051	164,869	215,519	165,058	-
Rent-Dry Floor	42,001	42,992	46,624	71,006	24,427	-
Rent-Meeting Room	10,200	3,901	1,150	-	16	-
Rent-Ice Skates	5,406	6,633	6,123	7,915	5,893	-
Rent-Lockers	270	95	-	-	25	-
Rent-Advertising Space	-	810	7,583	10,800	7,402	-
Commissions-Video Games	3,452	3,507	2,885	3,280	1,157	-
Commissions-Vending Machines	5,544	3,992	3,294	3,970	3,202	-
Miscellaneous Revenue	10,055	8,388	9,670	8,500	8,500	8,500
MMSC Miscellaneous Revenue	250	-	-	-	-	-
<b>Total Recreation &amp; Culture</b>	<b>580,972</b>	<b>532,391</b>	<b>464,198</b>	<b>577,400</b>	<b>397,113</b>	<b>91,587</b>
<b>Total Service Revenue</b>	<b>1,780,732</b>	<b>1,839,641</b>	<b>1,793,111</b>	<b>2,015,498</b>	<b>1,810,066</b>	<b>1,470,220</b>
<b>Operating Grants</b>						
<b>Public Safety</b>						
Miscellaneous Federal Grants	-	329	-	-	74,286	-
COPS Grant	63,427	-	-	-	-	-
Highway Safety Grant	-	-	1,803	-	-	-
Police Training-Act 302	4,635	4,811	15,683	8,000	11,956	8,000
EVIP Grant	49,000	21,043	-	-	-	-
Contribution-Monroe County	-	-	29,932	-	3,985	5,000
Contribution from Private Source	-	-	-	-	750	-
<b>Total Public Safety</b>	<b>117,062</b>	<b>26,183</b>	<b>47,418</b>	<b>8,000</b>	<b>90,977</b>	<b>13,000</b>
<b>Recreation and Culture</b>						
Contrib from Private Source	1,000	-	-	-	-	-
<b>Total Recreation and Culture</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Economic Development</b>						
Contribution - Monroe County	-	11,212	8	-	-	-
Contrib from Private Source	-	1,000	-	17,000	17,000	-
<b>Total Economic Development</b>	<b>-</b>	<b>12,212</b>	<b>8</b>	<b>17,000</b>	<b>17,000</b>	<b>-</b>
<b>Total Operating Grants</b>	<b>118,062</b>	<b>38,395</b>	<b>47,426</b>	<b>25,000</b>	<b>107,977</b>	<b>13,000</b>
<b>Total General Fund Revenue</b>	<b>17,117,559</b>	<b>17,331,597</b>	<b>17,809,045</b>	<b>18,588,352</b>	<b>18,498,140</b>	<b>18,314,774</b>

## GENERAL FUND EXPENDITURE DETAIL BY DEPARTMENT

Department Name	Actual FY13-14	Actual FY14-15	Amended Budget FY15-16	Projected FY15-16	Adopted Budget FY16-17	Pct of Budget
Mayor And Council	104,978	107,514	132,444	130,707	132,549	0.73%
City Manager	300,269	280,336	325,337	328,968	239,012	1.31%
Communications, Culture, Promotion	-	-	72,607	137,607	120,096	0.66%
Elections	18,361	29,271	41,089	41,089	37,845	0.21%
Clerk/Treasurer	415,816	440,533	427,991	425,307	359,884	1.97%
Assessor's Office	364,639	360,570	375,538	374,252	307,597	1.68%
Board Of Review	1,275	753	1,783	1,787	2,000	0.01%
Attorney's Office	133,479	139,048	140,662	139,912	145,912	0.80%
Audit	43,245	43,226	44,699	44,699	46,050	0.25%
Finance	349,474	321,170	365,490	353,201	310,339	1.70%
Human Resources	247,662	313,197	293,558	331,341	285,421	1.56%
Engineering	284,541	339,122	291,501	321,882	308,220	1.69%
Police Operating	5,920,206	520,703	610,244	610,244	558,420	3.06%
Police Training	4,811	15,683	8,000	11,956	8,000	0.04%
Liquor Law Enforcement	7,434	13,777	15,000	15,000	15,000	0.08%
Public Safety Division Personnel	-	8,446,547	8,829,947	8,692,247	7,479,631	40.94%
Fire Operating	3,116,335	287,341	335,718	335,718	299,217	1.64%
DPS General Operations	1,341,838	1,241,767	1,459,440	1,289,714	1,167,682	6.39%
Forestry	387,463	426,447	474,595	465,500	492,500	2.70%
Parks & Playgrounds	349,030	538,668	489,827	676,915	611,421	3.35%
City Hall/Grounds	243,388	261,623	281,480	279,678	258,998	1.42%
Planning Commission	3,358	2,666	4,315	4,315	4,415	0.02%
Community Development	251,196	243,347	332,053	284,326	231,829	1.27%
Historical District Commission	330	819	3,180	3,180	3,200	0.02%
Zoning/Ordinance Enforcement	133,818	173,226	268,483	352,599	266,481	1.46%
Administration & General	238,689	192,970	226,924	227,364	165,018	0.90%
Multi-Sports Complex	1,090,065	1,136,756	1,075,314	978,952	571,810	3.13%
Parks And Rec. Programs	87,746	87,437	110,128	110,863	113,875	0.62%
Non-Departmental	1,642,663	1,542,394	1,747,533	1,724,649	3,727,603	20.40%
<b>Total</b>	<b>17,082,109</b>	<b>17,506,911</b>	<b>18,784,880</b>	<b>18,693,972</b>	<b>18,270,025</b>	<b>100%</b>

## GENERAL FUND EXPENDITURE DETAIL BY CLASSIFICATION

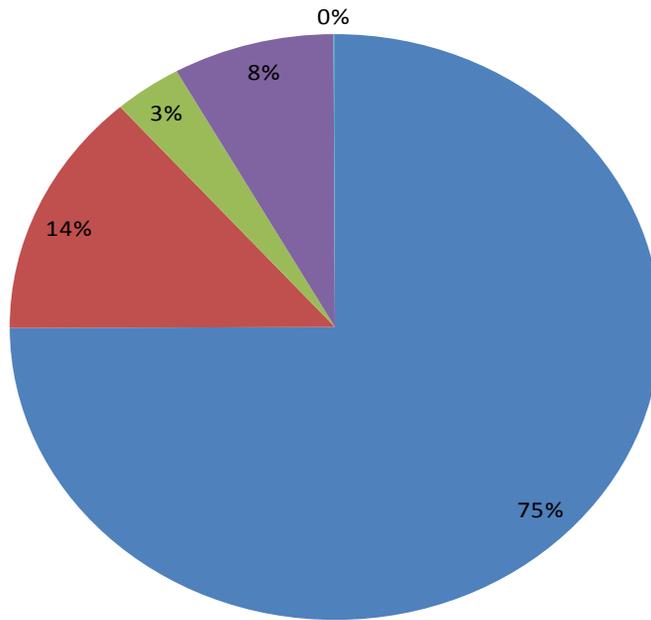
Description	Actual FY13-14	Actual FY14-15	Amended Budget FY15-16	Projected FY15-16	Adopted Budget FY16-17	Pct of Budget
<b>PERSONNEL</b>						
Full Time Salaries & Wages	\$ 5,748,396	\$ 5,718,527	\$ 6,330,076	\$ 6,093,483	\$ 6,488,476	35.51
Part Time Salaries & Wages	206,489	317,550	357,764	382,341	447,118	2.45
Overtime	651,084	690,751	504,274	620,780	469,791	2.57
Overtime-Part-Time	405	117	-	-	-	0.00
Shift Premium	24,369	24,514	25,000	25,000	25,000	0.14
Clothing Allowance	26,305	26,334	27,500	27,500	28,150	0.15
Food Allowance	5,400	4,050	4,050	3,688	3,600	0.02
Car Allowance	6,000	6,000	6,000	6,000	6,000	0.03
Uniform Allowance	28,262	28,557	31,450	31,450	32,750	0.18
Longevity	56,393	51,400	52,300	54,347	47,309	0.26
Sick Pay Bonus	76,414	75,589	92,844	78,954	90,457	0.50
On Call Bonus	1,500	1,500	1,500	2,000	2,000	0.01
Team Callout Pay	3,368	3,264	3,360	3,360	3,360	0.02
Report Time Pay	10,764	10,914	15,000	11,000	10,000	0.05
Holiday Pay	171,453	169,871	194,461	194,461	194,551	1.06
Fees & Per Diem	9,410	19,285	18,630	18,634	21,000	0.11
Proficiency Pay	186,159	197,622	214,900	214,900	204,900	1.12
Waiver-Health Insurance	17,760	17,894	20,650	20,135	23,650	0.13
Fica	181,379	182,217	206,316	203,376	213,461	1.17
Medicare	100,794	102,237	114,297	112,721	117,140	0.64
Life Insurance	30,352	21,483	22,760	22,632	22,533	0.12
Disability Insurance	1,926	1,824	1,945	1,934	1,837	0.01
Workers' Comp Insurance	119,475	128,964	131,735	131,735	136,563	0.75
Unemployment	20,996	6,766	2,321	2,423	-	0.00
Medical Insurance	848,894	842,219	959,894	848,063	828,155	4.53
Flexible Benefit Plan	-	30	60	70	60	0.00
Prescription Insurance	90,656	68,832	71,781	77,091	88,395	0.48
Dental Insurance	67,388	68,779	81,895	75,878	81,755	0.45
Post Retirement Health Care	2,604,452	2,547,772	2,514,938	2,514,938	307,037	1.68
Retiree Healthcare Savings Plan	-	34,106	56,514	56,047	69,030	0.38
Pension Contribution	1,423,146	1,553,036	1,629,413	1,629,326	1,776,287	9.72
Deferred Compensation	5,022	5,122	5,633	5,633	5,994	0.03
<b>PERSONNEL</b>	<b>12,724,411</b>	<b>12,927,126</b>	<b>13,699,261</b>	<b>13,469,900</b>	<b>11,746,359</b>	<b>64.29</b>
<b>SUPPLIES</b>						
Office Supplies	26,432	29,537	38,825	36,821	24,450	0.13
Copies	6,330	4,443	6,575	6,175	6,275	0.03
Postage	20,269	20,914	25,350	25,014	26,825	0.15
Operating Supplies	128,374	142,501	169,118	182,058	174,200	0.95
Operating Supplies - Vehicles	23,710	20,832	19,800	25,973	15,000	0.08
Ammunition	8,762	11,756	13,800	13,800	10,800	0.06
Uniforms/Clothing	17,456	21,512	55,959	56,259	32,500	0.18
Quarters Supplies	2,734	2,824	3,000	3,000	3,500	0.02
Safety Equipment	4,172	4,011	4,000	4,000	5,000	0.03
Fire Prevention Supplies	3,628	4,886	4,200	4,200	4,500	0.02
Medical Supplies	5,961	9,340	9,500	9,500	9,500	0.05
De-Icing Agent	-	2,150	2,500	2,451	2,500	0.01
Crime Prevention Supplies	1,298	-	1,000	1,000	1,000	0.01
<b>SUPPLIES</b>	<b>249,126</b>	<b>274,706</b>	<b>353,627</b>	<b>370,251</b>	<b>316,050</b>	<b>1.73</b>

Description	Actual FY13-14	Actual FY14-15	Budget FY15-16	Projected FY15-16	Budget FY16-17	Pct of Budget
<b>OTHER OPERATING</b>						
Mileage	176	290	625	625	625	0.00
Planting Materials	58	348	2,000	2,000	6,000	0.03
Vending Supplies	1,290	951	1,400	1,400	1,300	0.01
Repair & Maint Supplies	26,904	60,125	48,850	48,850	60,500	0.33
Resale Merch - Pro Shop	3,649	1,659	1,701	1,604	-	0.00
Resale Merch - Concessions	20,769	22,566	18,875	16,718	-	0.00
Info Sys User Fee	153,913	162,933	172,129	172,129	178,484	0.98
Legal Services	203,781	198,148	198,750	208,000	204,000	1.12
Actuarial Services	-	-	3,000	3,000	3,000	0.02
Audit Services	43,245	43,226	44,699	44,699	46,050	0.25
General Contract Services	278,220	341,097	456,918	513,352	364,390	1.99
Billing Service	-	-	-	-	-	0.00
Demolition Service	54,551	40,700	136,436	210,722	150,000	0.82
Personnel	236,003	227,321	184,474	150,608	-	0.00
Employee Physicals	17,458	14,452	9,200	11,700	12,500	0.07
Contractual - Ptax Sharing	4,742	5,126	5,500	5,454	5,800	0.03
Transaction Processing Costs	2,402	2,603	2,500	2,604	-	0.00
City Property Grass Mowing Services	115,948	120,610	126,000	120,000	122,500	0.67
High Grass/Weed Mowing Services	32,216	27,084	35,000	30,000	30,000	0.16
Witness Fees	291	135	300	300	300	0.00
Civil Service Commission	-	-	-	-	-	0.00
Legal Services-Civil Service Commission	-	-	2,000	2,000	2,000	0.01
Telephone	58,255	58,086	56,820	56,237	48,369	0.26
Training & Travel	56,020	61,460	75,350	82,506	83,560	0.46
Prisoner Transfer	35	-	100	100	100	0.00
Recruiting	1,046	-	1,000	1,000	1,000	0.01
Community Promotion	13,886	9,456	37,814	35,053	39,345	0.22
Awards & Gifts	410	350	500	500	500	0.00
Publishing/Advertising	24,319	31,819	27,979	24,511	19,580	0.11
Insurance Premium	130,515	114,480	119,950	120,429	-	0.00
Electric	213,382	205,581	189,025	190,792	81,695	0.45
Street Lighting	440,357	409,311	425,000	410,000	415,000	2.27
Natural Gas	84,002	78,415	99,200	66,803	37,650	0.21
Water & Wastewater	37,809	23,870	23,860	29,695	18,960	0.10
Maintenance - Buildings	74,112	64,486	96,500	94,032	82,250	0.45
Maintenance - Equipment	33,424	90,071	63,100	71,545	14,650	0.08
Maintenance - Vehicles	32,426	31,843	23,000	33,000	33,000	0.18
Maintenance - Radios	4,484	4,521	7,500	7,500	7,000	0.04
Maintenance - Office Equipment	8,024	7,546	8,698	9,046	8,575	0.05
Rental-Vehicle	304,950	312,600	323,220	332,620	354,645	1.94
Rental-Building	496,429	492,420	496,138	496,038	493,010	2.70
Rental-Equipment	229,461	280,555	236,409	249,482	257,552	1.41
Miscellaneous Expense	(70)	(40)	-	(5)	-	0.00
Property Taxes	4,010	3,363	3,700	3,500	3,500	0.02
Licenses, Fees & Permits	19,710	16,334	38,911	36,133	16,125	0.09
Reference Material	7,032	6,888	9,114	8,584	9,275	0.05
Memberships & Dues	28,365	32,719	38,711	40,393	35,660	0.20
Michigan Municipal League	6,710	6,818	6,927	6,927	7,000	0.04
SEMCOG	2,670	1,338	1,351	1,351	1,400	0.01
TMACOG	-	4,044	4,603	4,603	5,263	0.03
City Share SAD	10,352	126,593	127,275	138,433	139,000	0.76
Refund - Bor Settlement	19,630	15,295	25,000	35,000	25,000	0.14
Program Exp-Sports Complex	3,728	3,564	7,421	2,341	-	0.00
Program Exp-Hockey	1,624	2,205	2,142	1,150	-	0.00

Description	Actual FY13-14	Actual FY14-15	Budget FY15-16	Projected FY15-16	Budget FY16-17	Pct of Budget
Program Exp-Inflatables	16,496	23,043	25,541	11,088	-	0.00
Grant-Lesow Comm Ctr	140,000	140,000	140,000	140,000	140,000	0.77
Grant-Mpact	159,713	168,295	163,000	169,000	172,000	0.94
Grant-Monroe Cnty Library Sys	57,500	57,500	57,500	57,500	57,500	0.31
Loss in fair value of land inventory	-	-	-	-	-	0.00
Cash (Over)/Short	81	20	-	-	-	0.00
Contingencies	-	-	215,996	156,000	150,000	0.82
<b>OTHER OPERATING</b>	<b>3,916,513</b>	<b>4,154,223</b>	<b>4,628,712</b>	<b>4,668,652</b>	<b>3,945,613</b>	<b>21.60</b>
<b>CAPITAL OUTLAY</b>						
Operating Equipment	49,044	74,492	80,318	80,318	88,000	0.48
Office Equipment & Furniture	-	-	-	-	1,500	0.01
<b>CAPITAL OUTLAY</b>	<b>49,044</b>	<b>74,492</b>	<b>80,318</b>	<b>80,318</b>	<b>89,500</b>	<b>0.49</b>
<b>FORCE LABOR &amp; EXPENDITURE CREDITS</b>						
F/L Construction	422,968	553,845	452,000	508,500	417,500	2.29
Exp Cr-General Fund Departments	(381,210)	(510,448)	(410,500)	(507,496)	(375,000)	(2.05)
Exp Cr-Major Street Fund	(316,147)	(218,083)	(235,400)	(282,521)	(268,000)	(1.47)
Exp Cr-Local Street Fund	(344,294)	(292,179)	(284,500)	(218,069)	(213,000)	(1.17)
Exp Cr-Refuse Fund	(132,294)	(147,900)	(150,000)	(135,000)	(150,000)	(0.82)
Exp Cr-Parking Fund	(38,369)	(15,943)	(13,000)	(10,000)	(13,000)	(0.07)
Exp Cr-Grant Fund	(96,142)	(79,310)	(86,500)	(76,500)	(80,000)	(0.44)
Exp Cr-Airport Fund	(28,025)	(18,243)	(11,500)	(10,000)	(14,500)	(0.08)
Exp Cr-Capital Project Fund	(36,386)	(45,217)	(107,500)	(45,577)	(45,000)	(0.25)
Exp Cr-Wastewater Fund	(19,728)	(42,114)	(12,400)	(11,040)	(15,700)	(0.09)
Exp Cr-Water Fund	(130,508)	(129,934)	(122,500)	(120,000)	(100,000)	(0.55)
Exp Cr-Raw Water Partnership	-	-	-	-	-	0.00
Exp Cr-Stores & Equipment Fund	-	-	-	-	-	0.00
Exp Cr-Expendable Trust Fund	(474)	(202)	(1,000)	(3,208)	(2,000)	(0.01)
Expenditure Credit - BRA	(7,102)	(8,069)	(7,500)	(7,500)	(7,100)	(0.04)
Expenditue Credit-Chargeback	-	576	-	-	-	0.00
<b>FORCE LABOR &amp; EXP. CREDITS</b>	<b>(1,107,711)</b>	<b>(953,221)</b>	<b>(990,300)</b>	<b>(918,411)</b>	<b>(865,800)</b>	<b>(4.74)</b>
<b>DEBT SERVICE</b>						
Principal-City Hall	23,259	24,387	25,570	25,570	26,810	0.15
Principal-Fire	-	-	-	-	-	0.00
Principal-OPEB Bond	-	-	-	-	913,500	
Interest-Adv From Other Funds	8,160	8,160	8,160	8,160	8,160	0.04
Interest - City Hall	9,143	8,015	6,832	6,832	5,592	0.03
Interest-Fire	-	-	-	-	-	0.00
Interest-OPEB Bond	-	-	-	-	959,288	
<b>DEBT SERVICE</b>	<b>40,562</b>	<b>40,562</b>	<b>40,562</b>	<b>40,562</b>	<b>1,913,350</b>	<b>10.47</b>
<b>OPERATING TRANSFERS</b>						
Transfer Out-Major St	68,000	70,000	46,800	46,800	170,000	0.93
Transfer Out-Local St	457,224	470,000	288,200	288,200	200,000	1.09
Transfer Out-Parking Fund	80,000	-	-	-	-	0.00
Transfer Out-Economic Development	50,000	-	-	-	-	0.00
Transfer Out-Airport	22,718	7,193	-	10,000	7,793	0.04
Transfer Out-Debt Service	19,736	19,000	23,200	23,200	22,660	0.12
Transfer Out-Capital Project	485,486	394,830	585,500	585,500	488,000	2.67
Transfer Out-Post Retirement Health	-	-	-	-	206,500	1.13
Transfer Out-Cemetery	27,000	28,000	29,000	29,000	30,000	0.16
<b>OPERATING TRANSFERS</b>	<b>1,210,164</b>	<b>989,023</b>	<b>972,700</b>	<b>982,700</b>	<b>1,124,953</b>	<b>6.16</b>
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 17,082,109</b>	<b>\$ 17,506,911</b>	<b>\$ 18,784,880</b>	<b>\$ 18,693,972</b>	<b>\$ 18,270,025</b>	<b>94.87</b>

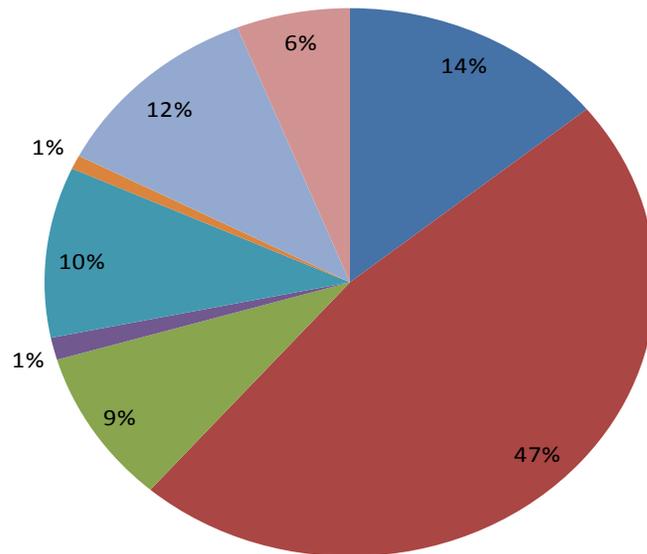
## General Fund Revenue Sources

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



## General Fund Expenditures by Function

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





## **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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Personnel Services</b>	\$ 64,872	\$ 64,674	\$ 65,698	\$ 65,846
<b>Supplies</b>	532	1,100	1,100	1,100
<b>Other Operating</b>	42,110	66,670	63,909	65,603
<b>Total</b>	\$ 107,514	\$ 132,444	\$ 130,707	\$ 132,549
Expenditures as a % of the General Fund	0.61%	0.71%	0.70%	0.73%

<b>CITY COUNCIL ACTIVITY MEASURES</b>					
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Est.	F17 Est.
Regular City Council Meetings	25	24	24	24	24
Special City Council Meetings	5	5	7	7	6
Council Work Sessions	15	25	25	20	20
Education & Trng Sessions Attended	5	5	5	5	5
Ordinances & Amendments Adopted	7	7	7	7	7
Public Hearings Held	24	19	24	20	20
Agenda Items Reviewed & Acted Upon	276	244	248	245	245
National and State Conferences Attended	4	4	4	3	3



# CITY COUNCIL GOALS & OBJECTIVES

## MONROE, MICHIGAN

2016/2017

### GOAL A: REVITALIZE NEIGHBORHOODS

- Objectives:*
1. Establish Community Development Director and Neighborhood Services
  2. Implementation of Neighborhood Enterprise Zone (NEZ) Ordinance
  3. Seek State and Federal funding for neighborhood revitalization
  4. Initiate a broad-based neighborhood redevelopment plan in the Orchard East district
  5. Facilitate compliance of City property maintenance policies and programs



### GOAL B: INVEST IN RECREATIONAL, CULTURAL, AND HISTORICAL ASSETS

- Objectives:*
1. Implement recommendations of the Parks and Recreation Master Plan
  2. Implement City forestry asset plan
  3. Finalize Monroe Multi-Sports Complex study and implement recommendations



### GOAL C: DEVELOPMENT OF RIVER RAISIN EAST MASTER PLAN & WINCHESTER CORRIDORS

- Objectives:*
1. Implement recommendations of the River Raisin Heritage Corridor – East Master Plan
  2. Implement Winchester Corridor Plan and Winchester Bridge enhancements
  3. Seek State and Federal support funding to enhance development of the River Raisin and Winchester corridors in conjunction with other public, private, and non-profit partners



### GOAL D: CONTINUE TO SUPPORT REVITALIZATION OF DOWNTOWN

- Objectives:*
1. Conduct Retail Study and residential Target Market Analysis
  2. Conduct Downtown Strategic Plan
  3. Implement Downtown Strategic Plan recommendations



### GOAL E: PROMOTE COMMUNITY PARTICIPATION AND AWARENESS PROGRAMS

- Objectives:*
1. Enhance City Hall interaction with residents, visitors, & businesses through newsletter, written and digital communications
  2. Enhance technology to engage community involvement and feedback
  3. Complete Council Chamber technology improvements



### GOAL F: PROVIDE QUALITY OF LIFE SERVICE WITH FISCAL RESPONSIBILITY

- Objectives:*
1. Maintain funding for Capital Improvement Projects
  2. Continue reinvestment in community infrastructure
  3. Explore partnerships with surrounding governmental jurisdictions
  4. Enhance Customer Service
  5. Implement Branding Initiative



Mayor - Robert E. Clark

City Council - Paula L. Whitman, John Iacoangeli, Kellie M. Vining, Charles D. Evans, Gloria Rafko, and William D. Sisk

## **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 2015/2016**

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 recruitment and hiring of three (3) additional Firefighter-Paramedics.
- 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 2016/2017**

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 2016-2017 Council goals and objectives, including the following:

- Continuing action to improve the effectiveness of programs related to property maintenance.
- Working with other partner agencies, further initiate and implement actions necessary to achieve early-phase implementation of Heritage-East

Corridor Plan objectives.

- 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.
- Continue providing organizational leadership and direction for providing effective and efficient municipal services, under the priorities set and policy guidance provided by the Mayor and City Council.

<b>CITY MANAGER PERFORMANCE INDICATORS</b>					
	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Est.	FY17 Est.
Council Requests Responded To	45	45	50	50	50
Agenda Items Reviewed & Processed	276	244	248	245	245
Activities & Issues Reports	25	25	25	25	25
Policy Resolutions Developed	5	5	4	4	4
Legislative Issues Monitored	8	8	6	6	6
Intergovernmental Relation Contacts	55	50	45	45	45
New Programs Developed	4	4	4	4	4
Labor Relations Meetings	55	60	50	50	50
Economic or Community Development Meetings Attended	40	40	40	38	38

### FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>City Manager's Office</b>				
Personnel	\$ 265,978	\$ 288,971	\$ 293,465	\$ 221,716
Supplies	948	2,250	2,250	2,250
Other Operating	13,410	34,116	33,253	15,046
<b>Total</b>	<b>\$ 280,336</b>	<b>\$ 325,337</b>	<b>\$ 328,968</b>	<b>\$ 239,012</b>
<b>Expenditures as a % of the General Fund</b>	1.60%	1.73%	1.76%	1.31%

## **Communications, Culture and Community Promotion**

The Communications, Culture and Community Promotion Department is responsible for planning, development and implementation of the City's marketing strategies and communications, internal and external public relations activities, and cultural activities.

### **Objectives**

1. Provide effective communication with citizens, staff and council.
2. Oversees the development and updating of the City's print and other media communications including information and marketing materials and electronic.
3. Increase the understanding of and support for city programs, policies and projects.
4. Develop positive media relations that provide balanced coverage of city issues.
5. Ensure timely and accurate public information of city operations, projects and policies, council action, crisis/disaster communications, economic vitality initiatives, and awareness campaigns through traditional media, social media and the internet.
6. Oversee Internet content standards and social media guidelines to inform community members about city services and programs and to provide additional engagement opportunities outside of scheduled public activities.
7. Manage marketing partnerships with other community organizations and relationships with associated consultants and vendors.

The City's Communications Director, under the supervision of the City Manager, works with the City's elected and executive leadership team and staff in identifying internal and external communications opportunities and solutions, and to defines and executes appropriate strategies to support them. The Director serves as a spokesperson and lead point person on media interactions that help promote and positively impact the community and organization. The office actively engages, cultivates and manages press relationships to ensure coverage surrounding the City's programs, cultural and special events, public announcements and other projects.

## ACCOMPLISHMENTS – FISCAL YEAR 2015/2016 FROM JANUARY 4TH TO JUNE 30, 2016

- City of Monroe Rebranding Project ~ implementation of City rebranding process, in collaboration with a supervision of the consultant.
- Fire Station Millage ~ development and implementation of the 2016 public information campaign, including messaging, strategy, interdepartmental collaboration, graphic design, web site, video PSA, media relations, etc.
- City of Monroe Social Media Policy and Strategy ~ development and implementation, including launch of the City of Monroe official Facebook page and daily administration of the site.
- City Web Site Redesign ~ generated a request for proposals, collaborated with staff for company selection.
- Various marketing and promotional material graphic design, online and print.
- Collaboration with the following City Departments and assistance on:
  - Commission on the Environment: *River Raisin Legacy Project Field Guide*
  - Water Department: *Lead Advisory Flyer for mailer insert*
  - Fire Department: *Fire Millage mailer, vote logo, posters, web site, etc.*
  - Building and Planning : *Downtown Resource Fair invitation and presentation slides, charts/graphs*
  - Engineering: *Arbor Day invitation and agenda*
  - Mayor's Office: *City Council Goals and Objectives document*
  - Human Resources: *City Manager recruitment piece*
- Generated and disseminated various official press releases to print, radio and television entities.
- Coordination of various media entities and representatives, including arranging media appearances for city staff and representatives.
- Development of streamlined messaging for issues of public relations concerns, collaborating and coaching peer for statement delivery.
- Service on behalf of the City on the following committees and boards:
  - MPACT
  - County Bicentennial Alliance

## GOALS FOR FISCAL YEAR 2016/2017

- Expand the City’s on line presence via Social Media.
- Complete the web site redesign project and launch of new web site.
- Complete the rebranding project and begin implementation.
- Develop repository of photographs representing Monroe for marketing and various media use.
- Develop and pursue grant funding for educational programming in tandem with development of possible new fire station – ie., safety town for youth and outreach.
- Pursue collaboration with the Detroit Institute of the Arts Inside/Out program.
- Refine city’s emergency response plan to include updated communication methods.
- Development of an e-newsletter for citizens via new web site interface.
- Update of the Action Line program as it pertains to the new web site in collaboration with other city departments.
- Develop database of citizen user email and sms contacts.
- Begin development of City of Monroe smart phone app.

## FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Communication, Culture, &amp; Community Promotions</b>				
Personnel	\$ -	\$ 46,298	\$ 46,298	\$ 103,413
Supplies	-	2,000	2,000	2,000
Other Operating	-	24,309	89,309	14,683
<b>Total</b>	<b>\$ -</b>	<b>\$ 72,607</b>	<b>\$ 137,607</b>	<b>\$ 120,096</b>
<b>Expenditures as a % of the General Fund</b>	0.00%	0.39%	0.74%	0.66%

**CLERK-TREASURER OFFICE  
BUDGET NARRATIVE  
2016/2017**

**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. We continue to review existing procedures related to the execution of our responsibilities to insure the most efficient and relevant delivery of service for both external and internal constituents.

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

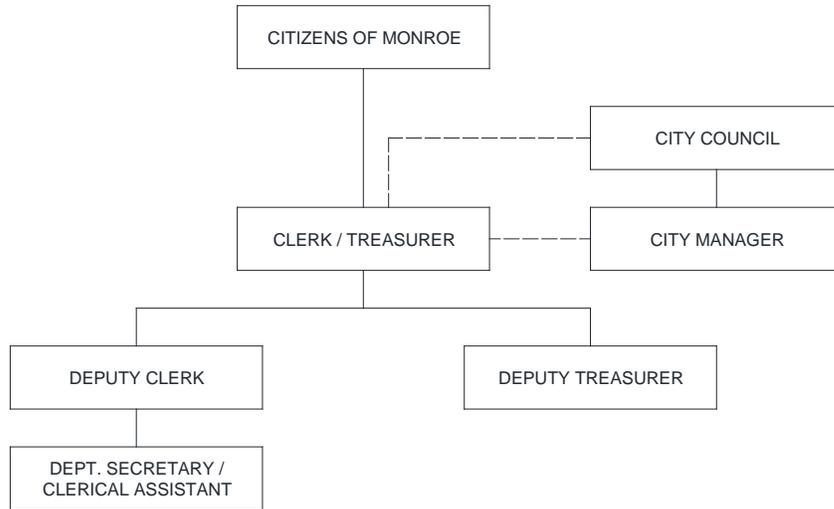
- Prepare and administer the Oaths of Office for Police Officers, Board Members, Election Workers and other City Officials as required.
- Attend City Council meetings, Civil Service Commission meetings and serve as secretary to the Pension Board, as directed.
- Respond to phone, walk-in and mail inquiries, 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.

### **GOALS AND OBJECTIVES**

- Clerk-Treasurer to complete Clerk Accreditation process as stipulated by Michigan election law, MCL 168.31(k)
- Review contractual agreement with Monroe County Community Credit Union to insure contractual obligations are being met and high level of customer service is being maintained.
- Review of all Clerk-Treasurer department procedures to maintain and improve delivery of customer service to external and internal constituents.
- Enhance Clerk-Treasurers on-line presence and outreach to the community

- 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.

### CLERK - TREASURER ORGANIZATIONAL CHART



## FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Elections</b>				
Personnel	\$ 16,325	\$ 17,089	\$ 17,089	\$ 19,145
Supplies	9,337	20,250	20,250	14,050
Other Operating	3,609	3,750	3,750	4,650
<b>Elections Total</b>	<b>29,271</b>	<b>41,089</b>	<b>41,089</b>	<b>37,845</b>
<b>Clerk/Treasurer's Office</b>				
Personnel	379,046	362,749	360,065	295,649
Supplies	8,593	11,800	11,800	11,800
Other Operating	52,894	53,442	53,442	52,435
<b>Clerk/Treasurer's Total</b>	<b>440,533</b>	<b>427,991</b>	<b>425,307</b>	<b>359,884</b>
<b>City Clk/Treas Dept. Total</b>	<b>\$ 469,804</b>	<b>\$ 469,080</b>	<b>\$ 466,396</b>	<b>\$ 397,729</b>
<b>Expenditures as a % of the Total General Fund</b>	2.68%	2.50%	2.50%	2.12%

## 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 400 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 350 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 100 assessments are typically appealed to the City March Board of Review annually, and 78 appeals were made to the 2015 March Board of Review. 11 assessments are under appeal at the Michigan Tax Tribunal.

The Assessor's Office typically processes approximately 925 property ownership changes and approximately 650 principal residence exemption changes (662 during 2015) annually, calculates millage rollback fractions and prepares assessment and summer and winter tax rolls including ad valorem (9,195 parcels), lessee-user (32 parcels), Michigan Department of Natural Resources (3 parcels), Michigan Land Bank Fast Track Authority (2 parcels), Industrial Facilities Tax (34 parcels), Obsolete Properties Tax (52 parcels), Downtown Development Authority (801 parcels), and Brownfield Redevelopment Authority (275 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, 2013 to September, 2015 were performed for all residential neighborhoods for the 2016 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 2016 assessment roll would have been from October, 2014 to September, 2015. 2016 residential assessed values increased from 2015 levels by approximately 7.9% overall in the 56 residential neighborhoods. However, a few individual neighborhoods experienced decline typically ranging from approximately .5% to 2.8%, while all others experienced improvement typically ranging from approximately .3% to 28.8%.

Based on a sales study utilizing the two-year cycle of sales from October, 2013 to September, 2015, 2016 assessed values in commercial real neighborhoods declined by approximately 2.1% overall including Michigan Tax Tribunal reductions, or 1.6% excluding 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, 2016 assessed values in the industrial real neighborhood declined by approximately .1% overall with the exception of the Detroit Edison Power Plant.

Values were changed as necessary for the 2016 roll as a result of building permit work performed during 2015 for all real classes. The usual annual canvass, or field survey, for taxable personal property in the City was performed during late December, 2015 and early January, 2016 for the 2016 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 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;

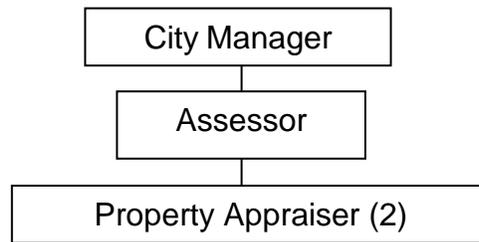
5. Detroit and Harbor Avenues, Rose Street, and Dixie Drive; 6. Riverview and Arbor Avenues from East Elm Avenue to, but excluding, Scottwood Avenue; 7. Maple Boulevard and Michigan Avenue from East Elm Avenue to the Mason Run Drain; and 8. East Elm and Noble Avenues and East Lorain Street between Riverview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

During 2014, 1,011 residential parcels were field 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.

During 2015, 1,142 residential parcels were field reviewed/inspected in the following areas: 1. South of the Raisin River, east of Kentucky Avenue; 2. Cole Road Between Glenridge Lane and Riverview Avenue except 2 parcels assigned to another area, Riverview Avenue from Cole Road to (but excluding) Maywood Avenue except 8 parcels assigned to another area, Arbor Avenue from Cole Road to Linwood Avenue except 15 parcels assigned to another area, Oakwood Street from Riverview Avenue to (but excluding) North Macomb Street, and nine parcels on the northernmost portions of Michigan Avenue and Maple Boulevard (eastern segment); 3. East Elm Avenue between North Monroe Street and North Macomb Street; 4. Fern Court and 2 parcels on the south side of East Noble Avenue; 5. East Lorain Street from (but excluding) Hollywood Drive to (but excluding) South Macomb Street; 6. Linswood Estates Condominiums (North Macomb Street); 7. Donnalee, Richards, Riverside, Ross, Theodore, John Rolfe, and Dane Drives, Riverside and Richards Courts, and West Lorain Street between Dane Drive and John Rolfe Drive; and Monroe Crossings Condominium (Laplaisance Road).

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



CALENDAR YEAR	Actual 2013	Actual 2014	Actual 2015	Projected 2016	Projected 2017
Residential sales	398	415	387	400	400
Commercial/industrial sales	45	41	34	40	40
Income/expense statements	374	0	338	0	350
Personal property statements	758	742	734	750	750
Personal property estimates	415	399	461	425	425
Valuation notices	8,856	8,900	8,866	8,900	8,900
Value-affected building permits	119	152	96	120	120
March BOR appeals	147	120	78	100	100
July BOR changes	86	122	119	120	120
December BOR changes	52	70	67	70	70
Tax court appeals pending	16	15	11	15	15
Tax court appeals decided	16	15	7	10	10
Property ownership changes	907	896	927	925	925
Homestead exemption updates	281	324	350	350	350
Homestead exemption rescissions	255	237	269	250	250
Homestead exemption denials	25	84	43	50	50
Rolls	15	15	15	15	15
Special assessment rolls	4	1	1	3	3
Property splits	10	4	2	3	3
Property combinations	5	4	9	5	5
City property value estimates	2	4	3	3	3
Poverty exemption applications	21	20	18	20	20
Field reviews/inspections	1,228	1,011	1,142	1,075	1,074

<b>FUNDING LEVEL SUMMARY</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Requested</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY15-16</b>	<b>FY16-17</b>
<b>Assessor's Office</b>				
Personnel	\$ 340,599	\$ 352,884	\$ 351,580	\$ 285,997
Supplies	5,925	6,175	6,175	6,175
Other Operating	14,046	16,479	16,497	15,425
<b>Total Assessor's Office</b>	<b>360,570</b>	<b>375,538</b>	<b>374,252</b>	<b>307,597</b>
<b>Board of Review</b>				
Personnel	\$ 753	\$ 1,783	\$ 1,787	\$ 2,000
<b>Total Board of Review</b>	<b>753</b>	<b>1,783</b>	<b>1,787</b>	<b>2,000</b>
<b>Total Assessor's Department</b>	<b>\$ 361,323</b>	<b>\$ 377,321</b>	<b>\$ 376,039</b>	<b>\$ 309,597</b>
<b>Expenitures as a % of the General Fund</b>	2.06%	2.01%	2.01%	1.69%

## **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.

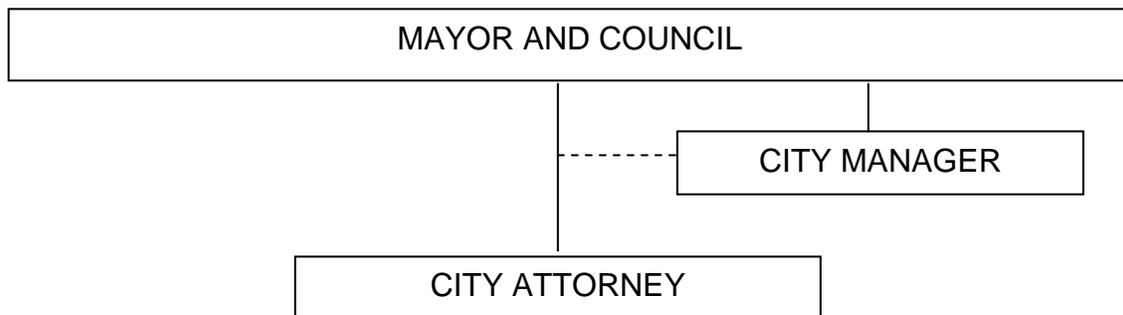
- 5) Representing the legal interests of the City of Monroe in civil legal proceedings; drafting and filing pleadings, motions and other legal documents; appearing as Counsel for the City of Monroe in all Monroe County Courts (District, Circuit and Probate), as well as all Michigan and Federal Courts (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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Supplies</b>	\$ 456	\$ 575	\$ 575	\$ 575
<b>Other Operating</b>	138,592	140,087	139,337	145,337
<b>Total</b>	<b>\$ 139,048</b>	<b>\$ 140,662</b>	<b>\$ 139,912</b>	<b>\$ 145,912</b>
 <b>Expenditures as % of General Fund</b>	0.79%	0.75%	0.75%	0.80%

## 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 2016 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 2015 Comprehensive Annual Financial Report (CAFR). The City has received the award every year beginning with the 2001 (June 30, 2001) fiscal year.

The City issued one new bond and refunded another bond during the 2016 fiscal year. The new bond that was issued was an Other Post-Employment Benefit (OPEB) bond that funded a portion of the City's unfunded accrued liability for retiree healthcare benefits. The bond amount was \$35.5 million. It is estimated that the bond could save the City over \$500,000 on its annual contribution to the Retiree Healthcare Trust Fund.

The other refunding bond was issued to refinance a bond that was issued in 2008 for the purpose of financing improvements to the City water system. The issue reduced annual debt service payments through 2028 by \$440,138 in total, or \$35,000-\$40,000 per year.

The accounts payable process was made paperless during the fiscal year by implementing a workflow process through the City's document imaging software, Laserfiche. This change will improve the efficiency of the process and reduce the need for storage in the City Hall archive room.

Some progress was made in regard to submitting the annual budget for GFOA award certification. The budget now includes some additional documentation in regard to financial policies, budgeted employment positions, and the capital improvement program. Additional steps will be taken with the creation of the 2018 budget document.

Department FY2017 goals include the following:

- Continue transitioning the budget document towards GFOA certification eligibility
- Transition the City budget process to a multi-year budget process
- Evaluate with the City Manager and the City Council the implementation of Priority Based Budgeting
- 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
- Convert to paying more vendors electronically versus by check
- Continue adjustment of staffing by making a part-time Accountant I position full-time

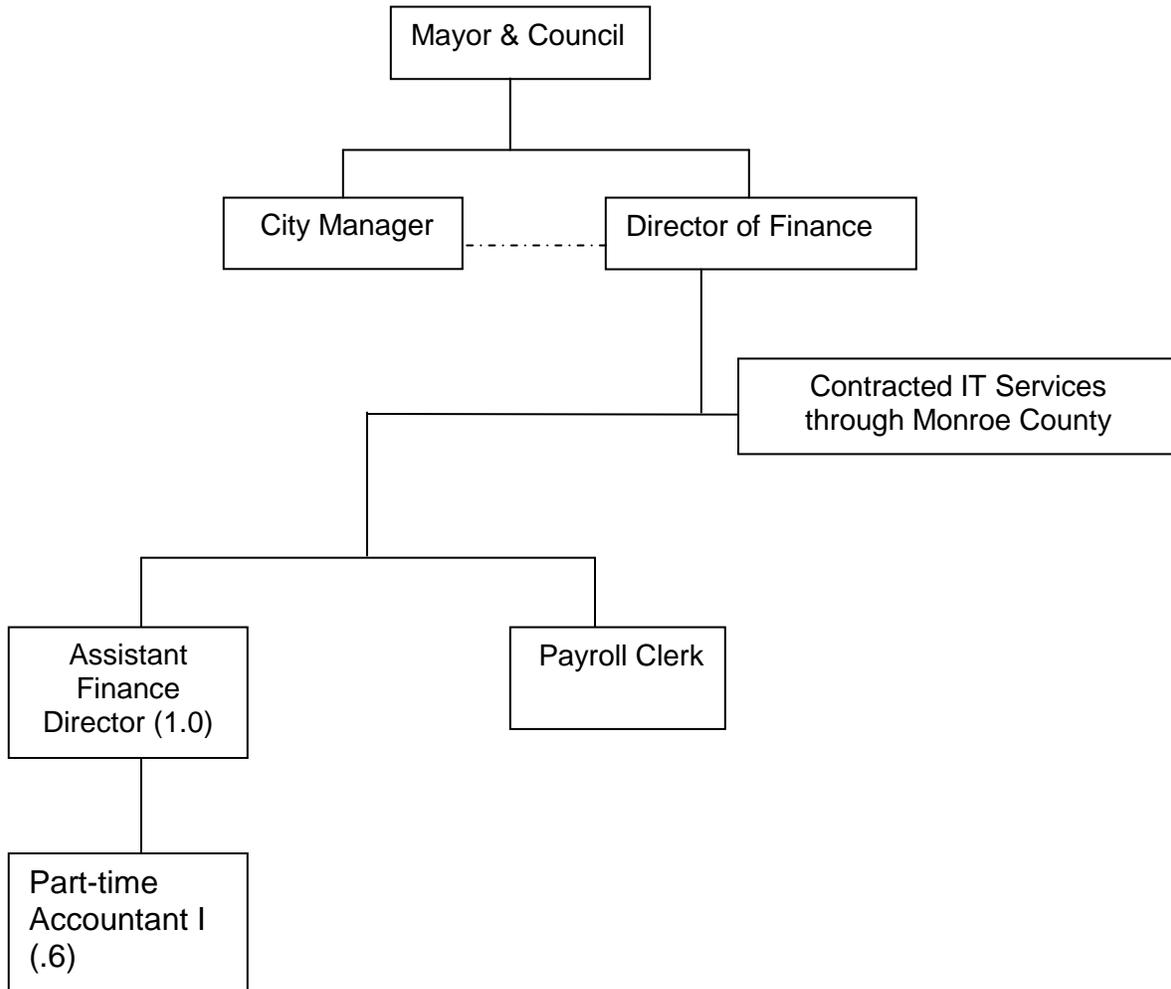
## Performance Measures

Measure	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Estimate
A/P Invoices Processed Monthly (Avg)	704	761	761	803	810	820
Non-Payroll Checks Issued Monthly (Avg)	185	191	187	175	170	165
Auditor Review Comments Received/Addressed	0/0	1/1	0/0	0/0	0/0	0/0
No. Void/Rewritten Payroll Checks/Month	0	0.25	0	0	0	0
Paid Overtime Hours	38.5	25	33	21.25	25	25
Budget Amendments Prepared	219	336	319	272	275	275
Staff Outside Training Sessions	6	5	7	4	7	7

## FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Audit</b>				
<b>Other Operating</b>	\$ 43,226	\$ 44,699	\$ 44,699	\$ 46,050
<b>Total Audit</b>	<b>43,226</b>	<b>44,699</b>	<b>44,699</b>	<b>46,050</b>
<b>Finance</b>				
<b>Personnel</b>	308,288	344,659	330,272	290,606
<b>Supplies</b>	3,410	4,750	6,100	4,100
<b>Other Operating</b>	11,525	18,581	19,329	17,733
<b>Expenditure Credits</b>	(2,053)	(2,500)	(2,500)	(2,100)
<b>Total Finance</b>	<b>321,170</b>	<b>365,490</b>	<b>353,201</b>	<b>310,339</b>
<b>Finance Dept. Total</b>	<b>\$ 364,396</b>	<b>\$ 410,189</b>	<b>\$ 397,900</b>	<b>\$ 356,389</b>
<b>Expenditure as a % of Total</b>	2.08%	2.18%	2.13%	1.95%

## Department of Finance Organization Chart



## **HUMAN RESOURCES DEPARTMENT Fiscal Year 2016-2017**

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.

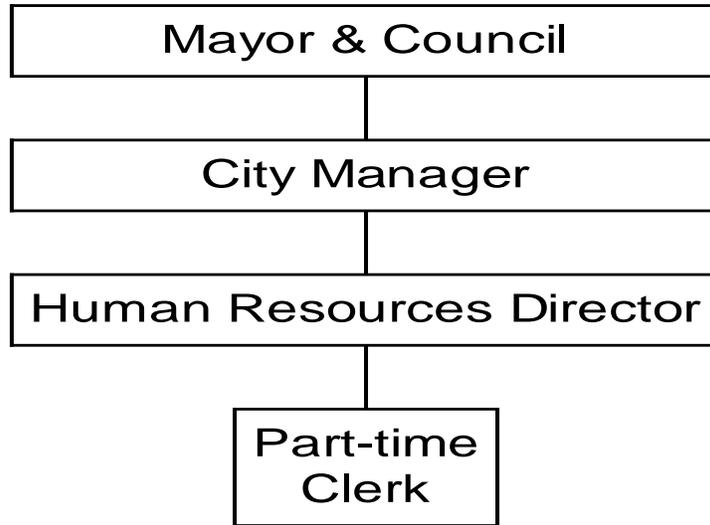
## **ACCOMPLISHMENTS FOR FY 2015/2016**

- Successfully negotiated two collective bargaining agreements with POAM/Police and COMEA Unit II (supervisors) which expired on 12/31/15.
- 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 8 new hires and/or internal promotions.
- Annual development and administration of the City's Medicare Part D – Retiree Subsidy reimbursement program.
- Implementation of the City's Compensation and Job Evaluation Plan for the non-union group.

## **GOALS AND INITIATIVES FOR FY 2016/ 2017**

- Successful negotiation of four collective bargaining agreements which have expired on 12/31/15.
- Assist the Civil Service Commission in improving the recruitment process for Public Safety.
- Provide leadership and guidance in the continued development, implementation and administration of policies & procedures.
- 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 to promote employee safety through education, training and compliance.

**HUMAN RESOURCES DEPARTMENT  
ORGANIZATIONAL CHART**



<b>FUNDING LEVEL SUMMARY</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY15-16</b>	<b>FY16-17</b>
<b>Human Resources</b>				
Personnel	\$ 115,666	\$ 122,382	\$ 121,985	\$ 123,085
Supplies	2,830	2,750	2,750	2,750
Other Operating	194,701	168,426	206,606	159,586
<b>Total</b>	<b>\$ 313,197</b>	<b>\$ 293,558</b>	<b>\$ 331,341</b>	<b>\$ 285,421</b>
<b>Expenitures as a % of</b>				
<b>the General Fund</b>	1.79%	1.56%	1.77%	1.56%

## ACTIVITY MEASURES – INDICATORS

	Projected FY 14/15	Actual FY 14/15	Projected FY 15/16	Projected FY 16/17
<b>Performance Indicators</b>				
<b><i>Job Openings – Internal/External</i></b>	12	13	13	6
Full Time Employees Hired	12	3	13	6
Applications For Open Positions	50	25	30	35
Reclassification Requests Received	6	1	4	0
Job Descriptions Up-Dated	80	12	91	0
Police/Fire Promotional Test	3	2	2	2
Labor Contracts Negotiated	6	6	6	0
Labor Contracts Negotiated in #312	0	0	0	0
Labor Grievances Processed	5	2	4	3
Grievances Arbitrated	2	0	0	0
Employee Turnover % of Total Budgeted Positions	8.9%	6.6%	10.2%	3.5%
Retirements % of Total Budgeted Positions	2.4%	2.9%	6.9%	2.9%
% Minorities in Work Force	1.8%	1.1%	2.3%	2.5%

## **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, City trees and signs, 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, three Engineering Technicians, GIS-CAD Section Leader, and Departmental Aide all have offices or workspaces in the first floor of City Hall. 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, such as billing and processing high grass violations. 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. Departmental clerical personnel are continuing what is an extremely 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. For the past several years, 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 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 2015, the Engineering Department again successfully implemented the City's Capital Improvements Program as budgeted by the City Council. The City also continued its street maintenance program in 2015, which focuses largely on crack sealing and / or slurry sealing all roadways that were last resurfaced in the past twenty (20) years, in order to keep as many roadway surfaces in good shape as possible. This contract 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.

2015 saw the value of City construction contracts of totaling \$4.750 million, down from the value of \$6.130 million in 2014. Of the 27 contracts with payment activity in 2014, five (5) were greater than \$250,000 in 2015 expenditures, with the largest of these, the Roessler Street Bridge Rehabilitation (\$1,342,739 in costs), being administered and inspected by a consulting firm. Six (6) of the other projects, totaling another \$347,120, were substantially designed and / or administered by consulting firms or architects due to their specialty nature.

The remaining \$3.06 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 2014 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 2015. 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 2015, but in prior years. All of this \$3.06 million in remaining work was surveyed, designed, inspected, and administered internally by Engineering Department staff.

## 2015 Construction Contracts

Contract Name	2015 Work
Roessler Street Bridge Rehabilitation	\$ 1,342,738.56
2015 Water Main Replacement Program	\$ 740,335.95
2015 Curb Repl. & Resurfacing Prog,	\$ 577,177.48
East Third Street Resurfacing	\$ 479,900.06
Exeter Township Water Main Loops	\$ 294,044.12
2014 Bituminous Pavement Main. Prog,	\$ 168,308.10
Ozone System Modifications	\$ 134,091.00
2015 Sidewalk Replacement Program	\$ 131,284.62
W. Fourth St. Sanitary Sewer & Paving	\$ 120,363.33
2014 Curb Replacement & Resurfacing	\$ 115,745.93
Phase II - Building Improvements - ALCC	\$ 98,845.23
E. Noble Ave. Water Main	\$ 96,469.21
2014 Sanitary Sewer Rehabilitation Prog.	\$ 68,085.25
2015 Sanitary Sewer Rehab. Program	\$ 61,541.75
Window Replacement - Navarre Library	\$ 57,291.50
Borgess Avenue Paving	\$ 40,438.47
2015 Bituminous Pavement Patch Prog.	\$ 39,268.23
2015 Pavement Marking Program	\$ 31,572.11
E. Noble Ave. Resurfacing (MDOT)	\$ 29,561.20
Phase III - Bldg. Impr. - ALCC - Base	\$ 28,206.10
2010-11 Water Main Repl. - Group 2	\$ 24,900.00
Western / Huron WM Repl. / Resurf.	\$ 23,511.57
MCC A & B Replacement	\$ 21,433.00
2014 Sidewalk Replacement Program	\$ 14,003.11
Phase III - Bldg. Impr. - ALCC-Fire Alarm	\$ 7,253.40
2014 Pavement Marking Program	\$ 2,280.29
2013 Curb Replacement & Resurfacing	\$ 1,000.00
<b>Totals</b>	<b>\$ 4,749,649.57</b>

The largest contract in 2015 was for the rehabilitation of the Roessler Street Bridge, which was funded by voter-approved millage and rehabilitated beam ends, railings, lights, and other elements, and narrowed the roadway to three (#) lanes while widening both sidewalks substantially. The second and third-largest contracts, respectively, were annual water main and resurfacing / curb replacement contracts. Water main replacement locations included East Third Street from Scott to Winchester, Linwood Avenue from Riverview to Maple, North Monroe Street from Elm to Willow, and Marion Drive. Streets included in the resurfacing program were Richards Drive from Riverside to Donnalee, Linwood Avenue from Riverview to Maple, Maple Boulevard from Mason Run Drain to Linwood, and the resurfacing / widening of the second phase of the Mark G. Worrell Trail, which results in this trail now being completed from Munson Park to Telegraph Road. Our largest single stand-alone roadway project and fourth-largest contract was the Federally-funded resurfacing of East Third Street from Scott to Winchester, and our-fifth largest contract was installation of new mains to close three (3) dead-end loops in Exeter Township. As usual, the City administered a contract for sidewalk replacement that was completed in 2015, and our typical slurry sealing / crack sealing / asphalt patching contracts were

completed in 2015, as well as a separate contract for pavement marking maintenance. 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 2015 in continuing to manage a high project loading with a relatively lean in-house staff.

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 making significant headway with this issue, with hopes that all backlogged work can be completed this year.

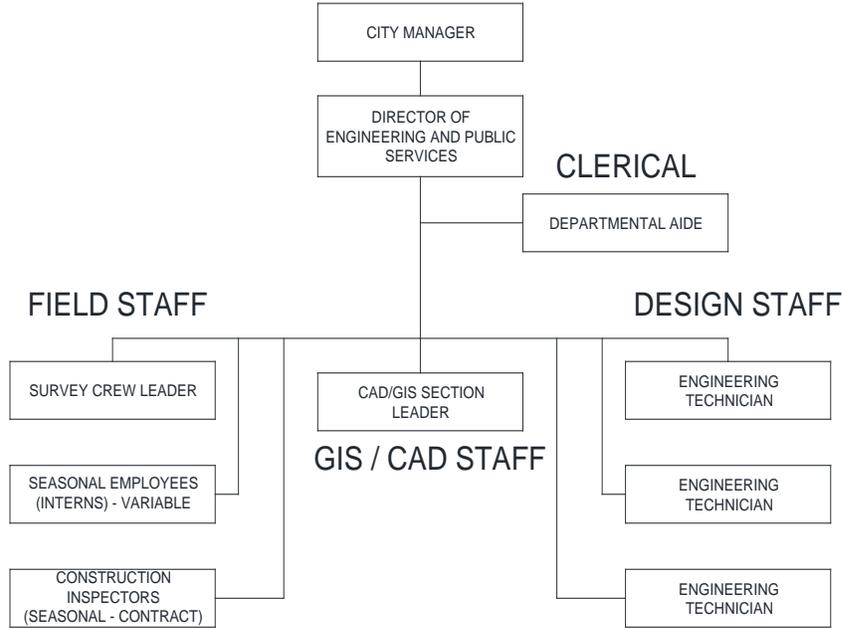
## FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Personnel</b>	\$ 650,314	\$ 662,289	\$ 650,153	\$ 600,646
<b>Supplies</b>	11,241	11,800	11,000	11,600
<b>Other Operating</b>	63,000	55,812	55,052	53,174
<b>Capital Outlay</b>	-	-	-	1,500
<b>Operating Total</b>	<b>724,555</b>	<b>729,901</b>	<b>716,205</b>	<b>666,920</b>
<b>Expenditure Credits</b>	(385,433)	(438,400)	(394,323)	(358,700)
<b>Total</b>	<b>\$ 339,122</b>	<b>\$ 291,501</b>	<b>\$ 321,882</b>	<b>\$ 308,220</b>
 <b>Expenditures as a % of the Total General Fund</b>	 1.94%	 1.55%	 1.72%	 1.69%

**ENGINEERING DEPARTMENT ACTIVITY MEASURES - CALENDAR YEAR**

Performance Indicator	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimate	2017 Estimate
Site Plan Reviews	38	29	23	57	60	70
Contracts Awarded	14	16	12	12	15	15
Contract Value (\$Millions)	\$9.087	\$6.125	\$6.130	\$4.750	\$3.500	\$4.500
Special Assessment Districts	3	2	1	1	3	2
Engineering & Inspection Fees	\$511,446	\$414,078	\$353,094	\$480,878	\$430,000	\$425,000
Private Developments Monitored	1	1	0	2	2	2
Parking Lot Program Projects	2	0	0	0	0	0
Streets Resurf., Curbs Repl.(mi.)	1.98	1.50	2.89	1.30	1.23	1.50
Miles of Streets Crack Sealed	1.22	5.46	0.00	10.87	5.00	5.00
Miles of Streets Slurry Sealed	0.32	0.58	0.00	0.19	0.50	0.50
Miles of New Streets Added	0.00	0.00	0.02	0.00	0.00	0.00
Total City Street Mileage	82.72	82.72	82.74	82.74	82.74	82.74
Water Mains Replaced (miles)	0.58	2.71	1.35	0.98	0.68	1.00
New Water Mains Installed (miles)	16.25	8.49	0.00	0.77	1.00	1.00
Total City Water Mains (miles)	368.36	376.85	376.85	377.62	378.62	379.62
Sanitary Sewer Rehab. (miles)	2.16	0.61	0.00	0.56	0.38	0.50
New Sanitary Sewers (miles)	0.14	0.00	0.09	1.52	0.10	0.10
Total City Sanitary Sewers (miles)	240.83	240.83	240.92	242.44	242.54	242.64
Storm Sewers Replaced (miles)	0.01	0.00	0.01	0.01	0.10	0.10
Storm Sewers Installed (miles)	0.05	0.21	0.03	0.00	0.25	0.25
Total City Storm Sewers (miles)	60.95	61.16	61.19	61.19	61.44	61.69
Squ. Ft. of Sidewalk Replaced	32,565	20,150	23,704	15,995	20,000	20,000
Squ. Ft. of New Sidewalk	3,892	0	3,360	0	1,034	1,000
Mileage of all City Sidewalks	172.25	172.25	172.38	172.46	172.51	172.56

## 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, five of which are four wheel drive, six 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

	06	07	08	09	10	11	12	13	14	15	Avg.
Murder	4	3	1	0	0	0	1	1	1	0	1
CSC	35	22	37	27	40	32	33	36	37	37	34
Robbery	10	22	27	18	33	25	27	24	25	8	22
Aggravated Assault	80	44	54	53	69	59	63	57	60	58	60
Burglary	125	153	211	170	231	253	250	171	124	128	180
Larceny	410	496	509	511	413	574	516	441	389	347	461
Auto Theft	43	54	39	28	51	40	34	40	18	20	38
Arson	4	9	10	5	8	5	8	9	5	4	7

Note – For this table, CSC 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	20851	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	8735	6352	6811	6472	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

2010	36%	<p>The clearance rate translates to the percentage of cases solved by the police. Crime can be cleared by arrest or by exceptional means. A crime is cleared by arrest when the offender is arrested, charged with the commission of the offense, or turned over to the court for prosecution. A crime is cleared by exceptional means when the police identify the offender, gather enough evidence to support an arrest, and know where the offender is but for reasons outside law enforcement's control cannot arrest or prosecute the offender. A murder suicide would be an example of a crime that would be cleared by exceptional clearance.</p>
2011	38%	
2012	37%	
2013	38%	
2014	32%	
2015	31%	

## **ACCOMPLISHMENTS AND SHORTFALLS**

A major accomplishment for FY 15/16 was the training of five additional officers as firefighters. 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 two. 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 four officers, who will also be crossed trained as PSO's and MFR's.

### **FY 2016/17Goals**

A continued goal for the department in FY 16/17 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. We have recently added a third Echo ALS vehicle available to respond.

## **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 and 16 paramedics 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 74 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.

A partnership has been developed with our neighboring communities for Auto-Aide response to all fire calls in the City. In 2016-17 we will be working towards training for special response.

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. We will be looking to replace the boat as the equipment has become outdated.

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 an annual

gear inspection program instituted in 2015. We will be replacing 3 sets per year to help keep cost low.

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**

The Central Fire station issues remain as the number one problem in the department. An aging fleet will soon become a more pressing need. The average age of the current vehicles is 13 years with an elevated platform that continues to have numerous issues. We have recently applied for a grant to help defer the cost of replacing our oldest engine and are awaiting the response.

### **Performance Indicators**

<b>Activities</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Post Incident Contact Activity	12	15	20	18
Staff Meetings	10	5	15	12
SOG's Reviewed	189	189	200	200
Periodicals/Journals Reviewed	48	10	20	22
Incident Reports Reviewed	350	220	711	3699
Safety Committee Recommendations/Implemented	1/2	1/1	4/4	2/2
Internal Inspections	20	15	12	12

## FIRE ADMINISTRATION & SUPPRESSION

Activities	2012	2013	2014	2015
Total Fire Department Incidents	3274	3360	3556	3699
EMS Related Incidents	2536	2587	2680	2715
Actual Fire Incidents	89	62	81	64
Alarm System Activations	195	236	215	277
Carbon Monoxide Calls	6	5	12	10
Other Incidents	448	465	568	633
Average Service Time per Structure Fire	2.09	2.5	2.4	3.0
Hours on Vehicle Maintenance	204	95	208	264
Hours on Equip. Maintenance	100	6	24	28
Maintenance Recordkeeping/Training	203	203	80	120
EMS Training Hours	30	273	288	159
Hazmat Training Hours	30	108	32	85
Other Training Hours	127	80	1693	983

## FIRE INSPECTIONS

	2012	2013	2014	2015
Initial Inspections	117	169	261	145
Follow up Inspections	40	86	141	121
Complaint Investigations	1	2	5	4
Fire Investigations	7	11	21	24
Inspector Training	20	21	24	20
Plan Reviews	24	2	4	15
<b>Station Visitor Tours</b>				
Fire Safety Program Reached	3000	3000	2914	5672
Pre- School Program Participants	250	250	300	300

## GOALS

### Increase public education programs

Objective: The Fire department has recently started a CPR and AED training program and will also begin a Fire extinguisher program to work with community groups and businesses in Monroe. The department will also have 3 personnel trained in car seat installation. We will also be working with DTE and the Red Cross for a Smoke detector installation program.

### 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.

The current Fire Code is 2009 edition. The 2015 edition will be instituted in 2016 to bring the program up to date with the latest codes.

### 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: We will continue to work with City Council on a plan to renovate or replace the Central Fire station. Both location and design are a top priority.

<b>FUNDING LEVEL SUMMARY</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY15-16</b>	<b>FY16-17</b>
<b>Police Operating</b>				
Supplies	43,035	62,000	62,000	59,000
Other Operating	469,671	519,926	519,926	464,420
Capital Outlay	7,997	28,318	28,318	35,000
<b>Total Police</b>	<b>520,703</b>	<b>610,244</b>	<b>610,244</b>	<b>558,420</b>
<b>Police Training-State Funded</b>				
Other Operating	\$ 15,683	\$ 8,000	\$ 11,956	\$ 8,000
<b>Liquor Law Enforcement-State Funded</b>				
Supplies	\$ -	\$ 1,800	\$ 1,800	\$ 1,800
Other Operating	13,777	13,200	13,200	13,200
<b>Total Liquor Law Enforce.</b>	<b>13,777</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Public Safety Division Personnel</b>				
Personnel Services	\$ 8,446,547	\$ 8,829,947	\$ 8,692,247	\$ 7,479,631
<b>Fire Operating</b>				
Supplies	56,249	82,784	82,859	60,600
Other Operating	164,597	200,934	200,859	185,617
Capital Outlay	66,495	52,000	52,000	53,000
<b>Total Fire</b>	<b>287,341</b>	<b>335,718</b>	<b>335,718</b>	<b>299,217</b>
<b>Total Public Safety</b>	<b>\$ 9,284,051</b>	<b>\$ 9,798,909</b>	<b>\$ 9,665,165</b>	<b>\$ 8,360,268</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>53.03%</b>	<b>52.16%</b>	<b>51.70%</b>	<b>45.76%</b>

## **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 last decade. 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 were subsequently brought back in-house and transferred to the supervision of the Recreation Department for the 2015 season due to significant service complaints and insufficient cost savings to justify the additional staff supervision time that had been necessary. 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 2016-17 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. Two (2) of these are being transferred to the Parks Supervisor between April and October to provide dedicated employees to parks in the peak season. 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. The 2016-17 DPS budget request includes two (2) six-month seasonal positions of a relatively high skill level that would engage in targeted construction-centered special projects and address a backlog of painting of light poles, railings, and other decorative items throughout the City. Additionally, to provide for enhanced forestry service, particularly watering of newly-planted trees to ensure their establishment, we have requested two (2) additional seasonal employees or contract employees for up to six (6) months.

### **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. An additional shortfall that is beginning to come to light with the completion of the City-wide tree inventory relates to the overall proactive maintenance of our more than 11,000 City trees. In order to keep on even a 10-year trimming schedule, more than 1,000 trees must be trimmed each year, along with the 150-200 full removals that are necessary each year and other activities such as replanting. With only a single dedicated three-person crew, it is very difficult to meet these goals most years, even with mild winters where the sweeper operators can be assigned to assist with proactive low-limbing operations.

### **DPS Ongoing Goals and Objectives FY 2016-17**

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 2016, 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.

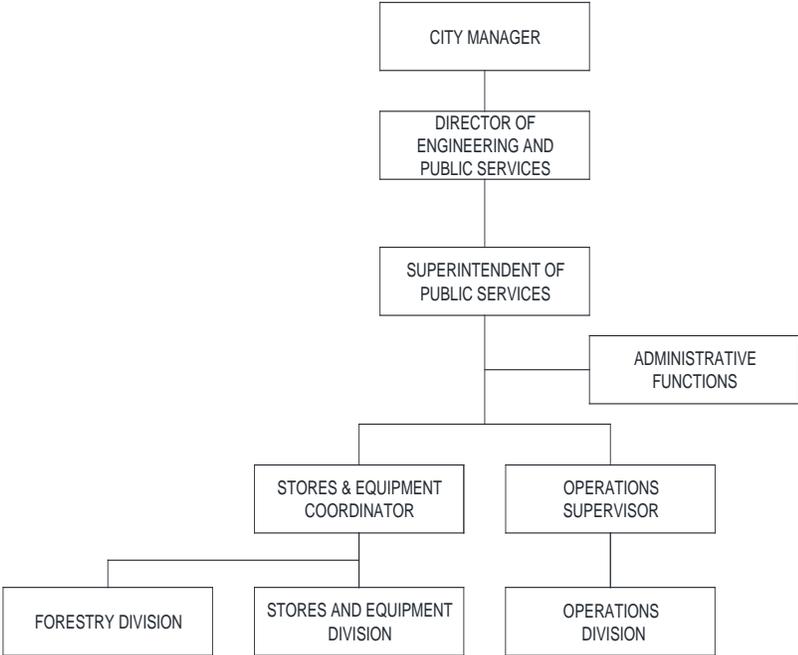
4. Contract or Otherwise Divest Public Services of Inefficient or Costly Internal Operations – this has been done in the areas of curb line clearing of snow (DDA cost in partnership with City), holiday decoration installation and removal (DDA cost except skylines), and most significantly, grass cutting. The parks contracts from 2011-14, while a small cost savings, were brought back into City Recreation staff control for the 2015 season, as the savings did 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 was completed in September 2015 and is in use, with a sign inventory funded and planned for completion later in 2016.
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 as time allows.

**Department of Public Services  
Functional Organization Chart**

<p><b>Public Services Dept. Administration</b></p> <ul style="list-style-type: none"> <li>-Prepare the Annual Public Services operating budget</li> <li>-Determine personnel policy in accordance with Union contracts and administrative rules and regulations.</li> <li>-Receive all service request calls and Action line requests and distribute to appropriate DPS division.</li> <li>-Monitor overall Department performance</li> <li>-Annual inspection of City streets, alleys, and parking lots</li> </ul>	<p><b>Operations Division Services</b></p> <ul style="list-style-type: none"> <li>-Provide a safe and clean road surface for vehicular traffic</li> <li>-Clean and repair all drainage structures on City Streets</li> <li>-Perform Winter maintenance, (salting, plowing, etc.) as necessary</li> <li>-Pavement patching as necessary</li> <li>-Roadside clean up</li> <li>-Parking lot maintenance</li> <li>-Airport maintenance</li> <li>-Weed and blight ordinance mitigation</li> </ul>	<p><b>Operations Division Services (continued)</b></p> <ul style="list-style-type: none"> <li>-Maintain electrical service to City buildings and equipment</li> <li>-Repair and /or replace traffic control signage as necessary</li> <li>-Maintenance of all traffic signals</li> <li>-Maintenance of downtown decorative street lights</li> <li>-Assist with Installation of seasonal decorations</li> <li>-Installation of street banners</li> <li>-Electrical support for special events/festivals</li> <li>-Perform pavement marking</li> </ul>
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<p><b>Forestry Division Services</b></p> <ul style="list-style-type: none"> <li>-Plant street trees in right-of-ways of new subdivisions and in locations where trees have been removed</li> <li>-Remove dead or diseased trees from City right-of-ways, parks and other City owned properties</li> <li>-Trim trees on City right-of-ways, parks, and other City owned properties.</li> <li>-Plant floral displays at various City parks</li> </ul>	<p><b>Parks Support (part of Operations Division)</b></p> <ul style="list-style-type: none"> <li>-Ensure that City parks are mowed in accordance with contract specifications.</li> <li>-Provide support services such as electrical support for special events and festivals held in City parks</li> <li>-Maintain City Monuments</li> <li>-Provide support activities to Recreation for large-scale work or projects requiring specialized skills</li> </ul>	<p><b>Stores and Equipment Division Services</b></p> <ul style="list-style-type: none"> <li>-Perform repair service for the City owned fleet of vehicles and equipment</li> <li>-Provide twenty-four hour "ready to serve" maintenance on snow removal and other emergency repair equipment</li> <li>-Perform welding, cutting, and fabrication services on variety of equipment and facilities</li> <li>-Maintain an up-to-date computerized inventory system</li> </ul>
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DEPARTMENT OF PUBLIC SERVICES ORGANIZATIONAL CHART



## FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Operations</b>				
Personnel	\$ 1,616,516	\$ 1,680,040	\$ 1,565,544	\$ 1,330,953
Supplies	36,691	39,081	39,151	40,000
Other Operating	622,814	650,219	632,719	634,229
<b>Operating Total</b>	<b>2,276,021</b>	<b>2,369,340</b>	<b>2,237,414</b>	<b>2,005,182</b>
<b>Expenditure Credits</b>	<b>(1,034,254)</b>	<b>(909,900)</b>	<b>(947,700)</b>	<b>(837,500)</b>
<b>Operations Total</b>	<b>1,241,767</b>	<b>1,459,440</b>	<b>1,289,714</b>	<b>1,167,682</b>
<b>Forestry</b>				
Personnel	\$ 285,288	\$ 310,000	\$ 310,000	\$ 340,000
Supplies	16,887	24,195	20,000	30,000
Other Operating	124,272	140,400	135,500	122,500
<b>Forestry Total</b>	<b>426,447</b>	<b>474,595</b>	<b>465,500</b>	<b>492,500</b>
<b>Parks Maintenance</b>				
Personnel	\$ 266,087	\$ -	\$ -	\$ -
Supplies	9,861	-	-	-
Other Operating	248,781	-	-	-
<b>Parks Maint. Total</b>	<b>524,729</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DPS Total</b>	<b>\$ 2,192,943</b>	<b>\$ 1,934,035</b>	<b>\$ 1,755,214</b>	<b>\$ 1,660,182</b>
<b>Expenditures as a % of the Total General Fund</b>	12.53%	10.30%	9.39%	9.09%

## DEPARTMENT OF PUBLIC SERVICES ACTIVITY MEASURES

Performance Indicator	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Est.	2017 Est.
Trees Trimmed	950	600	525	705	1,000	1,000
Trees Removed	225	145	140	185	200	200
Trees Planted	125	120	120	140	250	250
Sweeping Curb Miles	2,400	2,400	2,400	2,408	2,408	2,408
Miles of Storm Sewers Cleaned	1	0.5	0.5	2	8	5
City Property Mowing (Person hours)	170	150	135	140	130	130
Lineal Feet of Alleyways Graded	75,000	75,000	75,000	74,520	74,050	74,000
Grass / Weed Action Line Requests Completed	642	1434	829	1163	1000	1000
Forestry Action Line Requests Completed	387	536	433	474	500	500
Pothole / Road Hazard Action Line Requests Completed	223	191	398	297	300	300
Other Action Line Requests Completed	399	270	322	276	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. The 2016-17 budget plans for the conversion of the full-time property maintenance inspector and part-time electrical inspector position to a full-time electrical/property maintenance inspector position and the addition of a part-time property maintenance inspector.

**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 clerical position was added to concentrate on identification, timely processing and follow-up on rental properties and 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 2016-17**

### **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. Utilize the field inspection software and hardware (tablets) to better document and increase productivity of blight enforcement throughout the City.
2. Investigate new mobile device based applications (Exp. See Click Fix) to improve resident reporting.
3. Improve the timeliness and results of blight prevention and abatement efforts through more proactive inspection and problem identification.
4. 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**

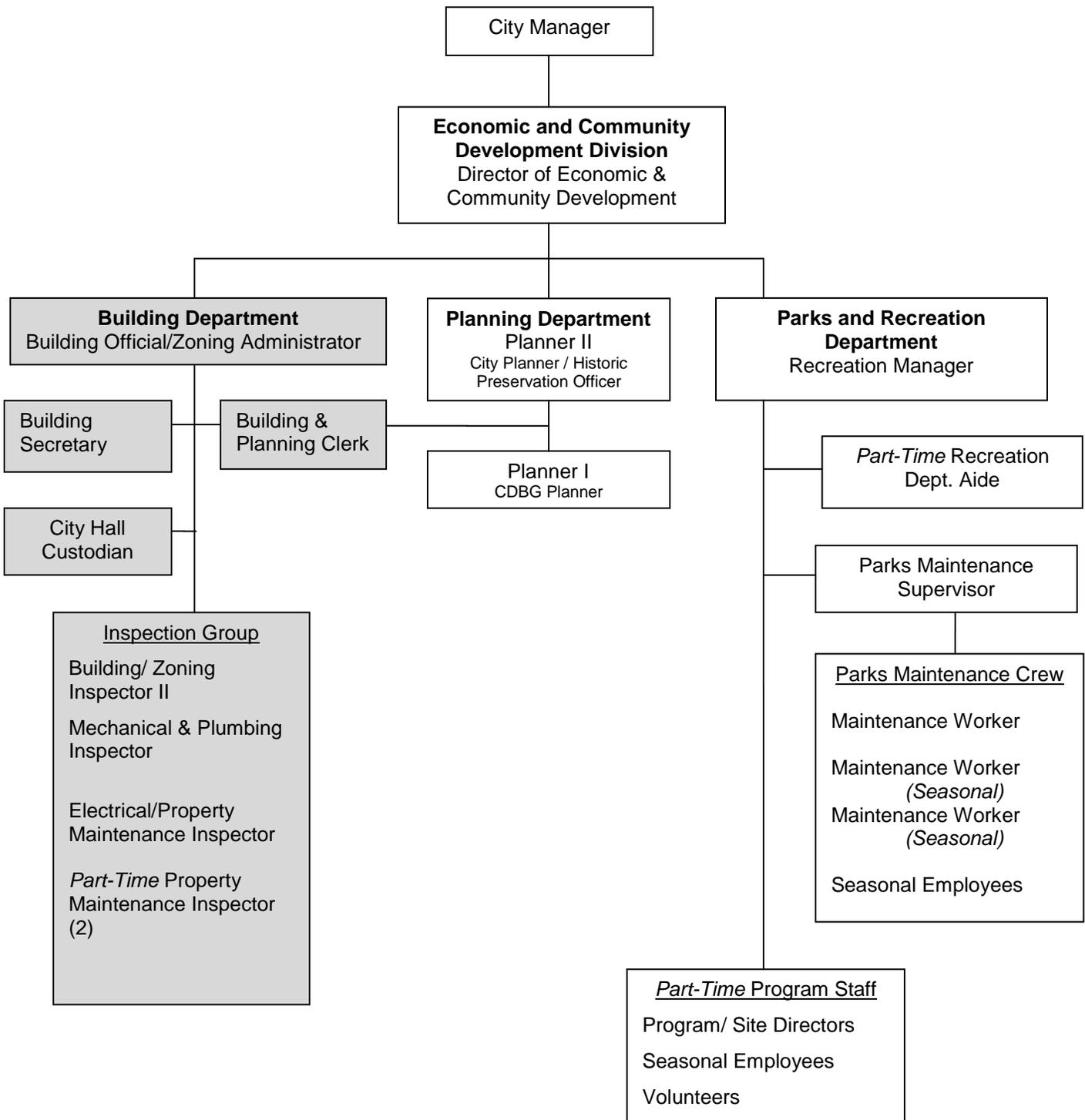
### **Objectives:**

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 2016-17



## 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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>City Hall</b>				
Personnel	\$ 87,205	\$ 89,316	\$ 90,638	\$ 83,561
Supplies	5,140	5,250	5,250	4,850
Other Operating	169,278	186,914	183,790	170,587
<b>City Hall Total</b>	<b>261,623</b>	<b>281,480</b>	<b>279,678</b>	<b>258,998</b>
<b>Zoning/Ordinance Enforcement</b>				
Personnel	\$ 137,885	\$ 143,290	\$ 144,662	\$ 118,842
Supplies	658	1,750	1,589	1,600
Other Operating	52,680	153,443	226,348	166,039
Subtotal	191,223	298,483	372,599	286,481
Expenditure Credits	(17,997)	(30,000)	(20,000)	(20,000)
<b>Zoning/Ord. Enf. Total</b>	<b>173,226</b>	<b>268,483</b>	<b>352,599</b>	<b>266,481</b>
<b>Building Services Total</b>	<b>\$ 434,849</b>	<b>\$ 549,963</b>	<b>\$ 632,277</b>	<b>\$ 525,479</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>2.48%</b>	<b>2.93%</b>	<b>3.38%</b>	<b>2.88%</b>

# COMMUNITY & ECONOMIC DEVELOPMENT

## 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 Planning Department's mission is to improve the quality of life in the City using sound planning and implementation methods that cost-effective to the community. To accomplish its mission, the Department applies a team approach to projects capitalizing on each member's area or areas of specialization and expertise, which include land use planning, historic preservation, housing, cultural resource management, community and economic development incentives, project financing and grant writing and administration.

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 an Interim Director/Planner II position and a

Planner I position assisted by the newly established administrative support person that is shared with the Building Department's Zoning/Code Enforcement. As budget allows, the Department also utilizes interns for project specific tasks, as well as planning consultants who assist on a variety of planning projects.

The Interim Director/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 addressed individually by each position, respective of their areas of specialization, many of the Department's activities are also accomplished as joint projects capitalizing on individual strengths and areas of expertise, as well as promoting cross-training within the Department.

## **INITIATIVES AND OPPORTUNITIES FOR FY 2016-17**

### Zoning Ordinance Amendments and Updates

The Planning Department staff, with assistance from a planning consultant, will complete final revisions of the City's Master Plan as a follow-up to the *Resilient Monroe* project and initial input by LIAA (Land Information Access Association). Resilient Monroe was a new land-use planning and community design project that was developed in partnership with Frenchtown, Monroe Charter Townships, and LIAA. Once the new Master Plan is adopted, Department staff will focus on updating the Zoning Ordinance and then subsequently implementing the goals and objectives of the Master Plan.

### Economic Development

The Economic and Community Development Division was 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 Council's goals have changed and provided new direction to the Department of Community & Economic Development Division. The division recognizes that strategies for economic development are changing and therefore the tools we use must also change in order to stay competitive. Shifting from prior strategies aimed at luring large corporate investments, the focus is now on attracting smaller companies and entrepreneurs, retaining talented people within the community, and business retention.

The City is working closely with our State and local partners to revamp our economic development programs as incentives change and become more competitive with a growing emphasis on public-private partnerships. The traditional property tax and business tax credits such as MEGA, Brownfield and Historic tax credits no longer represent the primary incentives. These changes require the Division to be more attuned to identifying eligible projects and promoting projects considered significant to the Michigan Economic Development Corporation (MEDC).

## **Community Revitalization**

Housing- the Department provides housing rehabilitation assistance through The FIX Program, which funded through the City's Community Development Block Grant (CDBG) allocation. The program 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 affect a greater impact

not only on the individual home, but to the local neighborhood. As the housing market has begun to stabilize, the Department is considering changes to the program that would help revitalize neighborhoods encourage new residents and home ownership. The Building Department has shifted greater focus on property maintenance as 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 approved the creation of two Neighborhood Enterprise Zones (NEZ's), which will provide incentive for reinvestment in struggling neighborhoods. The program is expected to be fully operation in 2016. Other tools being implemented by the Division that could encourage reinvestment in our housing stock include point-of-sale inspections and enhancement of the current rental inspection program.

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 use 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 laydown area. It is also anticipated that Brownfield activities will be needed for any industrial properties acquired by the City through the Michigan Department of Natural Resources Trust Fund Grant (MNRTF).

The City is a key partner with the County Treasurer's Office in establishing the Monroe County Land Bank Authority with Planning Department staff currently serving on the Land Bank Board. We continue to explore the Land Bank's ability to work toward higher and better uses for vacant and foreclosed properties in the City.

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.

Planning staff has also had an integral role in the development of the River Raisin National Battlefield Park and the River Raisin Heritage Corridor – East Master Plan.

## **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 or amendments, land divisions, as well as other duties provided 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, directing consultants, and coordinating training programs for commissioners. 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) – Technical support and assistance is provided to the DDA by Planning Department staff as needed.

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, as well as projects being considered for funding through the Downtown Development Authority's Façade Grant Program. The Commission also provides assistance in obtaining state and federal tax credits to encourage preservation activities throughout the community, and advocates on behalf of preserving the built environment. The Planning Department provides direct support to the Commission, which includes coordinating and reviewing applications, establishing meeting agendas, providing staff analyses, preparing minutes, effectuating actions taken by the Commission, and coordinating training workshops and sessions.

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

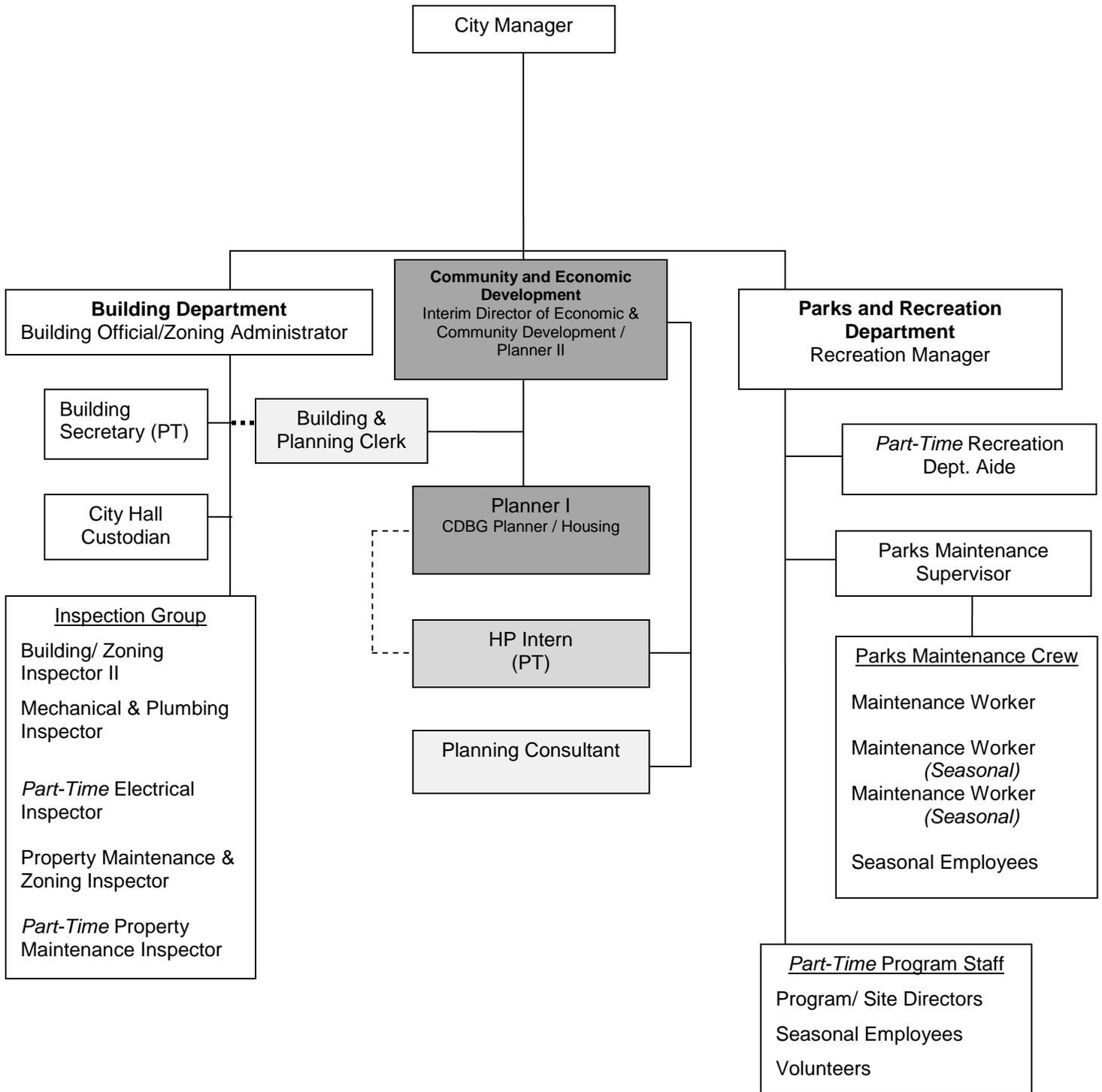
review and approval by the Administration, Citizen Planning Commission and City Council. The CIP process begins in November of the year prior to adoption. Formal action on the budget is required by the last day of February in each year.

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.

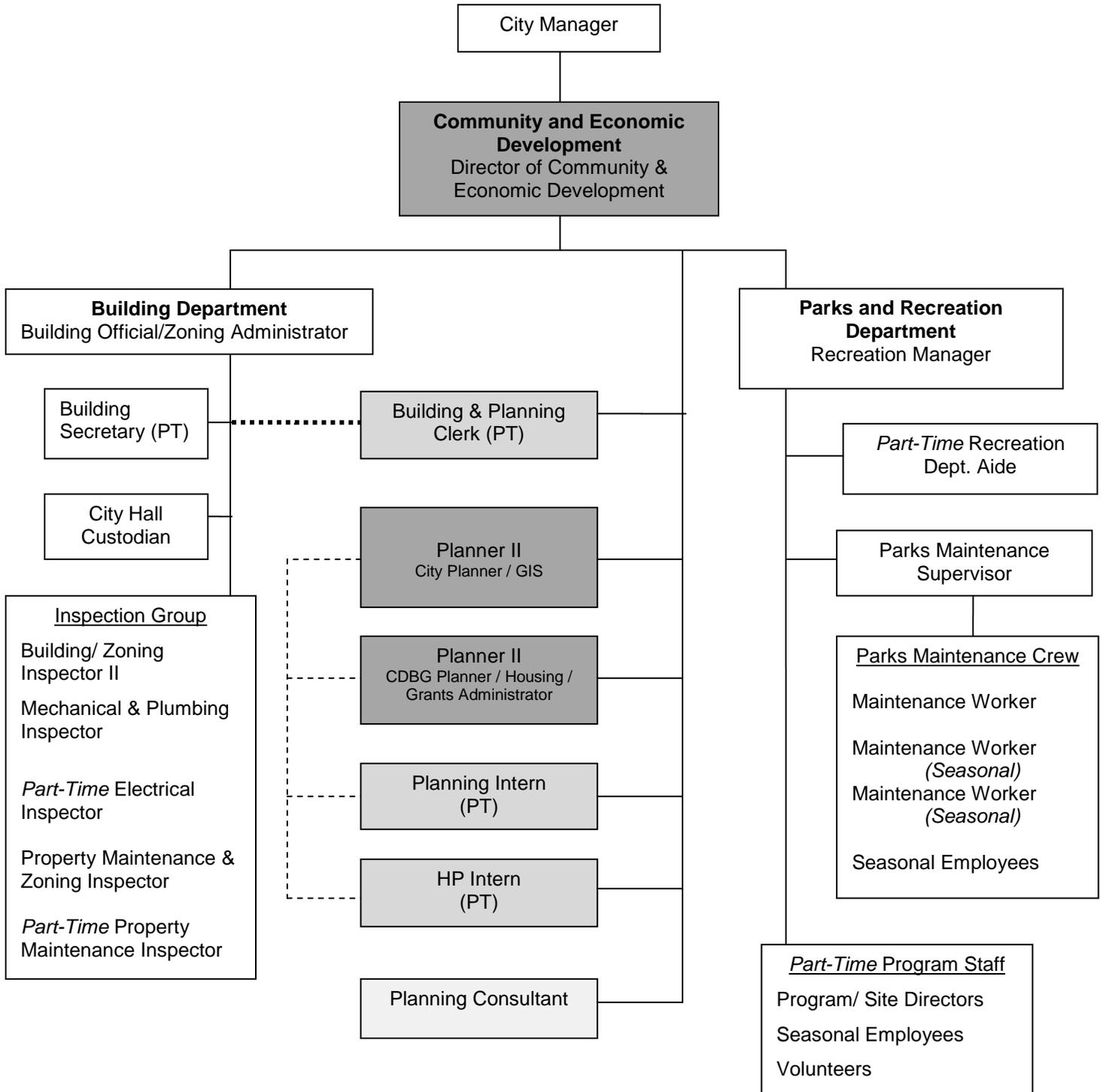
Zoning / Special Land Use Applications – The Department processes all requests provides information, review and analysis on rezoning and special land use cases. Applications to rezone property or operate a use considered unique to normal zoning requirements are reviewed by planning staff with recommendations provided to Citizens Planning Commission for action.

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, Engineering & DPS, Water & Wastewater Utilities departments, and the Citizens Planning Commission.

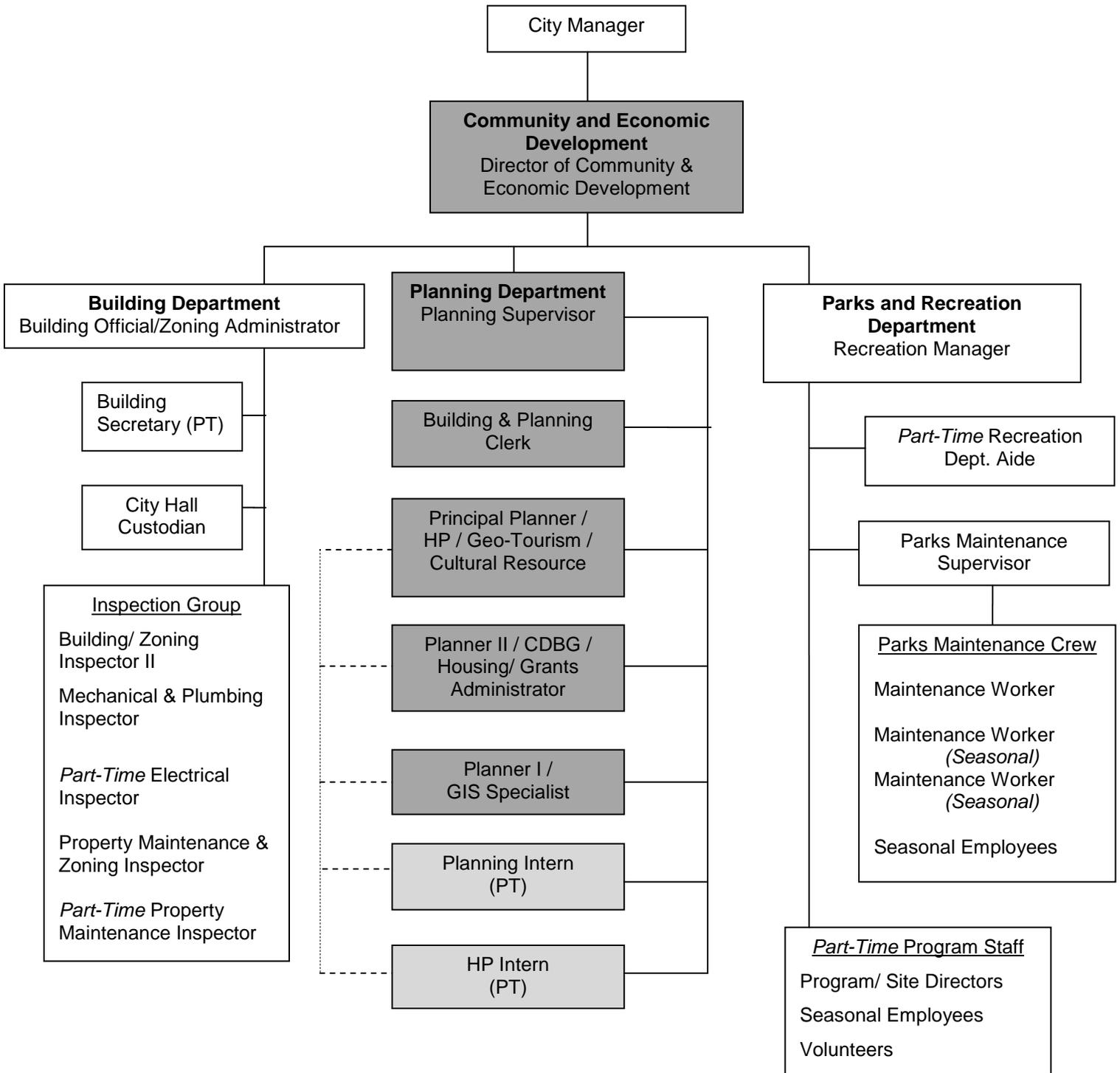
# CURRENT ORGANIZATIONAL STRUCTURE



**PROPOSED ORGANIZATIONAL MODEL FY 2016-2017**



## FUTURE ORGANIZATIONAL MODEL



## PERFORMANCE MEASURES

ITEM	FY 12-13 Actual	FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Estimate	FY 16-17 Estimate
CPC Meetings	17	16	11	15	16
CPC Reviews	25	10	4	12	16
Minor / Sign	34	34	36	40	40
Admin Site Plan Review	24	21	23	25	30
Planning Projects/ Workshops	2	14 (Resilient Monroe)	6	4	6
HDC Meetings	3	3	9	8	8
HDC Reviews	1	1	4	12 (Dwtm Façade Grants)	14
HDC Projects/ Workshops	1	2	4	4	4
Grants		2	2	3	2
IFT Applications	5	3	4	3	6
OPT Applications	4	3	3	3	4
Brownfield Plans	4	2	2	2	3
Other Incentives		2	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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Planning Commission</b>				
Personnel	\$ 1,550	\$ 1,615	\$ 1,615	\$ 1,615
Other Operating	1,116	2,700	2,700	2,800
<b>Planning Commission Total</b>	<b>2,666</b>	<b>4,315</b>	<b>4,315</b>	<b>4,415</b>
<b>Community Development</b>				
Personnel	\$ 283,305	\$ 318,304	\$ 285,577	\$ 267,386
Supplies	2,241	3,325	3,325	3,500
Other Operating	25,130	71,924	56,924	25,943
<b>Comm. Develop. Subtotal</b>	<b>310,676</b>	<b>393,553</b>	<b>345,826</b>	<b>296,829</b>
Expenditure Credits	(67,329)	(61,500)	(61,500)	(65,000)
<b>Comm. Develop. Total</b>	<b>243,347</b>	<b>332,053</b>	<b>284,326</b>	<b>231,829</b>
<b>Historic District Commission</b>				
Other Operating	\$ 819	\$ 3,180	\$ 3,180	\$ 3,200
<b>Historic District Comm. Total</b>	<b>819</b>	<b>3,180</b>	<b>3,180</b>	<b>3,200</b>
<b>Department Total</b>	<b>\$ 246,832</b>	<b>\$ 339,548</b>	<b>\$ 291,821</b>	<b>\$ 239,444</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>1.41%</b>	<b>1.81%</b>	<b>1.56%</b>	<b>1.31%</b>

# PARKS AND RECREATION DEPARTMENT

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

**Mission Statement:** “The mission of the City of Monroe Parks and Recreation is to enhance the lives of its citizens and visitors by encouraging a healthy lifestyle and offering safe and quality parks and recreation experiences that highlight our area’s natural and cultural resources.”

**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 60 seasonal employees that include programs directors, scorekeepers, game officials, playground leaders, and activity instructors. The Department utilizes over 100 seasonal volunteers annually in youth sports coaches, special events and activity volunteers. The Recreation Manager oversees all program responsibilities. 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. Most indoor programs are conducted in the fall and winter months.

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 a variety of interests.

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. 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 residents by providing opportunities to reach these goals is vital to achieving wellness for our community.

**Parks Maintenance:** The City of Monroe has approximately 300 acres of parks and recreation land, along with the River Raisin Heritage Trail, which is a non-motorized trail system. Parks staff is responsible to maintain all parks and park amenities. 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 safe, clean, and up to date.

The parks maintenance crew consists of one full time Parks Maintenance Supervisor, and full and seasonal parks maintenance staff. 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.

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.

**Parks and Recreation Advisory Commission:** The Department is assisted by a seven member Parks and Recreation Advisory Commission (PRAC) appointed by the Mayor and City Council. The PRAC 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 and services. In 2013 the Parks and 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 PRAC 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'. These 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.

### **2016-2017 Recreation Dept Goals and Objectives**

Goal 1: To provide pleasant and safe parks and park amenities for residents and visitors  
Objectives:

1. To continue implementation of the Building Blocks and Action Plan as outlined in the Parks and Recreation Master Plan.
2. Complete master plans for the following parks: Munson Park, Manor Park, St. Mary's Park, Labor Park, Father Cairns Park, and Mill Race Park.
3. Update and assess all parks for safety and maintenance schedules.
4. Prepare written Parks Maintenance manual, including forms, schedules, and maintenance plans.
5. To encourage growth in 'Stewardship Monroe'; a structured volunteer program promoting stewardship, providing programming, and encouraging community involvement.

Goal 2: 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 3: 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.**

### **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.

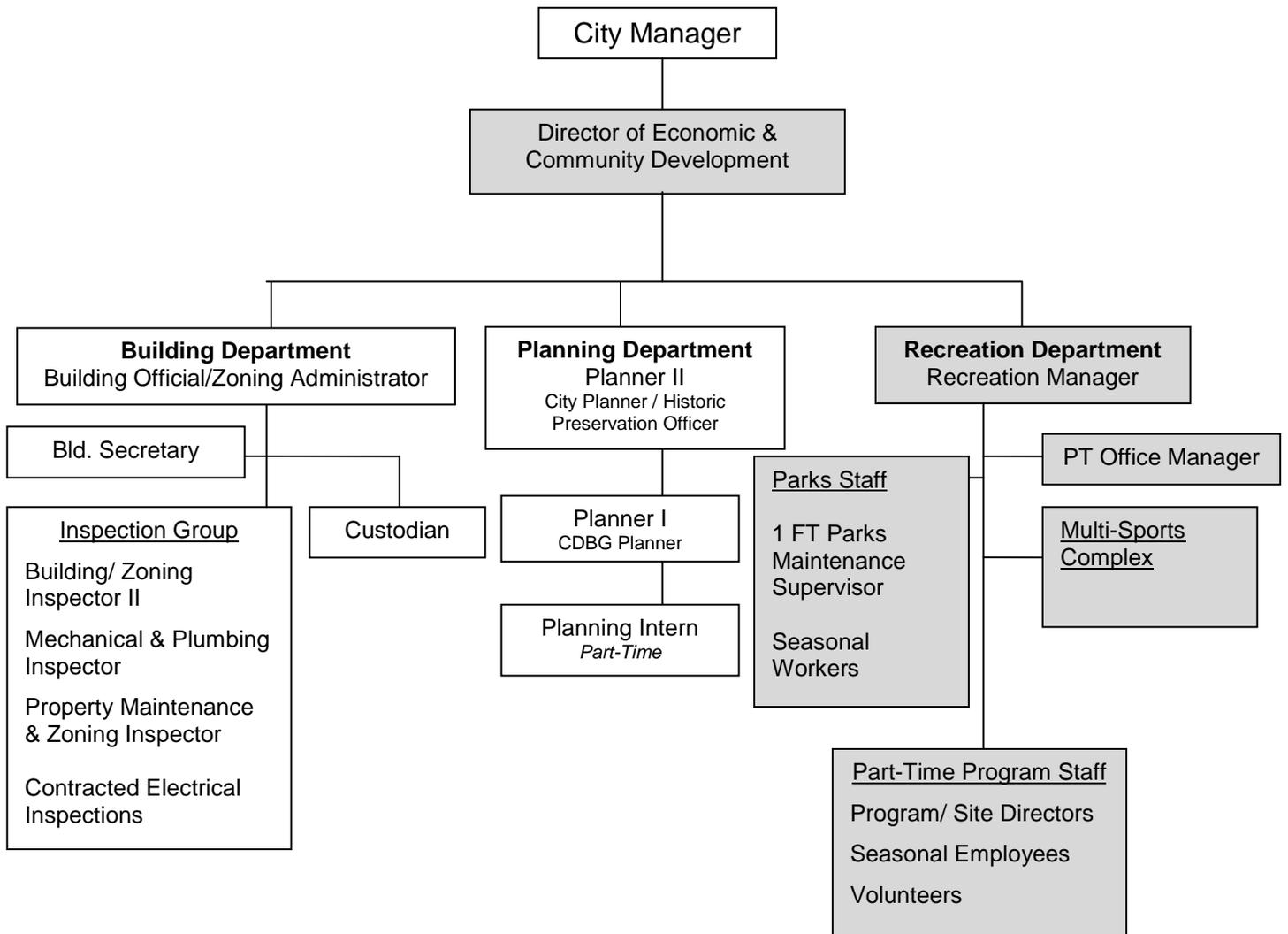
### **MONROE MULTI SPORTS COMPLEX**

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. Beginning on July 1, 2016, the Multi-Sports Complex supervision has been assigned to the Recreation Department. 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>.

## FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>General Administration</b>				
Personnel	\$ 168,074	\$ 168,006	\$ 166,411	\$ 137,229
Supplies	1,804	2,650	3,050	2,900
Other Operating	23,092	56,268	57,903	24,889
<b>Total General Admin.</b>	<b>192,970</b>	<b>226,924</b>	<b>227,364</b>	<b>165,018</b>
<b>Parks Maintenance</b>				
Personnel	-	286,902	422,363	336,464
Supplies	-	8,000	36,099	32,400
Other Operating	13,939	194,925	218,453	242,557
<b>Total Parks Maintenance</b>	<b>13,939</b>	<b>489,827</b>	<b>676,915</b>	<b>611,421</b>
<b>Multi-Sports Complex</b>				
Supplies	37,650	37,617	29,328	0
Other Operating	1,099,106	1,037,697	949,624	571,810
<b>Total Multi-Sprts Cmplx</b>	<b>1,136,756</b>	<b>1,075,314</b>	<b>978,952</b>	<b>571,810</b>
<b>Recreation Programs</b>				
Personnel	46,673	60,063	60,063	60,075
Supplies	21,217	20,925	21,000	23,000
Other Operating	19,547	29,140	29,800	30,800
<b>Total Rec. Programs</b>	<b>87,437</b>	<b>110,128</b>	<b>110,863</b>	<b>113,875</b>
<b>Recreation Dept. Total</b>	<b>\$ 1,431,102</b>	<b>\$ 1,902,193</b>	<b>\$ 1,994,094</b>	<b>\$ 1,462,124</b>
<b>Expenditures as a % of the Total General Fund</b>	<b>8.17%</b>	<b>10.13%</b>	<b>10.67%</b>	<b>8.00%</b>

# Organizational Chart



Program	2013 Resident Participants	2013 Non-Resident Participants	2013 Total Participants	2014 Resident Participants	2014 Non-Resident Participants	2014 Total Participants	2015 Resident Participants	2015 Non-Resident Participants	2015 Total Participants	Projected 2016	Projected 2017
Tournaments/Qualifiers			1	(14 teams)		3				1	2
Number of Adult Summer Softball Teams			71			75			74	75	75
Summer Adult Softball Individual Participants	245	994	1,239	244	998	1,237	257	955	1,212	1,250	1,250
Number of Fall Adult Softball Teams			35			32			32	32	32
Fall Adult Softball Individual Participants	70	493	563	94	404	498	122	345	467	530	530
Number of Adult Volleyball Teams			9			7			7	7	7
Adult Volleyball Individual Participants	13	63	76	18	51	69	10	53	63	70	70
Summer Youth Ball	392	286	678	300	247	547	294	225	519	600	600
Indoor Basketball Camp	48	72	120	58	78	136	37	69	106		106
Daddy Daughter Dance			412			420			423	420	420
Garden Plots	17	9	26	14	6	20	18	7	25	26	26
Mother Son Bowling			92			90			104	92	100
Family Story Time w/MCLS			27			47			28	47	50
Boys Flag Football	27	31	58	28	38	66	11	9	20	30	30
Adult Sand Volleyball	25	101	126	25	63	88	36	69	105	90	90
Tennis	15	8	23	7	9	16	2	7	9	20	20
Track	14	16	30	14	18	32	11	9	20	32	32
Park Rentals	42	29	85	57	28	85	63	30	93	85	85
Tot Lot			1,283			1,544			2,085	2,000	2,000
Walk Monroe	7	35	42	1	15	16	8	22	30	30	30
Concerts in the Park (+Movie 2010)			6,200			12,477			9,289	12,500	12,500
Historic Walking Tours	21	42	63				29	62	91	91	91
Adult Yoga			83			125			278	275	275
Fishing			3								
Nordic Walking			1	2	6	8				0	0
Girls Sand Volleyball				6	20	26					

<b>Program</b>	2013 Resident Participants	2013 Non-Resident Participants	2013 Total Participants	2014 Resident Participants	2014 Non-Resident Participants	2014 Total Participants	2015 Resident Participants	2015 Non-Resident Participants	2015 Total Participants	Projected 2016	Projected 2017
Free Garden Consultations			1			1					
Outdoor Youth Basketball Camp	6	9	15								
Kids Gentle exercise in St. Mary's Park/Kids Yoga			63			95			77	100	100
Free Fishing Derby	19	29	48	6	9	15	9	9	18	20	20
Backyard Whittling			9								
Bus Travel Trips			34	3	20	23	5	11	16	25	25
Nature Class for Youth											
AKC Canine Classes	4	6	10	3	7	10	7	9	16	16	16
Guided Bike Tours	1	6	7			1					
Trail Biking	6	1	7								
Pickleball			85			109	52	59	111	110	110
Body Sculpt in the Park			59			31			42	50	50
Kids Non-Competitive Play			7								
Tai Chi in the Park			40			44			43	45	45
Birding Groups	3	10	13	5	20	25	4	14	18	25	25
Bike Maintenance	10	1	11								
Santa Letters			40								
Court Dance			790			928			1,331	1,000	1,000
Tiny Tikes Triathlon				4	3	7	3	9	12	15	15
Art in the Park							2	3	5		5
Girls Indoor Volleyball Camp				8	11	19	5	12	17	14	15
<b>Totals</b>	<b>985</b>	<b>2,241</b>	<b>11,397</b>	<b>900</b>	<b>2,033</b>	<b>18,933</b>	<b>984</b>	<b>1,987</b>	<b>16,682</b>	<b>19,723</b>	<b>19,847</b>

## 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.

<b>NON - DEPARTMENTAL</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY15-16</b>	<b>FY16-17</b>
<b>Special Assessments</b>	\$ 126,593	\$ 127,275	\$ 138,433	\$ 139,000
<b>Interest - Interfund Loans</b>	8,160	8,160	8,160	8,160
<b>Tax Sharing Agreement</b>	5,126	5,500	5,454	5,800
<b>Refunds - BOR Settlements</b>	15,295	25,000	35,000	25,000
<b>Grant-Lesow Comm. Center</b>	140,000	140,000	140,000	140,000
<b>Franchise Fee Transfer-MPACT</b>	168,295	163,000	169,000	172,000
<b>Library Appropriation</b>	57,500	57,500	57,500	57,500
<b>Contingencies</b>	-	215,996	156,000	150,000
<b>Debt Administration</b>	51,402	55,602	55,602	1,927,850
<b>Operating Transfers</b>	970,023	949,500	959,500	1,102,293
<b>Loss in Fair Value of Land</b>	-	-	-	-
<b>Non-Departmental Total</b>	<b>\$ 1,542,394</b>	<b>\$ 1,747,533</b>	<b>\$ 1,724,649</b>	<b>\$ 3,727,603</b>
<b>Expenditures as a % of the Total General Fund</b>	8.81%	9.30%	9.23%	20.40%



**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 had not raised the per gallon price since 1997, revenues from this source have been essentially flat for several years. Fortunately, some modest funding improvements from the State have begun to provide a small amount of additional revenue, though it will still be difficult to track ahead of construction-related inflation costs over the long term. 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 \$223,000 for fiscal year 16-17, and they funnel through the Major Street fund as well. In 2015, these funds were used to resurface East Third Street between Scott and Winchester Streets, and in 2016 they will be used to replace curbs and resurface East Third Street from South Monroe Street to Scott 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 2015-16 CAPITAL PROJECTS**

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

**MAJOR STREET FUND FY 2016-17 CAPITAL PROJECTS**

- East Third Street Resurfacing – Monroe to Scott (Federal Aid)
- North Macomb Street Resurfacing – Elm to Grove (Federal Aid – design only in 16-17)
- Borgess Avenue Resurfacing – Elm to Vine
- West Lorain Street Resurfacing – Dane to Telegraph (Design only in 16-17)

**MAJOR STREET FUND  
FUND BALANCE TREND**

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 4,828	\$ 1,500	\$ 2,000	\$ 2,000
Public Works	1,060,427	1,050,000	1,126,535	1,100,000
Program Services Revenue				
Public Works	43,118	53,900	47,250	47,250
Operating Grants				
Public Works	87,686	-	157,978	161,666
Capital Grants				
Public Works	424,465	513,800	455,624	573,000
<b>Total Revenue</b>	<b>1,620,524</b>	<b>1,619,200</b>	<b>1,789,387</b>	<b>1,883,916</b>
<b>Total Expenditures</b>	<b>1,609,207</b>	<b>1,986,910</b>	<b>1,899,247</b>	<b>2,096,550</b>
Excess (Deficiency of Revenues) over Expenditures	11,317	(367,710)	(109,860)	(212,634)
<b>Beginning Fund Balance</b>	913,302	924,619	924,619	814,759
<b>Ending Fund Balance</b>	<b>\$ 924,619</b>	<b>\$ 556,909</b>	<b>\$ 814,759</b>	<b>\$ 602,125</b>

## MAJOR STREET FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Major Street Operations</b>				
Construction	\$ 919,346	\$ 1,266,925	\$ 1,211,346	\$ 1,092,500
Surface Maintenance	184,885	209,500	190,000	129,000
Guard Rails & Posts	1,213	800	800	800
Drain Structures	30,787	23,000	67,200	35,000
Grass & Weed Control	926	2,400	6,000	2,500
Bridge Maintenance	3,000	-	-	15,000
RR Crossing Maintenance	8,563	18,000	18,000	18,000
Sign Maintenance	12,585	29,000	25,000	25,000
Signal Maintenance	18,437	23,000	21,500	21,500
Pavement Marking	38,991	50,000	32,651	50,000
Winter Maintenance	131,778	130,885	90,000	120,000
Transfers Out	218,101	179,500	189,500	540,000
<b>Major St Operations Total</b>	<b>1,568,612</b>	<b>1,933,010</b>	<b>1,851,997</b>	<b>2,049,300</b>
<b>M-125</b>				
Surface Maintenance	1,756	2,500	1,500	1,500
Sweeping	2,083	2,500	5,200	2,500
Forestry	2,993	4,500	2,500	4,000
Drain Structures	-	600	12,800	1,800
Sign Maintenance	-	700	-	-
Signal Maintenance	1,504	-	200	-
Winter Maintenance	29,068	40,600	16,500	33,000
<b>M-125 Total</b>	<b>37,404</b>	<b>51,400</b>	<b>38,700</b>	<b>42,800</b>
<b>M-50</b>				
Surface Maintenance	-	-	750	700
Sweeping	1,242	2,500	1,300	2,500
Forestry	-	-	6,500	1,250
Winter Maintenance	1,949	-	-	-
<b>M-50 Total</b>	<b>3,191</b>	<b>2,500</b>	<b>8,550</b>	<b>4,450</b>
<b>Major Street Fund Total</b>	<b>\$ 1,609,207</b>	<b>\$ 1,986,910</b>	<b>\$ 1,899,247</b>	<b>\$ 2,096,550</b>

## LOCAL STREET FUND

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

Each Michigan City is required to establish a Local Street Fund in compliance with Act 51 of the Public Acts of 1951. As with the Major Street Fund, this fund technically has no employees, however, relevant Department of Public Services labor costs are charged to this fund and Engineering Department surveying, design, and inspection fees related to Local Street projects are charged to this fund. The Fund also does not own any equipment, but rents it from the City's Stores and Equipment Fund 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 had not raised the per gallon price since 1997, revenues from this source have been essentially flat for several years. Fortunately, some modest funding improvements from the State have begun to provide a small amount of additional revenue, though it will still be difficult to track ahead of construction-related inflation costs over the long term. 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 2015-16 CAPITAL PROJECTS**

Linwood Avenue Resurfacing – Riverview to Maple  
 West Lorain Street Reconstruction – Dane to Donnalee  
 Maple Boulevard (east) Resurfacing – Mason Run Drain to Linwood  
 Richards Drive Resurfacing – Riverside to Donnalee

**LOCAL STREET FUND FY 2016-17 CAPITAL PROJECTS**

Crampton Drive Resurfacing – Cranbrook to 400 feet west  
 Cranbrook Boulevard Resurfacing – North Custer to Crampton  
 Maple Boulevard (east) Resurfacing – Linwood to Greenwood  
 Ternes Drive Reconstruction – Telb Street to 600 feet north  
 Wolverine / Huron Intersection Reconstruction

**LOCAL STREET FUND  
 FUND BALANCE TREND**

	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 305	\$ 200	\$ 960	\$ -
Public Works	560,835	529,500	558,500	589,000
Operating Grants				
Public Works	30,658	-	55,265	53,888
Capital Grants				
Public Works	661,075	438,200	503,180	520,000
<b>Total Revenue</b>	<b>1,252,873</b>	<b>967,900</b>	<b>1,117,905</b>	<b>1,162,888</b>
<b>Total Expenditures</b>	<b>1,648,379</b>	<b>1,104,163</b>	<b>1,024,650</b>	<b>1,027,320</b>
Excess (Deficiency of Revenues) over Expenditures	(395,506)	(136,263)	93,255	135,568
<b>Beginning Fund Balance</b>	590,153	194,647	194,647	287,902
<b>Ending Fund Balance</b>	<b>\$ 194,647</b>	<b>\$ 58,384</b>	<b>\$ 287,902</b>	<b>\$ 423,470</b>

## LOCAL STREET FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Local Street Operations</b>				
Construction	\$ 1,236,344	\$ 661,643	\$ 630,830	\$ 629,300
Surface Maintenance	92,314	194,500	172,000	152,000
Guard Rails & Posts	3,712	2,600	2,600	2,600
Drain Structures	137,160	83,000	104,300	83,000
Grass & Weed Control	2,738	6,500	6,500	6,500
Railroad Crossing Maintenance	520	520	520	520
Sign Maintenance	29,453	44,000	41,500	42,000
Signal Maintenance	470	1,400	1,400	1,400
Winter Maintenance	145,668	110,000	65,000	110,000
<b>Local Street Fund Total</b>	<b>\$ 1,648,379</b>	<b>\$ 1,104,163</b>	<b>\$ 1,024,650</b>	<b>\$ 1,027,320</b>

## REFUSE FUND

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

A refuse millage, specifically authorized by Michigan Public Act 298 of 1917, is the primary source of funding for the Refuse Fund. The millage rate is set at 1.564 mills for fiscal year 2017. 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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 1,377,855	\$ 1,483,395	\$ 1,483,655	\$ 1,495,315
Program Service Revenue:				
Public Works	4,480	4,000	5,000	4,500
Operating Grants:				
Public Works	284	-	-	-
<b>Total Revenue</b>	<b>1,382,619</b>	<b>1,487,395</b>	<b>1,488,655</b>	<b>1,499,815</b>
<b>Total Expenditures</b>	<b>1,380,420</b>	<b>1,486,791</b>	<b>1,442,672</b>	<b>1,488,504</b>
Excess (Deficiency of Revenues) over Expenditures	2,199	604	45,983	11,311
<b>Beginning Fund Balance</b>	<b>65,153</b>	<b>67,352</b>	<b>67,352</b>	<b>113,335</b>
<b>Ending Fund Balance</b>	<b>\$ 67,352</b>	<b>\$ 67,956</b>	<b>\$ 113,335</b>	<b>\$ 124,646</b>

**REFUSE FUND  
EXPENDITURE SUMMARY**

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Department of Public Service</b>				
<b>Street Sweeping</b>				
Other Operating	\$ 314,617	\$ 330,000	\$ 330,000	\$ 330,000
<b>Sweeping &amp; Leaf Cllctn Total</b>	<b>314,617</b>	<b>330,000</b>	<b>330,000</b>	<b>330,000</b>
<b>Administration &amp; General</b>				
Other Operating	-	59,791	59,791	61,504
<b>Admin &amp; General Total</b>	<b>-</b>	<b>59,791</b>	<b>59,791</b>	<b>61,504</b>
<b>Rubbish Pick-Up</b>				
Other Operating	1,041,568	1,050,000	1,030,000	1,050,000
<b>Rubbish Pick-Up Total</b>	<b>1,041,568</b>	<b>1,050,000</b>	<b>1,030,000</b>	<b>1,050,000</b>
<b>Leaf Collection</b>				
Personnel	-	-	-	2,000
Supplies	22,709	25,000	22,881	25,000
<b>Leaf Collection Total</b>	<b>22,709</b>	<b>25,000</b>	<b>22,881</b>	<b>27,000</b>
<b>Clerk/Treasurer</b>				
Other Operating	1,526	2,000	-	-
<b>Clerk/Treasurer Total</b>	<b>1,526</b>	<b>2,000</b>	<b>-</b>	<b>-</b>
<b>Contingencies</b>				
Other Operating	-	20,000	-	20,000
<b>Clerk/Treasurer Total</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>
<b>Refuse Fund Total</b>	<b>\$ 1,380,420</b>	<b>\$ 1,486,791</b>	<b>\$ 1,442,672</b>	<b>\$ 1,488,504</b>

## **PARKING FUND**

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

Two non-sworn, full-time Parking Enforcement Officers (PEOs) 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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 2	\$ 20	\$ 220	\$ 250
Program Services Revenue:				
Public Safety	153,441	155,000	183,000	183,000
Public Works	-	-	-	-
<b>Total Revenue</b>	<b>153,443</b>	<b>155,020</b>	<b>183,220</b>	<b>183,250</b>
<b>Total Expenditures</b>	<b>173,911</b>	<b>144,225</b>	<b>138,794</b>	<b>161,836</b>
Excess (Deficiency of Revenues) over Expenditures	(20,468)	10,795	44,426	21,414
<b>Beginning Fund Balance</b>	48,661	28,193	28,193	72,619
<b>Ending Fund Balance</b>	<b>\$ 28,193</b>	<b>\$ 38,988</b>	<b>\$ 72,619</b>	<b>\$ 94,033</b>

**PARKING FUND  
EXPENDITURE SUMMARY**

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Clerk/Treasurer</b>				
<b>Parking Fee/Fine Collections</b>				
Other Operating	\$12,413	\$9,500	\$11,000	\$ 11,000
<b>Police Department</b>				
<b>Parking Enforcement</b>				
Personnel	\$103,030	\$82,979	\$86,048	\$ 97,401
Supplies	4,664	4,900	4,900	4,900
Other Operating	1,748	1,846	1,846	1,535
Capital Outlay	-	4,000	4,000	4,000
<b>Parking Enfrcmnt. Total</b>	<b>\$109,442</b>	<b>\$93,725</b>	<b>\$96,794</b>	<b>\$107,836</b>
<b>Department of Public Service</b>				
<b>Parking Maintenance</b>				
Personnel	\$18,000	\$15,000	\$10,000	\$ 15,000
Supplies	5,490	4,000	2,500	5,000
Other Operating	28,566	22,000	18,500	23,000
Capital Outlay	-	-	-	-
<b>Parking Maintenance Total</b>	<b>\$ 52,056</b>	<b>\$ 41,000</b>	<b>\$ 31,000</b>	<b>\$ 43,000</b>
<b>Parking Fund Total</b>	<b>\$173,911</b>	<b>\$144,225</b>	<b>\$138,794</b>	<b>\$161,836</b>

## ECONOMIC DEVELOPMENT FUND

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

For Fiscal Year 2016, the Economic Development Fund is being used to assist with funding of grant writing activities related to the River Raisin Battlefield. The fund has also provided planning and match funding for the La-Z-Boy World Headquarters. In the future, the fund may need to provide funding for administrative costs related to a property acquisition grant through the Michigan Department of Natural Resources Trust Fund (MNRTF) that allows for acquisition of properties for the expansion of the River Raisin National Battlefield Park.

### ECONOMIC DEVELOPMENT FUND FUND BALANCE TREND

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 2,052	\$ 1,500	\$ 1,000	\$ 1,000
Community Development	-	-	-	-
Operating Grants:				
Community Development	-	-	-	-
Capital Grants:				
Community Development	187,519	-	-	-
<b>Total Revenue</b>	<b>189,571</b>	<b>1,500</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>292,519</b>	<b>35,000</b>	<b>35,000</b>	<b>10,000</b>
Excess (Deficiency) of Revenues over Expenditures	(102,948)	(33,500)	(34,000)	(9,000)
<b>Beginning Fund Balance</b>	<b>368,257</b>	<b>265,309</b>	<b>265,309</b>	<b>231,309</b>
<b>Ending Fund Balance</b>	<b>\$ 265,309</b>	<b>\$ 231,809</b>	<b>\$ 231,309</b>	<b>\$ 222,309</b>

## ECONOMIC DEVELOPMENT FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Community Development Dept.</b>				
<b>Economic Development</b>				
Other Operating	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
<b>Total Economic Development</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Rail Consolidation Grant</b>				
Other Operating	187,519	-	-	-
<b>Total Rail Grant</b>	<b>187,519</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Battlefield Grant Writing</b>				
Other Operating	-	25,000	25,000	-
<b>Total Battlefield Grant Writing</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>
<b>Transfers Out</b>				
Other Operating	105,000	-	-	-
<b>Total Transfers Out</b>	<b>105,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Economic Dev. Fund</b>	<b>\$ 292,519</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 10,000</b>

# 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 2016-2017**

### **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. Schedule BS&A software upgrades and training.
2. 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:**

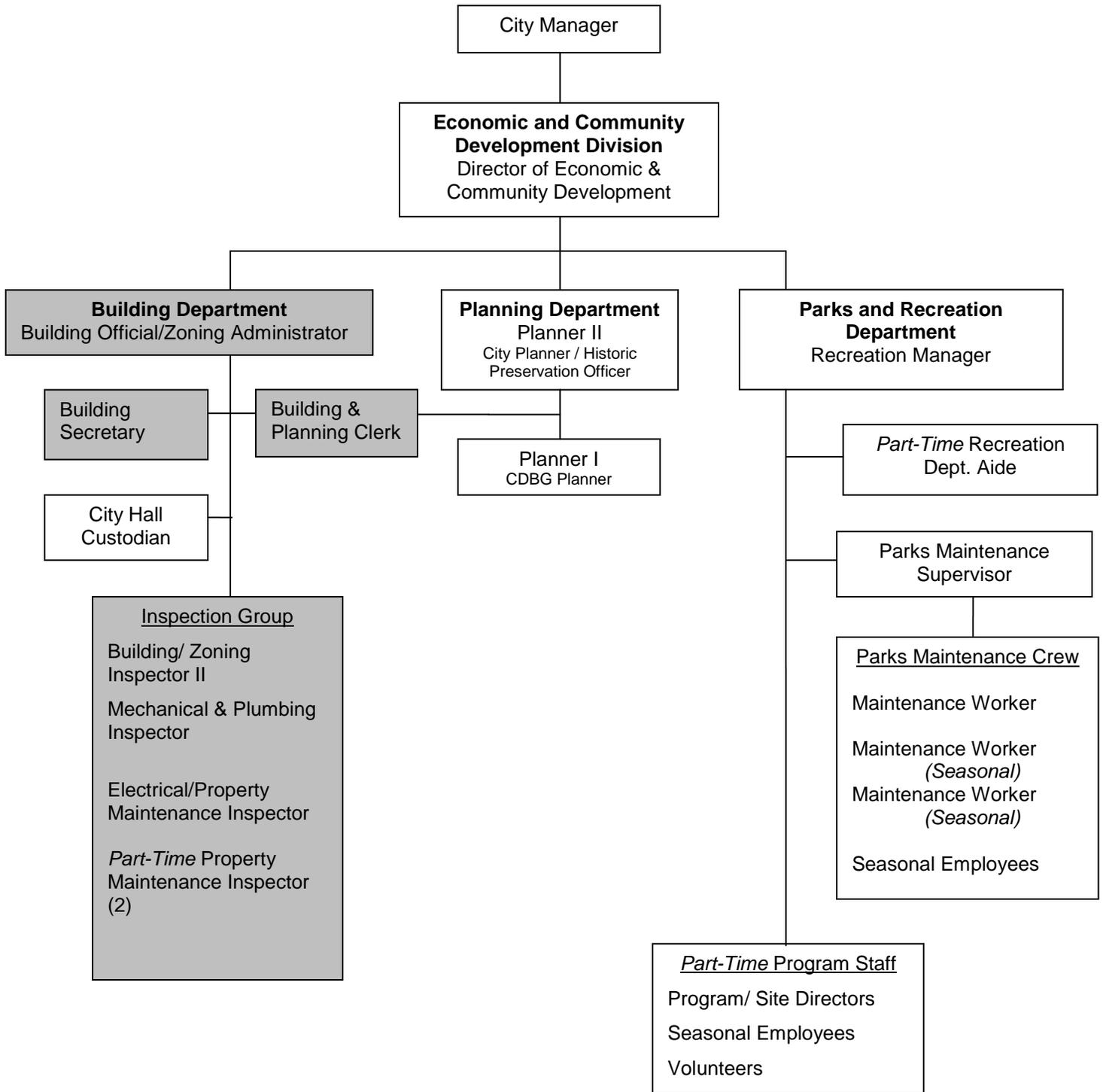
1. Respond to all plan reviews within 10 days.
2. Develop and implement procedures for over-the –counter or next-day permit issuance for simple projects that do not require detailed plan review.

### **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 2016-2017**



## 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
<b>Total Permits Issued</b>	<b>1349</b>	<b>1337</b>	<b>1355</b>	<b>1325</b>	<b>1290</b>
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
<b>Total Inspections</b>	<b>4317</b>	<b>4562</b>	<b>3809</b>	<b>4775</b>	<b>4265</b>
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
<b>Total Licenses</b>	<b>194</b>	<b>225</b>	<b>224</b>	<b>210</b>	<b>210</b>

## FUNDING LEVEL SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Personnel Services</b>	\$ 430,985	\$ 486,427	\$ 475,412	\$ 508,909
<b>Supplies</b>	8,338	8,800	8,450	10,000
<b>Other Operating</b>	72,729	96,126	93,456	95,749
<b>Capital Outlay</b>	-	-	-	-
<b>Subtotal</b>	<b>\$ 512,052</b>	<b>\$ 591,353</b>	<b>\$ 577,318</b>	<b>\$ 614,658</b>
<b>Expenditure Credits</b>	(24,943)	(20,000)	(20,000)	(20,000)
<b>Total</b>	<b>\$ 487,109</b>	<b>\$ 571,353</b>	<b>\$ 557,318</b>	<b>\$ 594,658</b>

**BUILDING SAFETY FUND  
FUND BALANCE TREND**

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 1,150	\$ 1,000	\$ 1,250	\$ 1,250
Program Services Revenue				
Public Safety	367,474	407,725	529,950	509,950
<b>Total Revenue</b>	<b>368,624</b>	<b>408,725</b>	<b>531,200</b>	<b>511,200</b>
<b>Total Expenditures</b>	<b>487,109</b>	<b>571,353</b>	<b>557,318</b>	<b>594,658</b>
Excess (Deficiency of Revenues) over Expenditures	(118,485)	(162,628)	(26,118)	(83,458)
<b>Beginning Fund Balance</b>	506,686	388,201	388,201	362,083
<b>Ending Fund Balance</b>	<b>\$ 388,201</b>	<b>\$ 225,573</b>	<b>\$ 362,083</b>	<b>\$ 278,625</b>

## BUDGET STABILIZATION FUND

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

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

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

### BUDGET STABILIZATION FUND FUND BALANCE TREND

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-
Excess (Deficiency of Revenues) over Expenditures	-	-	-	-
<b>Beginning Fund Balance</b>	2,000,000	2,000,000	2,000,000	2,000,000
<b>Ending Fund Balance</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>

## 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 be used only for law enforcement purposes, as appropriated by the City Council. 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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 119	\$ 100	\$ 150	\$ 150
Program Services Revenue:				
Public Safety	10,911	15,000	15,000	15,000
Capital Grants Revenue:				
Public Safety	-	-	979	-
<b>Total Revenue</b>	<b>11,030</b>	<b>15,100</b>	<b>16,129</b>	<b>15,150</b>
<b>Total Expenditures</b>	<b>12,412</b>	<b>18,400</b>	<b>19,200</b>	<b>19,200</b>
Excess (Deficiency) of Revenues over Expenditures	(1,382)	(3,300)	(3,071)	(4,050)
<b>Beginning Fund Balance</b>	<b>51,859</b>	<b>50,477</b>	<b>50,477</b>	<b>47,406</b>
<b>Ending Fund Balance</b>	<b>\$ 50,477</b>	<b>\$ 47,177</b>	<b>\$ 47,406</b>	<b>\$ 43,356</b>

## DRUG FORFEITURE FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Police Department</b>				
<b>Police Operations</b>				
Supplies	\$ 184	\$ 1,200	\$ 2,000	\$ 2,000
Other Operating	3,663	6,200	6,200	7,200
Capital Outlay	8,565	11,000	11,000	10,000
<b>Drug Forfeiture Fund Total</b>	<b>\$ 12,412</b>	<b>\$ 18,400</b>	<b>\$ 19,200</b>	<b>\$ 19,200</b>

## GRANT FUND

Grants in need of special reporting requirements or those grants that cover more than one department or operation are reported in this fund. Currently, the only grant reported here is the Community Development Block Grant (CDBG).

### GRANT FUND FUND BALANCE TREND

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 743	\$ 500	\$ 500	\$ 500
Capital and Operating Grants				
Community Development	375,746	458,401	699,546	482,000
<b>Total Revenue</b>	<b>376,489</b>	<b>458,901</b>	<b>700,046</b>	<b>482,500</b>
 <b>Total Expenditures</b>	 <b>375,747</b>	 <b>508,927</b>	 <b>699,546</b>	 <b>482,000</b>
 Excess (Deficiency of Revenues) over Expenditures	 742	 (50,026)	 500	 500
 <b>Beginning Fund Balance</b>	 <b>204,781</b>	 <b>205,523</b>	 <b>205,523</b>	 <b>206,023</b>
 <b>Ending Fund Balance</b>	 <b>\$ 205,523</b>	 <b>\$ 155,497</b>	 <b>\$ 206,023</b>	 <b>\$ 206,523</b>

### GRANT FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Dept. of Comm. Dev. &amp; Planning</b>				
<b>Comm. Development Block Grant</b>				
Other Operating	375,747	508,927	699,546	482,000
<b>Comm. Dev. Block Grant Total</b>	<b>375,747</b>	<b>508,927</b>	<b>699,546</b>	<b>482,000</b>
<b>Grant Fund Total</b>	<b>\$ 375,747</b>	<b>\$ 508,927</b>	<b>\$ 699,546</b>	<b>\$ 482,000</b>

## AIRPORT FUND

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

The Airport operates under the oversight of the Monroe Port Commission, in keeping with the City's goals of intensifying usage of the airport as an economic development tool. The current structure of the 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 2015, the Automated Weather Observing System (AWOS) was 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 and combined with 2017 funds advanced into 2016 in order to complete a larger project to rehabilitate asphalt pavement areas around some of the hangars and the access roadway into the airport from North Custer Road.

## AIRPORT FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Department of Public Service</b>				
<b>Airport Operations</b>				
Personnel	\$ 81,255	\$ 81,219	\$ 75,919	\$ 81,125
Supplies	2,489	3,250	2,750	3,250
Other Operating	242,473	241,960	213,860	230,600
Capital Outlay	-	-	-	-
Operating Transfer	-	-	-	-
<b>Airport Fund Total</b>	<b>\$ 326,217</b>	<b>\$ 326,429</b>	<b>\$ 292,529</b>	<b>\$ 314,975</b>

<b>AIRPORT FUND FUND BALANCE TREND</b>				
	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 8,524	\$ 16,100	\$ 15,000	\$ 22,000
Program Services Revenue:				
Public Works	321,191	295,445	261,900	270,300
<b>Total Revenue</b>	<b>329,715</b>	<b>311,545</b>	<b>276,900</b>	<b>292,300</b>
<b>Total Expenditures</b>	<b>326,217</b>	<b>326,429</b>	<b>292,529</b>	<b>314,975</b>
Excess (Deficiency of Revenues) over Expenditures	3,498	(14,884)	(15,629)	(22,675)
<b>Beginning Fund Balance</b>	<b>56,347</b>	<b>59,845</b>	<b>59,845</b>	<b>44,216</b>
<b>Ending Fund Balance</b>	<b>\$ 59,845</b>	<b>\$ 44,961</b>	<b>\$ 44,216</b>	<b>\$ 21,541</b>

## 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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Expendable Trust Fund</b>				
Millenium Committee	\$ -	\$ 2,592	\$ 2,592	\$ -
CEWQ-Public Education	-	1,949	1,949	-
CEWQ-Pub. Adv. Grant	10,900	-	-	-
RR PAC Support Grant	-	10,800	10,800	-
Flowering Rush Grant	3,000	-	750	-
Engineering Escrow	-	34,905	5,000	5,000
Fountain Maintenance	1,190	8	8	-
Greener Monroe	-	689	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	39,868	70,878	91,878	41,000
<b>Fund Total</b>	<b>\$ 54,958</b>	<b>\$ 138,167</b>	<b>\$ 130,012</b>	<b>\$ 46,000</b>

**EXPENDABLE TRUST FUND  
FUND BALANCE TREND**

	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY15-16</b>	<b>FY16-17</b>
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 38,871	\$ 40,000	\$ 41,000	\$ 41,000
Public Safety	1,150	10,000	5,000	5,000
Operating Grant Revenue:				
General Government	-	-	-	-
Public Works	13,795	10,800	13,750	-
<b>Total Revenue</b>	<b>53,816</b>	<b>60,800</b>	<b>59,750</b>	<b>46,000</b>
<b>Total Expenditures</b>	<b>54,958</b>	<b>138,167</b>	<b>130,012</b>	<b>46,000</b>
Excess (Deficiency of Revenues) over Expenditures	<b>(1,142)</b>	<b>(77,367)</b>	<b>(70,262)</b>	<b>-</b>
<b>Beginning Fund Balance</b>	<b>76,492</b>	<b>75,350</b>	<b>75,350</b>	<b>5,088</b>
<b>Ending Fund Balance</b>	<b>\$ 75,350</b>	<b>\$ (2,017)</b>	<b>\$ 5,088</b>	<b>\$ 5,088</b>



**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:

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

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

## **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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 1,923,750	\$ 490,248	\$ 493,519	\$ 495,775
Operating Grants				
Debt Service	26,532	-	-	-
Other Financing Sources				
Transfers from other funds	106,856	115,332	115,382	119,054
<b>Total Revenue</b>	<b>2,057,138</b>	<b>605,580</b>	<b>608,901</b>	<b>614,829</b>
<b>Total Expenditures</b>	<b>1,924,504</b>	<b>535,676</b>	<b>496,066</b>	<b>497,033</b>
Excess (Deficiency of Revenues) over Expenditures	132,634	69,904	112,835	117,796
<b>Beginning Fund Balance</b>	<b>186,263</b>	<b>318,897</b>	<b>318,897</b>	<b>431,732</b>
<b>Ending Fund Balance</b>	<b>\$ 318,897</b>	<b>\$ 388,801</b>	<b>\$ 431,732</b>	<b>\$ 549,528</b>

## DEBT SERVICE FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Finance Department</b>				
<b>Debt Service</b>				
Debt Service - Bridge Bond	\$ 1,530,627	\$ 417,614	\$ 378,004	\$ 375,179
Debt Service - City Hall	284,427	23,080	23,080	22,660
Debt Service - DDA	87,856	92,182	92,182	96,394
Bond Issue Costs	20,466	-	-	-
Fiscal Agent Fee	700	800	800	800
<b>Dept Service Total</b>	<b>1,924,076</b>	<b>533,676</b>	<b>494,066</b>	<b>495,033</b>
<b>Clerk/Treasurer</b>				
Other Operating	428	2,000	2,000	2,000
<b>Total Clerk/Treasurer</b>	<b>428</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Debt Service Fund Total</b>	<b>\$ 1,924,504</b>	<b>\$ 535,676</b>	<b>\$ 496,066</b>	<b>\$ 497,033</b>



**CAPITAL PROJECT FUND**

## CAPITAL PROJECT FUND

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

With the exception of special assessments, projects are usually funded by contributions from other funds, bond issuance proceeds, or grants. In the past, General Fund support of capital projects has been targeted at approximately one 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 Program (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. The full CIP budget is available at the end of this budget document.

### CAPITAL PROJECT FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Capital Projects by Department</b>				
Clerk/Treasurer	\$ -	\$ -	\$ -	\$ 18,000
Engineering	1,037,935	1,665,785	1,618,106	145,000
Building Services	465,970	471,757	464,148	60,000
Public Safety Division	-	7,000,000	-	6,245,000
Fire	119,630	113,299	128,547	575,000
Public Services	7,960	-	-	-
Airport	-	-	-	-
Forestry	22,250	71,520	71,520	50,000
Community Development	99,588	244,620	243,140	-
Parks and Recreation	209,122	552,064	406,939	220,000
Multi Sports Complex	-	35,000	35,000	30,000
<b>Capital Project Fund Total</b>	<b>\$ 1,962,455</b>	<b>\$ 10,154,045</b>	<b>\$ 2,967,400</b>	<b>\$ 7,343,000</b>

**CAPITAL PROJECT FUND  
FUND BALANCE TREND**

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 2,005,744	\$ 6,800	\$ 6,800	\$ 6,800
Public Works	-	-	-	-
<b>Program Services Revenue</b>				
Public Works	39,672	34,450	65,419	45,150
<b>Capital Grants Revenue:</b>				
General Government	112,700	312,246	312,246	78,000
Public Safety	89,000	7,090,000	105,248	6,320,000
Public Works	326,938	257,300	212,299	665,000
Community Development	47,790	-	-	-
Recreation & Culture	239,720	376,500	304,500	222,315
<b>Total Revenue</b>	<b>2,861,564</b>	<b>8,077,296</b>	<b>1,006,512</b>	<b>7,337,265</b>
<b>Total Expenditures</b>	<b>1,962,455</b>	<b>10,154,045</b>	<b>2,967,400</b>	<b>7,343,000</b>
Excess (Deficiency of Revenues) over Expenditures	899,109	(2,076,749)	(1,960,888)	(5,735)
<b>Beginning Fund Balance</b>	<b>1,240,756</b>	<b>2,139,865</b>	<b>2,139,865</b>	<b>178,977</b>
<b>Ending Fund Balance</b>	<b>\$ 2,139,865</b>	<b>\$ 63,116</b>	<b>\$ 178,977</b>	<b>\$ 173,242</b>



**ENTERPRISE FUNDS**

## WASTEWATER DEPARTMENT FY 2016-17

**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 all 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. An application for a new permit was submitted before the April 4, 2014 deadline. The new NPDES permit has not been received but is expected soon. A new requirement expected is the development of a system wide Asset Management Program (AMP). The MDEQ has provided the SAW grant program to aid communities in completing the AMP; the City of Monroe is a recipient of a SAW grant. Other changes expected are a Quality Assurance Study Program, a Treatment System Project Performance Certification Evaluation Program (from Phase 3), a change in the phosphorus limit and other modifications are also expected in the new permit.

Three phases of facility updates have been completed over the past 8 years but the overall WWTP facility still had pressing needs that were addressed through an Guaranteed 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). Our project's guaranteed energy performance contract does not impact wastewater rates. Two of the most pressing needs addressed was the sludge handling equipment and plant wide heating system. Several other areas of the WWTP were 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. All facility improvement measures (FIM's) are completed except punch list items and the AMP. Alternative vendors are being evaluated for completing the AMP to provide the most cost-effective solution to complete the AMP and maximize the SAW grant.

Along with all other communities and businesses, we have been operating and completing more activities with fewer staff coupled with increasing expenses & regressive sewer usage. The lowest possible wastewater rates are provided while reducing / maintaining expenses where applicable with all operations at the facility. A revised rate system is proposed for the Read Charge based on Classification. Due to regressive sewer usage and higher fixed expenses a new method for rate collection is proposed based on benefit. Proposed FY 2016-2017 staffing full time equivalents (FTE) is 25.4, a slight decrease from FY 2015-2016 (26.1).

Capital Improvement Projects that are scheduled to begin after July 1, 2016 are: Sanitary Sewer System Replacement / Rehabilitation (~0.4 miles), Pump Station Rehabilitation (Ravenwood), Collection System Camera and Truck Replacement and Roof Replacements on two buildings (Chlorine Bldg and rear of Pump Bldg). Other Capital Improvement Program projects that have been completed or will be completed by June 30, 2016 are the FY 2015-2016 Sanitary Sewer System Replacement / Rehabilitation (~0.4 miles), Pump Station Rehabilitation (Winchester, Dartmoor and Lavender South) and Septage Station Rehabilitation.

**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 2, 2016 Control Board meeting at 4.27% for FY 2016-2017 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 2015 our Collection System transported approximately 4.5 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, commercial, church, government, school, miscellaneous, multi-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 2016 – 2017 including rehabilitating approximately 0.4 miles of collection system. 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:**

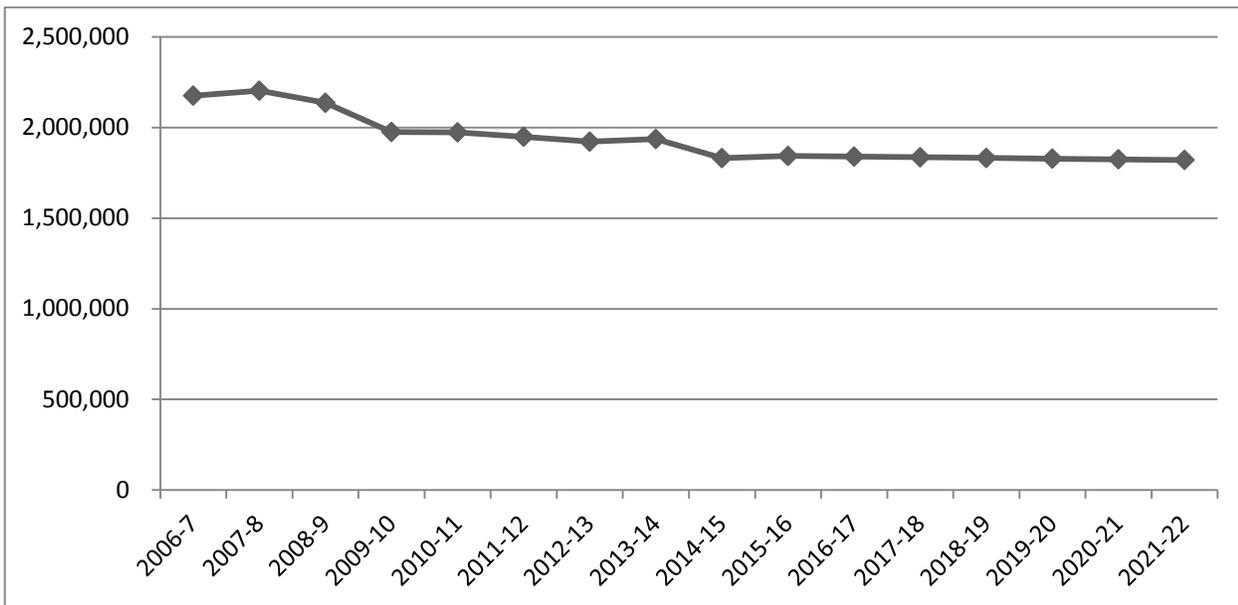
**Read Charge:** This budget we are recommending to maintain the read charge at \$13.59 per read. This read charge includes funding a portion of the Information System User Fee, Meter Reading Fees, Administrative Support Fee and Depreciation.

**Bond Recovery Charge:** This is a new charge; This budget we are recommending to establish a bond recovery charge based on account classification: Church, Government, Residential, & Commercial accounts at \$3.00 per read; School accounts at \$23.40 per read; Miscellaneous & Multi-Residential accounts at \$32.76 per read; and Industrial accounts \$98.28 per read. This charge includes funding a portion of the Debt Service based on usage per read.

**Commodity Charge:** This budget we are recommending to increase the commodity charge to \$3.62 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 structure will stabilize and provide adequate funding to maintain our current level of service as well as pursue a 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, establishing a Bond Recovery Charge, and have a 5.40% increase to the Commodity Charge. The Bond Recovery Charge per read is recommended due to the regressive pattern of sewer usage observed since 2006 (see below) coupled with the large amount of bond debt taken on by the system. It is anticipated that smaller rate increases can be expected in the future after the Bond Recovery Charge is established.



The net impact to our average customer (Church, Government, Residential, & Commercial) will be an overall increase of 8.3% or an estimated \$27.20 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. A \$2.442 million dollar grant has been obtained to complete 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. Since 2006 sewer usage has followed a regressive pattern (see above) likely due to low flow fixtures being installed coupled with economic conditions including water conservation practices / more efficient appliances. Minimal growth in the residential development has occurred along with commercial & industrial development resulting in the regressive sewer usage pattern. 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 wage increases, insurances, and chemicals 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)	Read & Bond Recovery 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
July 2016	<b>\$3.62</b>	<b>\$16.59</b>

### COST TO AVERAGE CONSUMER

	Last Year Cost	Proposed Cost	Increase	% Increase
Quarterly Bill*	\$82.19	\$88.99	\$6.80	8.3%
Annual Cost	\$328.76	\$355.96	\$27.20	8.3%

### SEWAGE RATE COMPARISON\*

LOCATION	ANNUAL COST	\$/CCF	READ COSTS
City of Woodhaven	\$220.71	\$2.66	\$2.07
Village of Maybee	\$231.00	-	\$57.75
London Township	\$249.00	-	\$62.25
YUCA - Township	\$250.69	\$2.249	\$34.95
City of Wyandotte	\$252.77	\$2.27	\$17.70
City of Flat Rock	\$279.28	\$3.37	\$2.50
City of Tecumseh	\$313.26	\$3.29	\$12.49
Bedford Township	\$347.18	\$3.08	\$25.16
City of Saline	\$347.20	\$2.98	\$27.11
City of Howell	\$348.55	\$3.04	\$26.25
<b>Monroe Metropolitan</b>	<b>\$355.96</b>	<b>\$3.62</b>	<b>\$16.59</b>
Ida / Raisinville Twps	\$360.00	-	\$90.00
City of Petersburg	\$366.00	-	\$91.50
City of Ann Arbor	\$369.00	\$4.05	\$11.25
Village of Blissfield	\$415.69	\$2.49	\$54.18
LaSalle Township	\$415.83	\$7.61	\$96.35
City of Adrian	\$416.00	\$3.25	\$39.00
Village of South Rockwood	\$521.02	\$3.46	\$61.14
Village of Dundee	\$552.63	\$5.83	\$21.47
Berlin Township	\$570.79	\$5.60	\$30.75
City of Milan	\$597.32	\$2.99	\$89.49
Ash Township (Village of Carleton)	\$598.40	\$7.48	\$0.00
Village of Dexter	\$609.64	\$6.55	\$21.36
Annual Sewer Flat (18 CCF/Qtr)	\$327.00		

\*Based on Residential / 20 CCF per bill

## WASTEWATER FUND NET ASSET TREND

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ (25,064)	\$ 2,500	\$ 3,500	\$ 3,500
Program Services Revenue:				
Public Works	8,275,859	8,865,037	8,578,939	9,169,839
Operating Grants				
Public Works	-	1,998,809	1,998,809	-
Capital Grants				
Public Works	5,031	-	-	-
<b>Total Revenue</b>	<b>8,255,826</b>	<b>10,866,346</b>	<b>10,581,248</b>	<b>9,173,339</b>
<b>Total Expenditures</b>	<b>7,040,120</b>	<b>10,282,438</b>	<b>10,278,303</b>	<b>7,986,679</b>
Excess (Deficiency of Revenues) over Expenditures	1,215,706	583,908	302,945	1,186,660
<b>Beg. Net Assets</b>	<b>24,664,847</b>	<b>25,880,553</b>	<b>25,880,553</b>	<b>26,183,498</b>
<b>End. Net Assets</b>	<b>\$ 25,880,553</b>	<b>\$ 26,464,461</b>	<b>\$ 26,183,498</b>	<b>\$ 27,370,158</b>

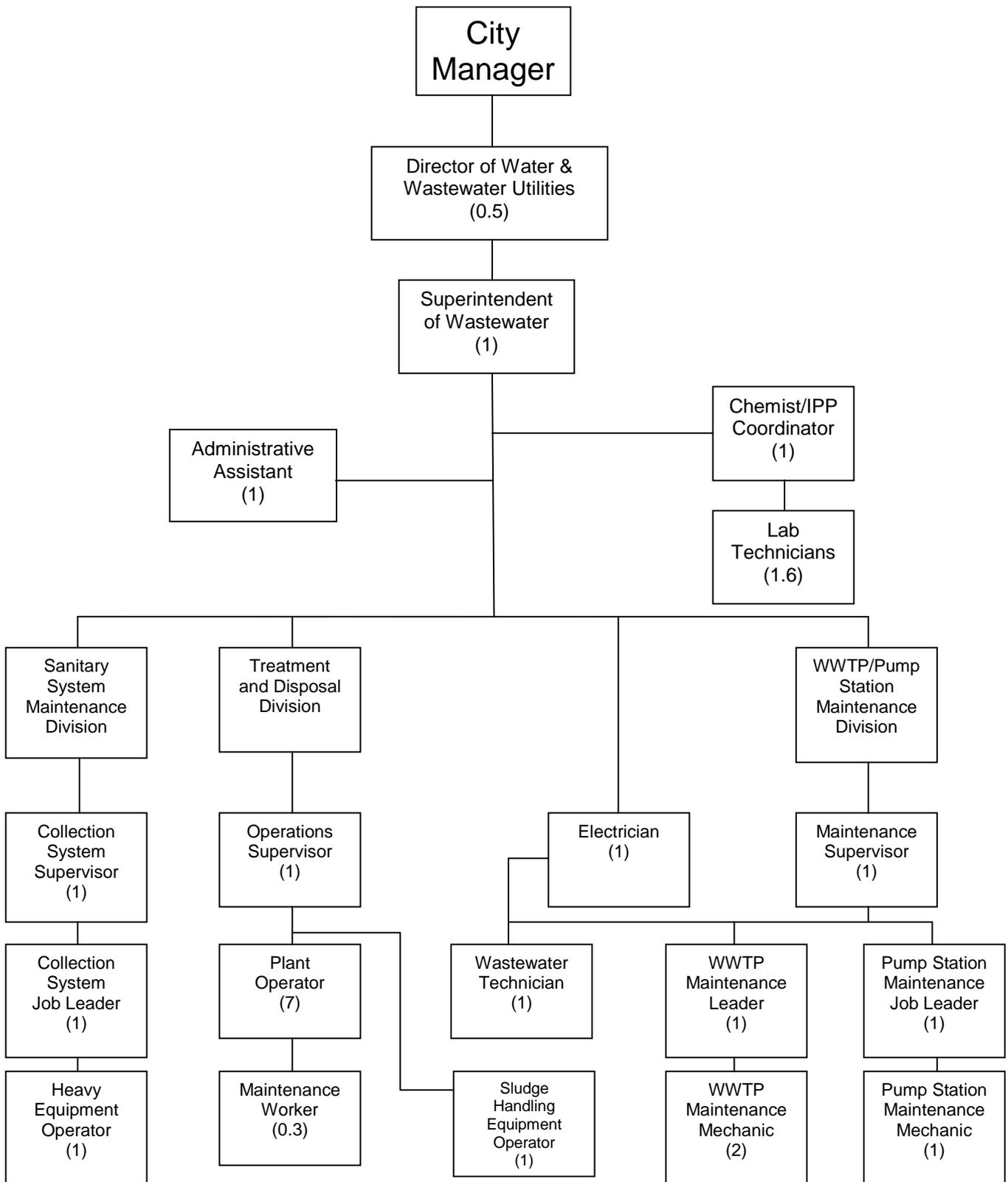
## WASTEWATER FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>General Administration</b>				
Personnel Services	\$ 296,243	\$ 327,736	\$ 336,023	\$ 305,174
Supplies	29,182	36,855	30,555	33,055
Other Operating	2,587,190	3,094,289	3,097,068	3,068,381
<b>General Admin. Total</b>	<b>2,912,615</b>	<b>3,458,880</b>	<b>3,463,646</b>	<b>3,406,610</b>
<b>Treatment &amp; Disposal</b>				
Personnel Services	1,534,214	1,639,794	1,623,164	1,618,187
Supplies	22,492	25,200	24,000	18,800
Other Operating	1,158,258	1,279,565	1,278,280	1,152,050
Capital Outlay	-	1,998,809	1,998,809	-
<b>Treatment &amp; Dspsl. Total</b>	<b>2,714,964</b>	<b>4,943,368</b>	<b>4,924,253</b>	<b>2,789,037</b>
<b>Maint.-Sanitary Sewers</b>				
Personnel Services	301,744	335,230	328,464	364,610
Supplies	4,467	6,500	6,500	6,500
Other Operating	62,245	126,500	130,100	55,500
<b>Maint.- Sntry. Swrs. Total</b>	<b>368,456</b>	<b>468,230</b>	<b>465,064</b>	<b>426,610</b>
<b>Maint.-Pump Stations</b>				
Personnel Services	239,846	289,391	295,704	307,286
Supplies	11,278	15,250	15,250	15,250
Other Operating	176,978	164,960	166,210	134,210
<b>Maint.- Pump Stns. Total</b>	<b>428,102</b>	<b>469,601</b>	<b>477,164</b>	<b>456,746</b>
<b>Debt Administration</b>				
Principal	-	-	-	-
Interest	615,983	942,359	948,176	907,676
<b>Debt Administration Total</b>	<b>615,983</b>	<b>942,359</b>	<b>948,176</b>	<b>907,676</b>
<b>Wastewater Fund Total</b>	<b>\$ 7,040,120</b>	<b>\$ 10,282,438</b>	<b>\$ 10,278,303</b>	<b>\$ 7,986,679</b>

## Wastewater Fund Capital Project Detail

Project	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
Wet Weather Improvements	\$ 1,529,388	\$ 126,000	\$ 126,000	\$ -
Boiler Replacement -WWTP 2ndary System	2,920	2,660	2,660	-
GIS- Wastewater System	4,893	-	3,106	-
San. Sewer Rehab-E.Noble-Monroe to Macomb	39,820	3,106	7,535	-
San. Sewer Rehab-W 4th-Hubble to E. of Smith	128,030	17,370	-	-
San. Sewer Rehab-Godfroy West	-	68,900	68,900	-
San. Sewer Rehab-B/W Grove & Sheridan	-	23,000	23,000	-
San. Sewer Rehab-R'view from MH940-941	-	19,400	19,400	-
San. Sewer Rehab-Intercept manholes river	-	76,700	76,700	-
Winchester Pump Station Rehab	-	130,000	130,000	-
Dartmoor Pump Station Rehab	-	30,000	30,000	-
Septage Station Rehab	-	32,000	32,000	-
San. Sewer SAD 236-900 Block of E. 1st	-	28,524	28,524	-
SAW Grant	-	1,998,809	1,998,809	-
Collection System Camera and Truck	-	-	-	250,000
San. Sewer Rehab-Wolverine-Erie/S. Custer	-	-	-	71,000
San. Sewer Rehab-Wolverine-Godfroy/N. Monroe	-	-	-	157,000
San. Sewer Rehab-E. Noble-Michigan-Mason	-	-	-	17,000
Roof-Chlorine Building & Pump Building Rear	-	-	-	80,000
Pump Station Rehab-Ravenwood	-	-	-	125,000
Elm Ave West-San. Sewer Rehab	-	-	-	-
	-	-	-	-
<b>Capital Project Total</b>	<b>\$ 1,705,051</b>	<b>\$ 2,556,469</b>	<b>\$ 2,546,634</b>	<b>\$ 700,000</b>

<b>PERFORMANCE INDICATORS</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Actual</b>	<b>2015-16 Projected</b>	<b>2016-17 Requested</b>
Commodity Charge (\$/ccf)	\$2.38	\$2.57	\$2.71	\$2.86	\$3.04	\$3.04	\$3.43	\$3.62
Plant Flow (Billion Gallons)	4	3.4	5.67	3.82	4.84	4.84	4	4.5
Wet Weather Flows (MG)	84.2	0	40.2	39	3.1	3.1	0	0
Major Storm	4	0	8	1	6	6	4	4
Major Industrial Customers-IPP	5	5	5	5	5	5	5	5
In House Laboratory Tests	12,324	12,500	11,796	11,628	11865	11865	11,875	11,850
Wet Tons of Sludge	9,800	10,285	11,106	11,214	10,247	10,247	9,850	10,400
<b>Collection System (miles)</b>	303	303	303	303	303	303	303	303
Mini-Camera Jobs	90	57	29	51	58	58	12	20
Root Treatment (LFT)	17,400	7,100	8,800	11,885	9,700	9,700	10,350	8,750
Grease Chemical/blocks	0	4	4	6	6	6	2	2
Manhole Inspections	400	425	2631	189	75	75	150	150
Sewer Investigations (call-outs)	300	275	284	137	145	145	150	125
Sewer Mains Jetted (LFT)	131,702	180,972	149,955	206,320	103,798	103,798	135,000	150,000
Sewer Mains TV'd (LFT)	6,431	64,986	28,413	21,183	26,632	26,632	30,000	50,000
Miss Digs	2,500	2,400	1,560	2,224	3,384	3,384	4,500	4,000
Work for Other (jobs)	24	10	3	5	5	5	2	2
<b>Pump Stations (#)</b>	37	36	36	36	36	36	36	36
Pump Station Investigations/Yr	3,850	3,900	2,686	2,500	2,513	2,513	1,625	1,625
Major Repair Hours	1,300	1,050	1,565	2,500	1,283	1,283	1,750	1,500
In House CIP Project Hours	1,400	1,385	300	225	0	0	200	100



Wastewater Department FY 16-17 FTE Total = 25.4  
 FY 11-12 ~ 15-16 FTE Total = 26.1  
 FY 09-10 ~ 10-11 FTE Total = 27.1  
 FY 08-09 FTE Total = 31.0

## WATER DEPARTMENT – FY 2016-17

### 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; however it is recommended *increasing* the commodity charge, fire line charge, and debt service charge for all meter sizes 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

\*\$1.80 for every 100 Cubic Feet of Water Used Plus a Quarterly Service Charge\*

5/8" **	\$10.41	1½"	\$34.11	4"	\$182.17	12"	\$1,277.78
3/4"	\$13.39	2"	\$51.88	6"	\$374.65		
1"	\$19.31	2 ½"	\$78.53	8"	\$537.50		
1¼"	\$25.23	3"	\$108.14	10"	\$863.22	**Most Residences	

### Water Rates *OUTSIDE* the City Limits

(Townships of Monroe & LaSalle)

\*\$3.60 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)

\*\$3.75 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" **	\$0.53	1½"	\$5.29	4"	\$69.74	12"	\$1,254.06
3/4"	\$0.85	2"	\$11.27	6"	\$202.59		
1"	\$1.82	2 ½"	\$20.26	8"	\$431.72		
1¼"	\$3.27	3"	\$32.73	10"	\$776.37		

**Fire Line Rates *OUTSIDE* the City Limits**

\* Quarterly Service Charge\*

5/8" **	\$1.06	1½"	\$10.58	4"	\$139.48	12"	\$2,508.12
3/4"	\$1.70	2"	\$22.54	6"	\$405.18		
1"	\$3.64	2 ½"	\$40.52	8"	\$863.44		
1¼"	\$6.54	3"	\$65.46	10"	\$1,552.74		

**WATER RATE COMPARISON (\* Annual Cost Based on 72 CCF)**

JURISTITION	ANNUAL COST	\$/CCF	QUARTERLY SERVICE COST	% INCREASE (Monroe System Only)
Tecumseh	\$114.40	\$1.34	\$4.50	
City of Wyandotte	\$146.20	\$1.05	\$17.70	
City of Flat Rock	\$165.57	\$2.24	\$1.00	
<b>City of Monroe</b>	<b>\$171.24</b>	<b>\$1.80</b>	<b>\$10.41</b>	<b>7.5%</b>
Frenchtown Township	\$183.96	\$2.03	\$9.45	
City of Milan	\$197.45	\$1.91	\$15.03	
Ash Township	\$207.35	\$2.88	\$38.50	
City of Ann Arbor	\$267.48	\$3.09	\$11.25	
Village of Dexter	\$276.82	\$2.57	\$22.89	
YUCA-Township	\$284.38	\$2.86	\$41.97	
Berlin Charter Township	\$289.66	\$3.15	\$15.75	
City of Adrian	\$291.84	\$2.50	\$27.96	
Village of Dundee	\$299.66	\$3.72	\$8.00	
City of Woodhaven	\$304.13	\$4.10	\$2.25	
City of Howell	\$319.04	\$3.31	\$20.25	
<b>Monroe &amp; LaSalle Twp - Monroe System</b>	<b>\$324.48</b>	<b>\$3.60</b>	<b>\$16.32</b>	<b>6.3%</b>
<b>Raisinville, Ida, London, Exeter Twp, Village of Maybee - Monroe System</b>	<b>\$335.28</b>	<b>\$3.75</b>	<b>\$16.32</b>	<b>6.1%</b>
City of Saline	\$337.84	\$3.66	\$18.62	
Village of Blissfield	\$395.79	\$2.49	\$54.18	
Village of South Rockwood	\$449.12	\$1.77	\$80.37	
South County Water	\$501.31	\$5.68	\$23.00	
City of Petersburg	\$503.64	\$3.63	\$60.61	
<b>Dundee-Wholesale (6")</b>	<b>\$591,416.50</b>	<b>\$1.95</b>	<b>\$374.65</b>	<b>8.3%</b>
<b>Petersburg-Wholesale (2~4")</b>	<b>\$103,792.25</b>	<b>\$1.95</b>	<b>\$382.10</b>	<b>8.4%</b>

***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	South County Water	\$0
1"	\$3,500	City of Flat Rock	\$600
1-1/2"	\$7,000	Village of Dundee	\$960
2"	\$11,200	YCUA	\$1,440
3"	\$24,500	City of Petersburg	\$1,600
4"	\$42,000	City of Saline	\$1,841
6"	\$87,500	City of Wyandotte	\$2,000
8"	\$126,000	City of Milan	\$2,100
10"	\$203,000	Ash Township	\$2,450
12"	\$301,000	Berlin Township	\$2,500
		Frenchtown Township	\$2,500
		City of Tecumseh	\$2,500
		City of Ann Arbor	\$2,620
		City of Howell	\$3,000
		Village of Dexter	\$3,000

\*\* Most common meter installation

Call-Out and Turn-On Fees      FY 2016-2017

- 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 306 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 ½ 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, 3339 fire hydrants, 2762 valves, and three elevated storage tanks. The *Service Section* employs ½ Water Distribution Supervisor, one Job Leader, ½ Distribution Technician and two Water Service Workers who install, repair, maintain, and read water meters and their accessories for providing 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 2015 the billed water consumption in the Monroe Water System *decreased* 0.9% from CY 2014. 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 18<sup>th</sup> annual “Consumer Confidence Report” via URL link (<http://goo.gl/GvjHmf>) 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 2015-2016 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. Due to the Flint Water Crisis, additional sampling, bill flyers and media relations have been completed to maintain customer satisfaction.
- Expanded customer base with the installation of 69 new water services (1" through 2"). 60 existing water services were renewed, an increase primarily in lead service renewals due to the Flint Water Crisis.
- 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 15 distribution system valves and 34 fire hydrants. 170 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. 1554 hydrants were operated / flushed and 6 hydrants were flow tested.
- Replaced / installed 300 meters and 406 radio reading units. Replaced / repaired / tested 37 total 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: 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, PAP-Frenchtown #1 VFD Replacement, PAP-1000 kVA Transformer 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 Maybee-Scofield, Palmer & Zink, Main Replacements on East Third, Kentucky & Linswood, Ida Elevated Water Storage Tank Improvements; Replacing an Excavator; Completing the survey & design of main replacements on Winchester & Lemerand Streets, and Borgess Avenue.

The Transmission and Distribution Division installed 69 new water services and completed 60 water service renewals. Increased lead service renewals have increased due to the Flint Water Crisis. 34 fire hydrants were repaired / replaced / installed, 1554 hydrants were operated / flushed, 45 water main breaks were repaired, 52 service modifications (leaking, stop boxes, abandonments or re-routed) were completed, and 15 valves were repaired or replaced with minimal inconvenience to our customers. 2794 MISS DIG tickets were received which required 2324 tickets to be responded to during the year. The Service Section completed 4212 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. 4332 delinquent notices were mailed out which ultimately required Water Service Workers to deliver 2130 shut-off notices. They collected 810 system bacteriological samples, and were called out 81 times. The meter readers read approximately 15300 meters quarterly. The Chief Meter Reader enforces regulations to insure against contamination of the water. During 2015, 863 total new or old cross-connection sites were inspected or tested.

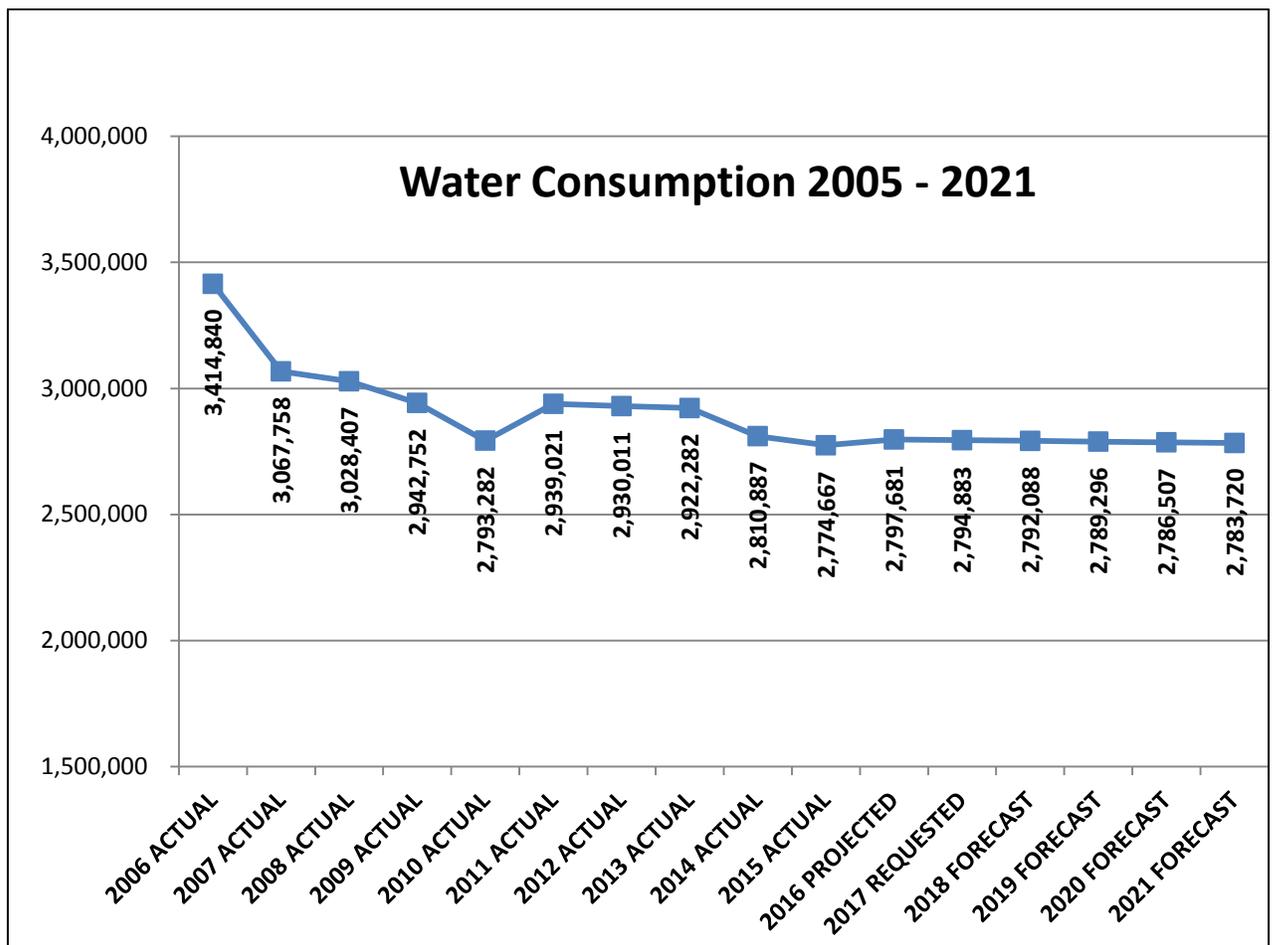
Water Service Workers installed / replaced 300 meters and 406 radio reading units. The radio reading device is a Neptune "R-900 or E-Coder" unit that enables the meter readers to read meters from the street. These radio transmitters are installed with all new services and with all meter exchanges.

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

The Water Department Divisions set the following goals:

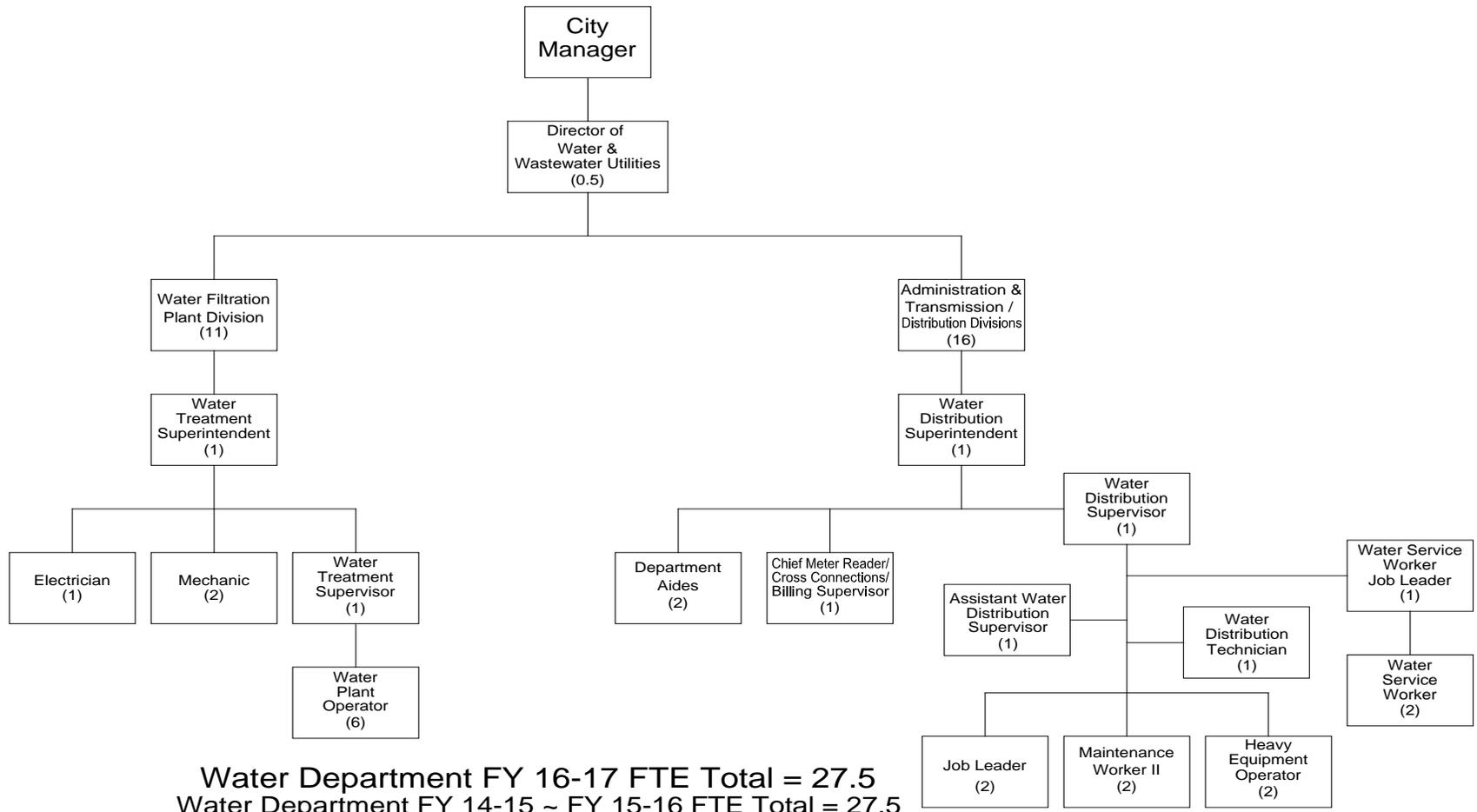
- Maintain water quality and meet all regulatory compliance standards for water. Future EPA and state regulatory compliance standards will continue to challenge some of the facilities antiquated components abilities. DBP2 and LT2 Rule testing has started which may require system improvements. The second round of LT2 sampling is from October 2016 through September 2018.
- 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 2015 billed water consumption was 0.9% lower than CY 2014.
- 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 2016-2017 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: Filter Effluent Venturi Flow Insert Replacement, East Reservoir Crack Inspection and Repair, Chlorine Building & Pretreatment #3 Roof Replacement, and continue to allocate additional funding for the Stand-By Power generator Replacement Project and the Addition of a Raw Water Pump.
- 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 Winchester & Lemerand Streets, Borgess Avenue, and Kentucky Avenue.



## Water Department Activity Measures

	<b>CY2013</b>	<b>CY2014</b>	<b>CY2015</b>	<b>CY2016</b>	<b>CY2017</b>
<b>Performance Indicators</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Project</b>	<b>Request</b>
Customers Invoiced	63,397	64,510	64,600	64,700	64,750
Work Orders Completed	3,270	3,356	4,212	4,200	4,200
Shut-Off Notices Placed	1,617	1,828	2,130	2,100	2,100
Water Treated (mg)	2,634	2,672	2,651	2,700	2,700
Routine Bacti Samples/Positive	789/2	842/1	810/0	820/0	820/0
Turbidity Samples/Violations	8980/0	2744/0	2190/0	2200/0	2200/0
New Services	106	87	69	69	63
Repair / Replace Valves	5	12	15	11	10
Service Renewals	32	29	60	70	70
Repair Main Breaks	59	35	45	33	48
Read Meters	61,272	62,346	65,355	65,400	65,500
Inspect/Test Cross Connections	564	570	863	800	800
Repair / Replace Hydrants	14	13	34	20	20



**Water Department FY 16-17 FTE Total = 27.5**  
**Water Department FY 14-15 ~ FY 15-16 FTE Total = 27.5**  
**Water Department FY 09-10 ~ FY 13-14 FTE Total = 28.5**  
**Water Department FY 08-09 FTE Total = 30.0**

## WATER FUND NET ASSETS TREND

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
<b>Revenue:</b>				
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	-
<b>Total Revenue</b>	<b>7,705,955</b>	<b>8,184,338</b>	<b>8,086,036</b>	<b>8,472,741</b>
<b>Total Expenditures</b>	<b>7,141,931</b>	<b>7,722,609</b>	<b>7,685,623</b>	<b>7,549,041</b>
Excess (Deficiency of Revenues) over Expenditures	564,024	461,729	400,413	923,700
<b>Beginning Net Assets</b>	<b>46,172,004</b>	<b>46,736,028</b>	<b>46,736,028</b>	<b>47,136,441</b>
<b>Ending Net Assets</b>	<b>\$ 46,736,028</b>	<b>\$ 47,197,757</b>	<b>\$ 47,136,441</b>	<b>\$ 48,060,141</b>

## WATER DEPARTMENT EXPENDITURE SUMMARY

	Actual FY13-14	Budget FY14-15	Projected FY14-15	Adopted FY15-16
<b>General Administration</b>				
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
<b>General Admin. Total</b>	<b>2,537,797</b>	<b>2,517,361</b>	<b>2,582,708</b>	<b>2,543,168</b>
<b>W. High Service Pump Station</b>				
Personnel	10,437	7,858	9,184	8,615
Other Operating	37,954	43,287	36,603	37,707
<b>Custer Booster Stn. Total</b>	<b>48,391</b>	<b>51,145</b>	<b>45,787</b>	<b>46,322</b>
<b>Filtration Plant</b>				
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	-	-	-
<b>Filtration Plant Total</b>	<b>2,117,540</b>	<b>2,120,249</b>	<b>2,055,076</b>	<b>2,122,984</b>
<b>Transmission &amp; Distribution</b>				
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	-	-	-
<b>Trans. &amp; Distrib. Total</b>	<b>1,057,377</b>	<b>1,457,381</b>	<b>1,462,280</b>	<b>1,389,194</b>
<b>Meter Shop</b>				
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
<b>Meter Shop Total</b>	<b>703,049</b>	<b>734,929</b>	<b>746,954</b>	<b>772,885</b>
<b>Debt Administration</b>				
Interest	677,777	841,544	792,818	674,488
<b>Debt Administration Total</b>	<b>677,777</b>	<b>841,544</b>	<b>792,818</b>	<b>674,488</b>
<b>Water Fund Total</b>	<b>\$ 7,141,931</b>	<b>\$ 7,722,609</b>	<b>\$ 7,685,623</b>	<b>\$ 7,549,041</b>

## 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
	-	-	-	-
<b>Capital Project Total</b>	<b>\$ 6,019,581</b>	<b>\$ 3,085,810</b>	<b>\$ 3,027,913</b>	<b>\$ 1,318,000</b>

## RAW WATER PARTNERSHIP

The Raw Water Partnership is an agreement between the City of Monroe and Frenchtown Charter Township that provides for intake and treatment of raw water that is ultimately transmitted to the water customers in both water systems. The facility was constructed by the two communities and is administered and maintained by the City of Monroe Water Department. The partners to this agreement agreed to an amendment in 2004 which provides for depreciation to be set aside and used for capital projects in lieu of maintaining \$100,000.00 as a reserve. The amendment increased both the City's and Frenchtown's capacity rights and increased Frenchtown's share of the ownership. 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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 1,326	\$ 1,100	\$ 1,500	\$ 1,500
Operating Grant Revenue				
Public Works	390,585	406,452	407,405	404,904
<b>Total Revenue</b>	<b>391,911</b>	<b>407,552</b>	<b>408,905</b>	<b>406,404</b>
<b>Total Expenditures</b>	<b>390,587</b>	<b>406,452</b>	<b>407,405</b>	<b>404,904</b>
Excess (Deficiency of Revenues) over Expenditures	1,324	1,100	1,500	1,500
<b>Beginning Net Assets</b>	<b>5,575,617</b>	<b>5,576,941</b>	<b>5,576,941</b>	<b>5,578,441</b>
<b>Ending Net Assets</b>	<b>\$ 5,576,941</b>	<b>\$ 5,578,041</b>	<b>\$ 5,578,441</b>	<b>\$ 5,579,941</b>

## RAW WATER PARTNERSHIP EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Water Department</b>				
<b>Administration</b>				
Personnel	\$ 60,510	\$ 50,774	\$ 55,708	\$ 55,161
Supplies	13,705	13,700	13,707	13,700
Other Operating	316,372	341,978	337,990	336,043
<b>Administration Total</b>	<b>390,587</b>	<b>406,452</b>	<b>407,405</b>	<b>404,904</b>
<b>Raw Water Partnership</b>				
<b>Fund Total</b>	<b>\$ 390,587</b>	<b>\$ 406,452</b>	<b>\$ 407,405</b>	<b>\$ 404,904</b>

### Raw Water Partnership Capital Project Detail

Project	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
PAP: Frenchtown #2 VFD Replacemen	\$ 11,394	\$ -	\$ -	\$ -
Pump VFD Replacment	\$ -	\$ 15,200	\$ 15,200	
PAP: Addition of Raw Water Pump	-	314,900	314,900	136,000
Additional Pumps @ PAP - City	-	59,412	59,412	-
PAP: Potassium Parmanganate	-	15,000	15,000	-
PAP: Security System Upgrade	-	30,000	30,000	-
Raw Water 30" Intake Pipe Maint.	54,485	104,646	104,646	-
PAP Pumps 5 & 6: Valve/Actuator	-	70,000	70,000	
Transformer Replacement	-	30,000	30,000	-
	-	-	-	-
<b>Capital Project Total</b>	<b>\$ 65,879</b>	<b>\$ 639,158</b>	<b>\$ 639,158</b>	<b>\$ 136,000</b>



**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 is completed as well, except for some replacement wiring that needs to be done.

Improved response time and more effective project management from County IT staff are also goals for the 2017 fiscal year. A review of IT staffing will occur during fiscal year 2017 in conjunction with a technology strategic plan.

Proposals are currently being requested for the upgrade and replacement of the City website.

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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
<b>General Revenue</b>				
General Government	\$ 1,258	\$ 1,000	\$ 1,000	\$ 1,000
<b>Program Service Revenue</b>				
General Government	353,505	378,346	378,346	385,752
<b>Total Revenue</b>	<b>354,763</b>	<b>379,346</b>	<b>379,346</b>	<b>386,752</b>
<b>Total Expenditures</b>	<b>362,633</b>	<b>351,225</b>	<b>351,871</b>	<b>355,342</b>
Excess (Deficiency of Revenues) over Expenditures	(7,870)	28,121	27,475	31,410
<b>Beginning Net Assets</b>	<b>550,098</b>	<b>542,228</b>	<b>542,228</b>	<b>569,703</b>
<b>Ending Net Assets</b>	<b>\$ 542,228</b>	<b>\$ 570,349</b>	<b>\$ 569,703</b>	<b>\$ 601,113</b>

## INFORMATION SYSTEMS FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Personnel</b>	\$ 12,037	\$ 12,829	\$ 12,827	\$ 13,474
<b>Supplies</b>	9,428	11,500	11,500	11,500
<b>Other Operating</b>	314,819	326,896	327,544	330,368
<b>Capital Outlay</b>	26,349	-	-	-
<b>Total</b>	<b>\$ 362,633</b>	<b>\$ 351,225</b>	<b>\$ 351,871</b>	<b>\$ 355,342</b>

### Information Systems Fund Capital Project Detail

Project	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
Telephone System and Network Upgrade	\$ 44,859	\$ 164,585	\$164,585	\$ -
Communication Director Technology	-	3,878	3,878	-
Misc Technology Upgrades	-	10,000	10,000	10,000
VMWare for Virtual Servers	3,794	-	-	-
Police Copier Replacement	-	11,130	11,130	-
Replacement Monitors	1,872	-	-	-
Misc Network Server Upgrade or Replace	-	-	-	-
Computer Replacements/Upgrades	7,606	26,325	26,325	40,000
Laserfiche Upgrade	59,626	3,775	3,775	-
Additional Laserfiche Licenses	-	3,500	3,500	-
Building Department Tablets	11,179	-	-	-
Printers - Receipt fo Credit Union	1,898	-	-	-
Council Chambers-Audio/Video Upgrade	-	-	-	90,000
<b>Capital Project Total</b>	<b>\$ 130,834</b>	<b>\$ 223,193</b>	<b>\$ 223,193</b>	<b>\$ 140,000</b>

## STORES AND EQUIPMENT FUND

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

For vehicles used by other Departments and “owned” by the Stores and Equipment Fund, the rental rate paid provides for use of the equipment, fuel, insurance, depreciation, routine maintenance costs, and overhead, while the renting Department is responsible for any costs not due to normal use. For Departments with vehicles not presently “owned” by the Fund, including primarily 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, which has not yet occurred. 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**

<b>Revenue:</b>	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
General Revenue:				
General Government	\$ 21,097	\$ 20,300	\$ 11,300	\$ 21,500
Program Services Revenue:				
Public Works	1,048,012	1,006,460	1,038,610	1,081,122
<b>Total Revenue</b>	<b>1,069,109</b>	<b>1,026,760</b>	<b>1,049,910</b>	<b>1,102,622</b>
<b>Total Expenditures</b>	<b>961,505</b>	<b>1,088,601</b>	<b>1,022,638</b>	<b>1,038,370</b>
Excess (Deficiency of Revenues) over Expenditures	107,604	(61,841)	27,272	64,252
<b>Beginning Net Assets</b>	<b>1,516,684</b>	<b>1,624,288</b>	<b>1,624,288</b>	<b>1,651,560</b>
<b>Ending Net Assets</b>	<b>\$ 1,624,288</b>	<b>\$ 1,562,447</b>	<b>\$ 1,651,560</b>	<b>\$ 1,715,812</b>

**STORES & EQUIPMENT FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
<b>Department of Public Service Stores &amp; Equipment</b>				
Personnel	\$ 238,746	\$ 265,951	\$ 270,893	\$ 275,865
Supplies	166,667	195,000	153,000	180,000
Other Operating	552,334	600,085	591,885	568,265
Capital Outlay	690	5,000	-	-
Debt Service	3,068	18,565	1,860	7,240
<b>Operations Total</b>	<b>961,505</b>	<b>1,084,601</b>	<b>1,017,638</b>	<b>1,031,370</b>
Operating Transfer	-	4,000	5,000	7,000
<b>Stores &amp; Equipment Fund Total</b>	<b>\$ 961,505</b>	<b>\$ 1,088,601</b>	<b>\$ 1,022,638</b>	<b>\$ 1,038,370</b>

**Stores and Equipment Fund  
Capital Project Detail**

<b>Project</b>	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
Operating Equipment	\$ 6,479	\$ 251,600	\$ 249,990	\$ 292,888
Land Improvements	67	-	-	-
Buildings & Improvements	-	150,000	150,000	-
Vehicles	136,770	254,622	254,622	330,000
<b>Capital Project Total</b>	<b>\$ 143,316</b>	<b>\$ 656,222</b>	<b>\$ 654,612</b>	<b>\$ 622,888</b>

## 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.

<b>EMPLOYMENT BENEFIT FUND</b>				
<b>NET ASSET TREND</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Adopted</b>
	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY15-16</b>	<b>FY16-17</b>
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 2,965	\$ 3,000	\$ 4,400	\$ 5,000
<b>Program Services Revenue:</b>				
General Government	2,137,551	2,241,867	2,200,919	2,089,775
<b>Total Revenue</b>	<b>2,140,516</b>	<b>2,244,867</b>	<b>2,205,319</b>	<b>2,094,775</b>
<b>Total Expenditures</b>	<b>1,605,156</b>	<b>2,187,480</b>	<b>2,169,869</b>	<b>2,135,305</b>
Excess (Deficiency of Revenues) over Expenditures	535,360	57,387	35,450	(40,530)
<b>Beginning Retained Earn.</b>	<b>1,148,933</b>	<b>1,684,293</b>	<b>1,684,293</b>	<b>1,719,743</b>
<b>Ending Retained Earnings</b>	<b>\$ 1,684,293</b>	<b>\$ 1,741,680</b>	<b>\$ 1,719,743</b>	<b>\$ 1,679,213</b>

**EMPLOYEE BENEFIT FUND  
EXPENDITURE SUMMARY**

	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
<b>Human Resources</b>				
<b>Administration</b>				
Other Operating	\$ 43,175	\$ 44,725	\$ 42,939	\$ 43,306
<b>Administration Total</b>	<b>43,175</b>	<b>44,725</b>	<b>42,939</b>	<b>43,306</b>
<b>Medical Insurance</b>				
Other Operating	1,056,548	1,639,000	1,400,000	1,532,000
<b>Medical Insurance Total</b>	<b>1,056,548</b>	<b>1,639,000</b>	<b>1,400,000</b>	<b>1,532,000</b>
<b>Prescription Insurance</b>				
Other Operating	217,653	121,000	345,000	170,000
<b>Prescription Insurance Total</b>	<b>217,653</b>	<b>121,000</b>	<b>345,000</b>	<b>170,000</b>
<b>Dental Insurance</b>				
Other Operating	153,337	132,000	132,000	135,000
<b>Dental Insurance Total</b>	<b>153,337</b>	<b>132,000</b>	<b>132,000</b>	<b>135,000</b>
<b>Flexible Benefit Plan</b>				
Other Operating	600	1,000	1,000	1,000
<b>Flexible Benefit Total</b>	<b>600</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Life &amp; L/T Disability Insurance</b>				
Other Operating	24,435	38,800	38,547	37,958
<b>Life &amp; L/T Disability Insurance Total</b>	<b>24,435</b>	<b>38,800</b>	<b>38,547</b>	<b>37,958</b>
<b>Unemployment Insurance</b>				
Other Operating	(104)	3,455	3,564	-
<b>Unemployment Insurance Total</b>	<b>(104)</b>	<b>3,455</b>	<b>3,564</b>	<b>-</b>
<b>Workers' Compensation Insurance</b>				
Other Operating	109,512	207,500	206,819	216,041
<b>Workers' Comp. Insurance Total</b>	<b>109,512</b>	<b>207,500</b>	<b>206,819</b>	<b>216,041</b>
<b>Employment Benefit Fund Total</b>	<b>\$ 1,605,156</b>	<b>\$ 2,187,480</b>	<b>\$ 2,169,869</b>	<b>\$ 2,135,305</b>

## INSURANCE FUND

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

<b>INSURANCE FUND</b>				
<b>NET ASSETS TREND</b>				
	Actual	Budget	Projected	Adopted
	FY14-15	FY15-16	FY15-16	FY16-17
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 41,127	\$ 3,500	\$ 38,500	\$ 3,500
<b>Program Services Revenue:</b>				
General Government	272,138	287,996	287,996	172,286
<b>Total Revenue</b>	<b>313,265</b>	<b>291,496</b>	<b>326,496</b>	<b>175,786</b>
<b>Total Expenditures</b>	<b>325,114</b>	<b>383,586</b>	<b>383,583</b>	<b>380,052</b>
Excess (Deficiency of Revenues) over Expenditures	(11,849)	(92,090)	(57,087)	(204,266)
<b>Beginning Retained Earn.</b>	<b>736,160</b>	<b>724,311</b>	<b>724,311</b>	<b>667,224</b>
<b>Ending Retained Earnings</b>	<b>\$ 724,311</b>	<b>\$ 632,221</b>	<b>\$ 667,224</b>	<b>\$ 462,958</b>

## INSURANCE FUND EXPENDITURE SUMMARY

	Actual	Budget	Projected	Adopted
	FY14-15	FY15-16	FY15-16	FY16-17
<b>Administration</b>				
Other Operating	\$ 21,470	\$ 15,590	\$ 15,590	\$ 15,607
<b>Administration Total</b>	<b>21,470</b>	<b>15,590</b>	<b>15,590</b>	<b>15,607</b>
<b>Property &amp; Liability Insurance</b>				
Other Operating	303,644	367,996	367,996	364,445
<b>P&amp;L Insurance Total</b>	<b>303,644</b>	<b>367,996</b>	<b>367,996</b>	<b>364,445</b>
<b>Insurance Fund Total</b>	<b>\$ 325,114</b>	<b>\$ 383,586</b>	<b>\$ 383,586</b>	<b>\$ 380,052</b>



**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. Collective 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, 2014. The valuation calculated the annual required contribution for fiscal year 2017 as \$3.963 million, up from \$3.646 million the previous year. The unfunded liability reported in the actuarial study was \$38.995 million. The City Council has approved the issuance of OPEB Bonds to fund up to 90% of the unfunded liability.

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

	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
<b>Revenue:</b>				
<b>General Revenue:</b>				
General Government	\$ 485,367	\$ 1,089,000	\$ 1,091,000	\$ 1,075,000
<b>Program Services Revenue:</b>				
General Government	3,899,954	3,812,000	3,812,000	3,963,730
<b>Total Revenue</b>	<b>4,385,321</b>	<b>4,901,000</b>	<b>4,903,000</b>	<b>5,038,730</b>
<b>Total Expenditures</b>	<b>3,473,244</b>	<b>3,892,340</b>	<b>4,024,590</b>	<b>4,101,632</b>
Excess (Deficiency of Revenues) over Expenditures	912,077	1,008,660	878,410	937,098
<b>Beginning Net Assets</b>	<b>18,426,091</b>	<b>19,338,168</b>	<b>19,338,168</b>	<b>20,216,578</b>
<b>Ending Net Assets</b>	<b>\$ 19,338,168</b>	<b>\$ 20,346,828</b>	<b>\$ 20,216,578</b>	<b>\$ 21,153,676</b>

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

	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
<b>Finance Department</b>				
Actuarial Services	\$ -	\$ 38,800	\$ 18,800	\$ 20,000
Audit Services	2,950	3,040	3,040	3,132
Investment Cost	144,189	148,000	148,000	148,000
Fiduciary Insurance	7,000	7,500	7,000	7,500
<b>Total Finance Dept.</b>	<b>154,139</b>	<b>197,340</b>	<b>176,840</b>	<b>178,632</b>
<b>Personnel Department</b>				
Contractual	-	20,000	20,000	20,000
Actuarial Services	-	2,750	2,750	3,000
Medical Insurance	1,827,859	2,100,000	2,100,000	2,100,000
Prescription Insurance	1,491,246	1,572,250	1,725,000	1,800,000
<b>Total Personnel Dept.</b>	<b>3,319,105</b>	<b>3,695,000</b>	<b>3,847,750</b>	<b>3,923,000</b>
<b>Post-Retirement Health Care Fund Total</b>	<b>\$ 3,473,244</b>	<b>\$ 3,892,340</b>	<b>\$ 4,024,590</b>	<b>\$ 4,101,632</b>



**PERMANENT FUND**

## Cemetery Fund

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

For many years, the maintenance and administration of Woodland Cemetery 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 FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 34,766	\$ 34,000	\$ 34,000	\$ 35,000
Program Services Revenue:				
General Government	22,780	20,000	20,000	20,000
<b>Total Revenue</b>	<b>57,546</b>	<b>54,000</b>	<b>54,000</b>	<b>55,000</b>
<b>Total Expenditures</b>	<b>38,258</b>	<b>44,220</b>	<b>44,220</b>	<b>44,223</b>
Excess (Deficiency of Revenues) over Expenditures	19,288	9,780	9,780	10,777
<b>Beginning Fund Balance</b>	<b>400,075</b>	<b>419,363</b>	<b>419,363</b>	<b>429,143</b>
<b>Ending Fund Balance</b>	<b>\$ 419,363</b>	<b>\$ 429,143</b>	<b>\$ 429,143</b>	<b>\$ 439,920</b>

## CEMETERY FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Community Development Dept.</b>				
<b>Cemetery</b>				
Other Operating	\$ 38,258	\$ 44,220	\$ 44,220	\$ 44,223
Capital Outlay	-	-	-	-
<b>Total Cemetery Fund</b>	<b>\$ 38,258</b>	<b>\$ 44,220</b>	<b>\$ 44,220</b>	<b>\$ 44,223</b>



**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 2017, 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.

The Downtown Development Authority budget for the 2017 fiscal year includes \$50,000 for Target Market and Retail Analysis and Strategic Planning.

## DOWNTOWN DEVELOPMENT AUTHORITY FUND BALANCE TREND

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 1,564	\$ 1,200	\$ 1,400	\$ 1,500
Community Development	196,321	195,000	201,010	202,000
Program Services Revenue:				
Economic Development	-	-	-	-
<b>Total Revenue</b>	<b>197,885</b>	<b>196,200</b>	<b>202,410</b>	<b>203,500</b>
<b>Total Expenditures</b>	<b>244,884</b>	<b>279,026</b>	<b>247,599</b>	<b>263,141</b>
Excess (Deficiency of Revenues) over Expenditures	(46,999)	(82,826)	(45,189)	(59,641)
<b>Beginning Fund Balance</b>	<b>520,744</b>	<b>473,745</b>	<b>473,745</b>	<b>428,556</b>
<b>Ending Fund Balance</b>	<b>\$ 473,745</b>	<b>\$ 390,919</b>	<b>\$ 428,556</b>	<b>\$ 368,915</b>

## DOWNTOWN DEVELOPMENT AUTHORITY FUND EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Community Development Department</b>				
<b>Downtown Development</b>				
Personnel	\$ 14,415	\$ 17,252	\$ 21,385	\$ 21,380
Supplies	957	1,100	1,100	1,100
Other Operating	83,624	128,492	128,492	144,267
Operating Transfers	144,856	132,182	92,182	96,394
<b>Downtown Development Total</b>	<b>243,852</b>	<b>279,026</b>	<b>243,159</b>	<b>263,141</b>
<b>Clerk/Treasurer</b>				
Other Operating	1,032	-	4,440	-
<b>Clerk/Treasurer Total</b>	<b>1,032</b>	<b>-</b>	<b>4,440</b>	<b>-</b>
<b>DDA FUND TOTAL</b>	<b>\$ 244,884</b>	<b>\$ 279,026</b>	<b>\$ 247,599</b>	<b>\$ 263,141</b>

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

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

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

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

### **Program Activities**

To date, twenty-five 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**

	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 4,425	\$ 4,000	\$ 6,000	\$ 6,000
Community Development	808,423	550,313	616,599	558,843
<b>Total Revenue</b>	<b>812,848</b>	<b>554,313</b>	<b>622,599</b>	<b>564,843</b>
<b>Total Expenditures</b>	<b>783,033</b>	<b>620,486</b>	<b>631,197</b>	<b>583,878</b>
Excess (Deficiency of Revenues) over Expenditures	29,815	(66,173)	(8,598)	(19,035)
<b>Beginning Fund Balance</b>	<b>501,197</b>	<b>531,012</b>	<b>531,012</b>	<b>522,414</b>
<b>Ending Fund Balance</b>	<b>\$ 531,012</b>	<b>\$ 464,839</b>	<b>\$ 522,414</b>	<b>\$ 503,379</b>

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND  
EXPENDITURE DETAIL**

	<b>Actual FY14-15</b>	<b>Budget FY15-16</b>	<b>Projected FY15-16</b>	<b>Adopted FY16-17</b>
<b>Community Development Department Brownfield Redevelopment</b>				
Supplies	\$ 1,504	\$ 1,350	\$ -	\$ -
Other Operating	472,216	415,375	423,919	376,600
Operating Transfers	-	-	-	-
Debt Services	309,313	203,761	207,278	207,278
<b>Brownfield Redevelopment Total</b>	<b>783,033</b>	<b>620,486</b>	<b>631,197</b>	<b>583,878</b>
<b>B.R.A Fund Total</b>	<b>\$ 783,033</b>	<b>\$ 620,486</b>	<b>\$ 631,197</b>	<b>\$ 583,878</b>

## PORT OF MONROE

### Mission Statement

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

### Objectives

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

## PORT OF MONROE NET ASSETS TREND

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Revenue:</b>				
General Revenue:				
General Government	\$ 347,849	\$ 350,785	\$ 350,785	\$ 360,000
Program Services Revenue:				
Community Development	185,894	215,000	215,000	350,000
Capital Grants				
Community Development	220,254	-	-	602,550
<b>Total Revenue</b>	<b>753,997</b>	<b>565,785</b>	<b>565,785</b>	<b>1,312,550</b>
<b>Total Expenditures</b>	<b>536,648</b>	<b>553,614</b>	<b>553,614</b>	<b>710,000</b>
Excess (Deficiency of Revenues) over Expenditures	217,349	12,171	12,171	602,550
<b>Beginning Net Assets</b>	<b>4,285,404</b>	<b>4,502,753</b>	<b>4,502,753</b>	<b>4,514,924</b>
<b>Ending Net Assets</b>	<b>\$ 4,502,753</b>	<b>\$ 4,514,924</b>	<b>\$ 4,514,924</b>	<b>\$ 5,117,474</b>

## PORT OF MONROE EXPENDITURE SUMMARY

	Actual FY14-15	Budget FY15-16	Projected FY15-16	Adopted FY16-17
<b>Community Development Dept.</b>				
<b>Port Operations</b>				
Personnel Services	\$ 172,301	\$ 164,900	\$ 164,900	\$ 189,845
Supplies	-	7,500	7,500	17,000
Other Operating	359,118	358,076	358,076	446,745
Debt Service	5,229	23,138	23,138	56,410
<b>Port Operations Total</b>	<b>536,648</b>	<b>553,614</b>	<b>553,614</b>	<b>710,000</b>
<b>Port of Monroe Total:</b>	<b>\$ 536,648</b>	<b>\$ 553,614</b>	<b>\$ 553,614</b>	<b>\$ 710,000</b>

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

The budget ordinance includes approval of \$3,802,550 in capital expenditures for the Port of Monroe. The expenditures will be made to improve marine and rail infrastructure at the Port. \$3,602,550 of the expenditures will be funded by grants and loans. The remaining \$250,000 of capital expenditures will only be made if sale of land at the Port of Monroe generates enough funds to cover the expenditure.



## **PERSONNEL SUMMARY**

<b>FY2017</b>			
<b>Budgeted Full-time and Regular Part-time Positions</b>			
<b>FY2017 Adopted Budget</b>	<b>Classification</b>	<b>FY2016 Amended Budget</b>	<b>Increase/ (Decrease)</b>
	<b>General Fund</b>		
	<b>City Manager</b>		
	<b>City Manager's Office</b>		
1.000	City Manager	1.000	-
1.000	Communication, Culture, & Community Promotion Dir.	1.000	-
1.000	Executive Secretary	1.000	-
<b>3.000</b>	<b>Total City Manager's Office</b>	<b>3.000</b>	-
	<b>Clerk/Treasurer's Office</b>		
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	-
<b>4.000</b>	<b>Total Clerk/Treasurer's Office</b>	<b>4.000</b>	-
	<b>Assessor's Office</b>		
1.000	City Assessor	1.000	-
2.000	Property Appraiser	2.000	-
<b>3.000</b>	<b>Total Assessor's Office</b>	<b>3.000</b>	-
	<b>Finance Department</b>		
0.900	Director of Finance	0.900	-
1.000	Assistant Finance Director	1.000	-
0.600	Accountant I	0.600	-
1.000	Payroll Clerk	1.000	-
<b>3.500</b>	<b>Total Finance Department</b>	<b>3.500</b>	-
	<b>Human Resources Department</b>		
1.000	Human Resources Director	1.000	-
0.600	Administrative Assistant	0.600	-
<b>1.600</b>	<b>Total Personnel</b>	<b>1.600</b>	-
	<b>Engineering Department</b>		
0.500	Director of Engineering and Public Services	0.500	-
3.000	Engineering Technician	2.000	1.000
1.000	Survey Crew Leader	1.000	-
1.000	CAD-GIS Section Leader	1.000	-
1.000	Departmental Aide	1.000	-
-	CAD Operator/Inspector	1.000	(1.000)
<b>6.500</b>	<b>Total Engineering Department</b>	<b>6.500</b>	-

<b>FY2017 Adopted Budget</b>	<b>Classification</b>	<b>FY2016 Amended Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Public Safety Division</b>		
-	Public Safety Director	1.000	(1.000)
1.000	Police Chief	1.000	-
1.000	Deputy 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)	33.000	-
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	7.000	-
3.000	Clerk	3.000	-
0.500	Property Clerk	0.500	-
<b>62.500</b>	<b>Total Public Safety Division</b>	<b>62.500</b>	<b>-</b>
	<b>Department of Public Service Operations Division</b>		
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	-
5.000	Heavy Equipment Operator	4.000	1.000
-	Medium Equipment Operator	1.000	(1.000)
3.840	Maintenance Worker I	3.840	-
2.000	Maintenance Worker/Forestry	2.000	-
1.000	Receptionist/Clerk Typist	1.000	-
<b>16.340</b>	<b>Total Department of Public Service</b>	<b>16.340</b>	<b>-</b>
	<b>Community and Economic Development Department City Hall Grounds Division</b>		
0.250	Building Official	0.250	-
0.130	Secretary/Clerical Assistant	0.130	-
1.000	Custodian	1.000	-
<b>1.380</b>	<b>Total City Hall Grounds Division</b>	<b>1.380</b>	<b>-</b>
	<b>Zoning/Ordinance Enforcement Division</b>		
0.125	Community & Economic Development Director	0.125	-
0.150	Building Official	0.150	-
0.130	Secretary/Clerical Assistant	0.130	-
0.250	Electrical/Code Inspector	-	0.250
0.600	Property Maintenance and Zoning Inspector	0.800	(0.200)
0.250	Building/Zoning Inspector II	0.250	-
<b>1.505</b>	<b>Total Zoning/Ordinance Enforcement Division</b>	<b>1.455</b>	<b>0.050</b>

<b>FY2017 Adopted Budget</b>	<b>Classification</b>	<b>FY2016 Amended Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Community Development Division</b>		
0.750	Community & Economic Development Director	0.750	-
1.000	Planner II	1.000	-
1.000	Planner	1.000	-
0.430	Secretary/Clerical Assistant	0.430	-
<b>3.180</b>	<b>Total Community Development Division</b>	<b>3.180</b>	<b>-</b>
	<b>Recreation Division</b>		
0.125	Community & Economic Development Director	0.125	-
1.000	Recreation Manager	1.000	-
0.600	Recreation Secretary	0.600	-
<b>1.725</b>	<b>Total Recreation Division</b>	<b>1.725</b>	<b>-</b>
	<b>Recreation-Parks Maintenance Division</b>		
1.000	Parks Maintenance Supervisor	1.000	-
1.160	Maintenance Worker I	1.160	-
<b>2.160</b>	<b>Total Recreation-Parks Maintenance Division</b>	<b>2.160</b>	<b>-</b>
<b>9.950</b>	<b>Total Economic &amp; Comm. Development Department</b>	<b>9.900</b>	<b>0.050</b>
<b>110.390</b>	<b>Total General Fund</b>	<b>110.340</b>	<b>0.050</b>
	<b>Parking Meter Fund</b>		
	<b>Police Department</b>		
1.500	Parking Enforcement Officer	1.500	-
<b>1.500</b>	<b>Total Police Department</b>	<b>1.500</b>	<b>-</b>
<b>1.500</b>	<b>Total Parking Meter Fund</b>	<b>1.500</b>	<b>-</b>
	<b>Building Safety Fund</b>		
	<b>Safety Inspection Division</b>		
0.600	Building Official	0.600	-
0.750	Building/Zoning Inspector II	0.750	-
0.750	Electrical/Code Inspector	0.400	0.350
1.000	Plumbing/Heating Inspector	1.000	-
0.600	Property Maintenance and Zoning Inspector	0.800	(0.200)
1.310	Secretary/Clerical Assistant	1.310	-
<b>5.010</b>	<b>Total Safety Inspection Division</b>	<b>4.860</b>	<b>0.150</b>
<b>5.010</b>	<b>Total Building Safety Fund</b>	<b>4.860</b>	<b>0.150</b>

<b>FY2017 Adopted Budget</b>	<b>Classification</b>	<b>FY2016 Amended Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Wastewater Fund</b>		
	<b>Administration Division</b>		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Wastewater Superintendent	1.000	-
1.000	Secretary/Clerical Assistant	1.000	-
<b>2.500</b>	<b>Total Administration Division</b>	<b>2.500</b>	<b>-</b>
	<b>Treatment &amp; Disposal Division</b>		
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	-
-	Wastewater Assistant Operator	1.000	(1.000)
1.000	Wastewater Maintenance Leader	1.000	-
0.500	Wastewater Maintenance Supervisor	0.500	-
1.500	Lab Technician	1.500	-
0.450	Maintenance Worker	-	0.450
<b>16.950</b>	<b>Total Treatment &amp; Disposal Division</b>	<b>17.500</b>	<b>(0.550)</b>
	<b>Sanitary Sewers Maintenance Division</b>		
1.000	Wastewater Collection System Superintendent	1.000	-
1.000	Wastewater Collection Job Leader	1.000	-
1.000	Heavy Equipment Operator	1.000	-
<b>3.000</b>	<b>Total Sanitary Sewers Maintenance Division</b>	<b>3.000</b>	<b>-</b>
	<b>Pump Stations Maintenance Division</b>		
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	-
<b>3.000</b>	<b>Total Pump Stations Maintenance Division</b>	<b>3.000</b>	<b>-</b>
<b>25.450</b>	<b>Total Wastewater Fund</b>	<b>26.000</b>	<b>(0.550)</b>

<b>FY2017 Adopted Budget</b>	<b>Classification</b>	<b>FY2016 Amended Budget</b>	<b>Increase/ (Decrease)</b>
	<b>Water Fund</b>		
	<b>Administration Division</b>		
0.500	Director of Water & Wastewater Utilities	0.500	-
1.000	Water Distribution Superintendent	1.000	-
2.000	Departmental Aide II	2.000	-
<b>3.500</b>	<b>Total Administration Division</b>	<b>3.500</b>	-
	<b>Filtration Plant Division</b>		
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	-
<b>11.000</b>	<b>Total Filtration Plant Division</b>	<b>11.000</b>	-
	<b>Transmission &amp; Distribution Division</b>		
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	-
<b>8.500</b>	<b>Total Transmission &amp; Distribution Division</b>	<b>8.500</b>	-
	<b>Meter Shop Division</b>		
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	-
<b>4.500</b>	<b>Total Meter Shop Division</b>	<b>4.500</b>	-
<b>27.500</b>	<b>Total Water Fund</b>	<b>27.500</b>	-
	<b>Information Systems Fund</b>		
	<b>Finance Department</b>		
0.100	Director of Finance	0.100	-
<b>0.100</b>	<b>Total Finance Department</b>	<b>0.100</b>	-
<b>0.100</b>	<b>Total Information Systems Fund</b>	<b>0.100</b>	-

FY2017 Adopted Budget	Classification	FY2016 Amended Budget	Increase/ (Decrease)
	<b>Stores &amp; Equipment Fund Department of Public Service</b>		
1.000	Stores & Equipment Coordinator	1.000	-
1.000	Certified Mechanic/Welder	1.000	-
1.000	Certified Mechanic	1.000	-
<b>3.000</b>	<b>Total Department of Public Service</b>	<b>3.000</b>	-
<b>3.000</b>	<b>Total Stores &amp; Equipment Fund</b>	<b>3.000</b>	-
<b>172.950</b>	<b>Total Full Time and Regular Part-time Employees</b>	<b>173.300</b>	<b>(0.350)</b>



**Capital Improvement Program**

**CITY OF MONROE  
ADOPTED CAPITAL BUDGET  
FISCAL YEAR 2016-2017**

Department	Project	General Fund	Major Streets	Local Streets	Enterprise	Airport Fund	Add / Alternate Funding	Prior Funding	Total Project Cost	Source of Add/Alt Funding
<b>ALCC</b>										
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>City Hall</b>	Council Chambers Renovation	\$10,000					\$140,000		\$150,000	6, 17
	<b>SUB-TOTAL</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$140,000</b>	<b>\$0</b>	<b>\$150,000</b>	
<b>Clerk-Treasurer</b>	Replacement Election Equipment	\$18,000							\$18,000	
	<b>SUB-TOTAL</b>	<b>\$18,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,000</b>	
<b>Engineering Streets</b>	E. Third Resurfacing - Monroe to Scott (Fed.)		\$145,000				\$220,000	\$20,000	\$385,000	2
	N. Macomb Resurfacing - Elm to Grove (Fed.)		\$25,000						\$25,000	
	Winchester Resurfacing - Third to River		\$290,000				\$180,000	\$20,000	\$490,000	1
	Cranbrook Resurfacing - N. Custer to Crampton		\$100,000	\$20,000					\$120,000	
	Crampton Resurfacing - Cranbrook to 400 feet west			\$80,000					\$80,000	
	Ternes Drive Reconstruction - Telb to 600 feet north		\$220,000						\$220,000	
	Maple Blvd. (east) Resurfacing - Linwood to Greenwood	\$150,000							\$150,000	
	Borgess Resurfacing - Elm to Vine	\$120,000	\$70,000						\$190,000	
	Wolverine / Huron Intersection Reconstruction	\$50,000							\$50,000	
	Kentucky Reconstruction - Sixth to Third	\$25,000						\$50,000	\$75,000	
	W. Lorain Reconstruction - Dane to Telegraph	\$25,000							\$25,000	
	<b>SUB-TOTAL</b>	<b>\$370,000</b>	<b>\$850,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$90,000</b>	<b>\$1,810,000</b>	
<b>Infrastructure</b>	Sidewalk Replacement Program	\$90,000					\$30,000		\$120,000	4
	Custer Airport Taxilane / Access Road Rehab.					\$31,000	\$545,000	\$24,000	\$600,000	11, 12
	Alley Paving - Various Locations - City Share	\$25,000						\$100,000	\$125,000	
	Tree Planting - S. Monroe - Jones to Second	\$25,000							\$25,000	
	Tree Planting - N. Dixie - Noble to Spaulding	\$25,000							\$25,000	
	<b>SUB-TOTAL</b>	<b>\$165,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$31,000</b>	<b>\$575,000</b>	<b>\$124,000</b>	<b>\$895,000</b>	
<b>Fire</b>	Grant Match to Replace of E-1 and Extraction Equipment	\$50,000							\$50,000	
	Westside Fire Station Renovation	\$25,000							\$25,000	
	<b>SUB-TOTAL</b>	<b>\$75,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>	
Department	Project	General Fund	Major Streets	Local Streets	Enterprise	Airport Fund	Add / Alternate Funding	Prior Funding	Total Project Cost	Source of Add/Alt Funding
<b>MMSC</b>	Rubber Flooring	\$30,000							\$30,000	
	<b>SUB-TOTAL</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	
<b>Recreation/ Parks</b>	Munson Park Tennis Court Refurbishment	\$40,000							\$40,000	
	Munson Park Ball Diamond Parking Lot	\$150,000							\$150,000	
	Mark Worrell Park						\$30,000		\$30,000	18,19
	<b>SUB-TOTAL</b>	<b>\$190,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$220,000</b>	

**CITY OF MONROE  
ADOPTED CAPITAL BUDGET  
FISCAL YEAR 2016-2017**

<b>Wastewater</b>	Collection System Camera and Truck Replacement				\$250,000			\$250,000	
	Sanitary Sewer System Rehabilitation / Replacement				\$245,000			\$245,000	
	Roof Replacement-Chlorine Bldg & Pump Bldg Rear				\$80,000			\$80,000	
	Pump Station Rehabilitation-Ravenwood				\$125,000			\$125,000	
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>	
<b>Water</b>	Water Distribution System Replacement / Rehab				\$1,029,000			\$1,029,000	
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,029,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,029,000</b>	
<i>Distribution Division</i>	Stand-By Power Generator Replacement				\$202,000		\$75,000	\$600,000	
<i>Filtration</i>	Filter Effluent Venturi Flow Insert Replacement				\$60,000			\$60,000	
	East Reservoir Crack Repair				\$25,000			\$50,000	
	Chlorine Building & Pretreatment #3 Roof Replacement				\$23,000			\$23,000	
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$310,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$733,000</b>
<i>Water Partnership</i>	PAP: Addition of Raw Water Pump				\$136,000			\$374,312	\$750,000
	<b>SUB-TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$136,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$374,312</b>	<b>\$750,000</b>

<b>FUND TOTALS</b>	General Fund	\$858,000						\$858,000	
	Major Streets		\$850,000					\$850,000	
	Local Streets			\$100,000				\$100,000	
	Wastewater Enterprise Fund				\$700,000			\$700,000	
	Water Enterprise Fund				\$1,475,000			\$1,475,000	
	Airport Fund					\$31,000		\$31,000	
	Add / Alternate Funding						\$1,145,000	\$1,145,000	
	Prior Funding							\$663,312	\$663,312
	<b>TOTAL PROJECT COSTS:</b>								<b>\$5,822,312</b>

<b>Additional / Alternate Funding Source Key:</b>	(1) CDBG Funds	(17) PEG Franchise Fees
	(2) Federal Aid Funds	(18) Capital Projects Fund
	(3) DDA TIF	(19) Private Donations
	(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	
<i>Prepared: 1/4/16</i>		